



Protecting and Increasing Resilience of Microfinance Clients

EVELYN M. NARVAEZ
Research Director, CARD MRI

CARD MRI VISION AND MISSION

S TEWARDSHIP

E XCELLENCE

H UMILITY

S IMPLICITY

I NTEGRITY

F AMILY SPIRIT

C OMPETENCE

VISION

CARD MRI is a world-class leader in microfinance and community-based social development undertakings that **improve the quality of life** of socially-and-economically challenged women and families **towards nation building**.

MISSION

We are committed to:

1. **Empower socially-and-economically challenged women and families** through continuous access to financial, micro insurance, educational, livelihood, health, and other capacity-building services that eventually transform them into responsible citizens for their community and environment;
2. Enable the women members to gain **control and ownership** of financial and social development enterprises; and
3. **Partner** with appropriate government agencies, private institutions, and people and community organizations to facilitate achievement of mutual goals.



THE CARD MRI FAMILY



MF NGO
 MF Oriented Banks
 Financing companies
 Microinsurance
 companies

Development institute
 Publishing company
 Tour operator
 Client Marketing &
 Business Dev't Services
 Pharmacy
 Laboratory
 IT companies

Support Services – Audit,
 Corporate Legal; Compliance;
 Customer Relations, Finance,
 Human Resource, Legal and
 Security, MaHP (Health), Office and
 Admin, Research, Resource
 Mobilization/International Group,
 Treasury, FMAG/Masikhay

THE MUTUALLY REINFORCING INSTITUTIONS



Center for Agriculture and Rural Development, Inc.

- One of the country's major pillars in the microfinance industry.
- Forefront (“the marine”) in in testing concepts/ideas in CARD MRI.
- Initiates CARD MRI's programs in education, health, and agriculture.

PRODUCTS AND SERVICES: Microfinance loans, supplemental loans, microinsurance, remittance, capital build up, Credit with Education sessions, and community ; development services in agriculture, health, and education.

THE MUTUALLY REINFORCING INSTITUTIONS



Bukas, para sa lahat



Let's grow your business, together.



Ito ang Bangko Natin.



CARD BANKING GROUP

- Aspires for financial inclusion for all unbanked Filipinos.
- Provides the opportunity to CARD members to be shareholders/owners of a bank.
- With special focus on providing assistance to MSMEs.

PRODUCTS AND SERVICES: microfinance loans, business/SME loans, other loans; microinsurance, savings facilities, remittance, Credit with Education sessions, and community ; development services in agriculture, health, and education.

THE MUTUALLY REINFORCING INSTITUTIONS



CARD FINANCING GROUP (CLFC, EMPC, & RISE)

- CLFC and RISE provide financing and leasing services to microfinance and educational institutions.
- EMPC provides loans to CARD employees, through chatbots and processes claims by/dues from staff, digitally.

PRODUCTS AND SERVICES: Financing, operating lease, and microfinance loans to clients; regular, housing, multi-purpose, business loans, medical

THE MUTUALLY REINFORCING INSTITUTIONS

CARD MBA
Panatag Ka.

CaMIA
CARD MRI Insurance Agency

CP
CARD PIONEER
Microinsurance Inc.

CARD MICROINSURANCE GROUP

- CARD Mutual Benefit Association (MBA), the insurance arm of CARD MRI
- Extends financial services in the form of death or disability benefits, medical subsidies, pensions, loan redemption package, etc.
- Provides the safety net through life and non-life insurance to help members get back on their feet after shocks or calamity.
- Allows members to own and manage the MBA, be actively involved in the formulation and implementation of policies and procedures towards sustainability and improved services.



PRODUCTS AND SERVICES: Life and non-life insurance; CARD MRI Disaster Relief Assistance Program (CDRAP); Build-Operate-And-Transfer (BOAT) Program for Organized Groups (OGs) and Cooperatives; mass wedding sponsorship; e-Tanong mo chatbot; and “Liham Paalala” .

THE MUTUALLY REINFORCING INSTITUTIONS



Mabisang Gamot, Abot-Kaya, Kalusugan ang Una!

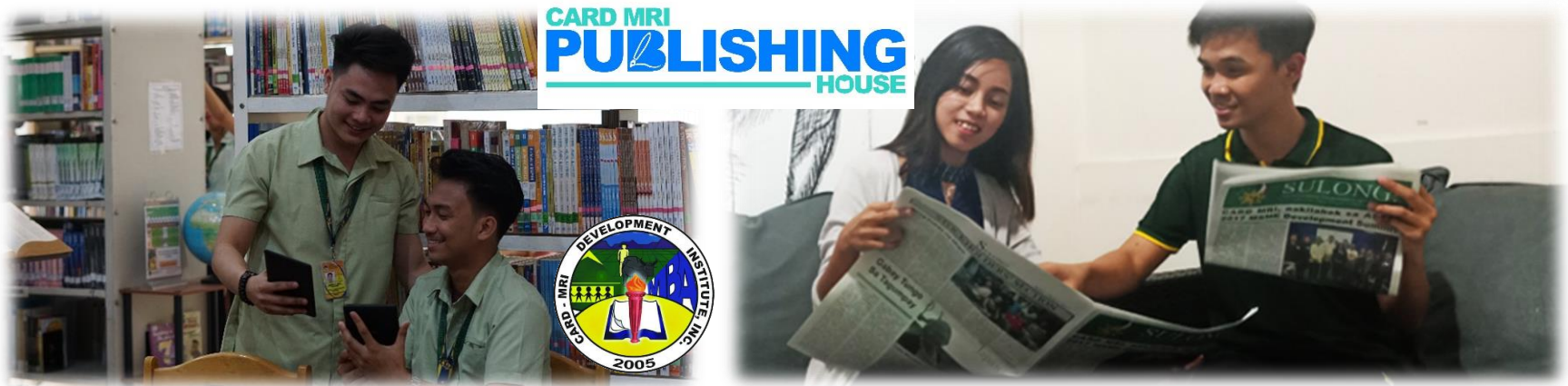


CARD HEALTH PROGRAMS

- BotiCARD and CARD MRI Astro Laboratories provide healthcare education, awareness, health and hygiene products, and generic medicines to staff, clients and communities/public. BotiCARD also delivers thru MedHatid for maintenance medicines, payment using konek2CARD/e-wallets;
- One of the most vital and timely services of CARD MRI, especially during health crisis.

PRODUCTS AND SERVICES: Laboratory examinations, healthcare services, medicines, health education/awareness; “MedHatid”

THE MUTUALLY REINFORCING INSTITUTIONS



CARD EDUCATION AND COMMUNICATION

- Equips CARD staff, clients, and its students with the competencies, values, and spirit to excel in achieving the mission of CARD MRI.
- Breaks the cycle of poverty with its Scholarship Programs (CARD MRI, PHINMA) and “**One Family, One Graduate**” Program.
- Aims to propagate developmental stories of social awareness and social responsiveness to CARD MRI clients.

PRODUCTS AND SERVICES: Formal Studies (Senior High School, Tertiary/College; Masteral and Graduate Studies); Scholarships; Training programs; *Kabuhayan Ideas Online*, *“Dagdag Kaalaman Online”*; Publications like *“Sulong”*, *“Forward”*, *“CARDVentures”*, *Focus Notes*, *Monographs*, etc.

THE MUTUALLY REINFORCING INSTITUTIONS



HIJOSTOURS
Magikobay nang may sayay!



CARD CLIENT MARKETING SUPPORT

- Help CARD clients improve their businesses, products and services through education and business development services.
- Help CARD clients expand their markets through marketing support, farm technology promotion, demo farming, training, and others.
- Provides CARD clients with opportunities to identify, improve, or diversify CARD clients' source of livelihood.

PRODUCTS AND SERVICES: Business development services, marketing assistance, marketing linkages, product development, network building, heritage tours (food, e-camping, etc.); education (School Fairs, Painting, Historya Kita, etc.); marketing campaigns; JICA Farmex (buy and sell app for farmers and sellers)

THE MUTUALLY REINFORCING INSTITUTIONS



CARD INFORMATION TECHNOLOGY GROUP

- ✓ Offers customized technology-driven products and services to the microfinance industry.
- ✓ Provides software development, hardware maintenance, web design, and technical assistance to CARD MRI group.

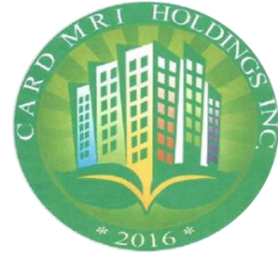
PRODUCTS AND SERVICES: Information technology services in the context of poverty eradication.

THE MUTUALLY REINFORCING INSTITUTIONS



CARD SUPPORT INSTITUTIONS

CARD MRI Property Holdings and CARD MRI Holdings own assets and properties that the institutions under CARD can use for the expansion of operations.



PRODUCTS AND SERVICES: Stocks, real estate, bonds, equity fund

CARD SUPPORT UNITS

Audit	MaHP (MF and Health)
Corporate Legal	Office and Admin
Compliance	Research
Customer Relations	Resource Mobilization/
Finance	International Group
Human Resource	Treasury
Legal and Security	FMAG/Masikhay

PRODUCTS AND SERVICES: All Services that Operations Group and all Institutions of CARD MRI may need.

COMMUNITY PROGRAMS AND INITIATIVES

Education

- “**One Family, One Graduate**” Program
- Scholarship Program (CSP) for members’ children; for Members (“*Balik-Eskwela si Nanay*”)
- Zero Dropout Loan Program
- UP Education Loan Project
- “*Lakbay Aral*”
- “*Credit with Education*” Sessions
- Livelihood Training



Disaster Response

“CARD MRI Disaster Relief Assistance Program”

- Immediate response (assessment and humanitarian response)
- Relief packs/goods to affected clients and staff
- Calamity loans/support
- Health and wellness (Mental, Trauma, etc.)
- Recovery initiatives

COMMUNITY PROGRAMS AND INITIATIVES

Health & Wellness

“Microfinance and Health Protection Program” (MaHP)

- Medical Outreach in communities nationwide
- Online consultation (CARD e-Doctor)
- Provides affordable and effective medicines thru BotiCARD
- Provides sanitation supplies thru CARD Astro



“Kaunlaran Caravan”

Major outreach program conducted in several cities Nationwide, in partnership with others.

- Medical, dental, and optical consultation
- Financial literacy workshop for kids
- Product Consultation for MSMEs
- Livelihood training
- Mass wedding
- Haircut, massage, nail care



OUR PRESENCE

Myanmar

CARD MRI started a partnership program in Myanmar in 2012 and a microfinance operation in 2014.

Laos

CARD MRI opened again its international NGO office in Laos in 2009.

Cambodia

In year 2006, CARD MRI opened its first international NGO office in Cambodia.

Indonesia

CARD MRI established a partnership program in Indonesia since 2008.

Vietnam

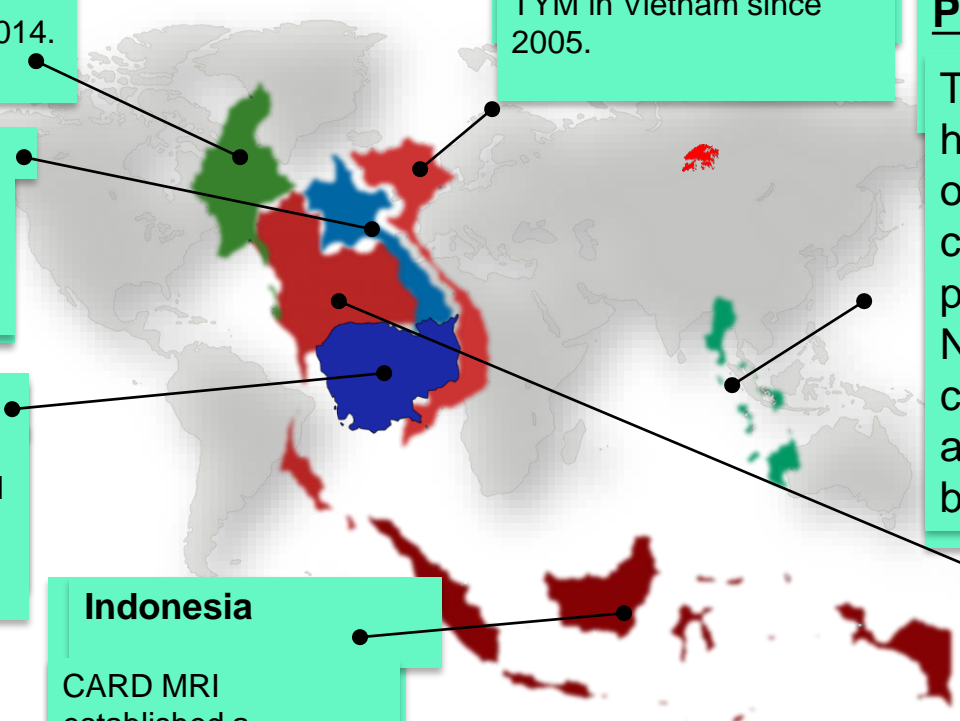
CARD MRI established a partnership program with TYM in Vietnam since 2005.

Philippines

Today, CARD MRI has 3,444 offices all over the country, covering all 85 provinces, including NCR; 96% (1,580) of cities/municipalities; and 96% (40,450) of barangays.

Thailand

Partnership was executed in October 2017.



AT-A-GLANCE (As of June 2022)



**CLIENT
SERVED**
8,234,486



**INSURED
INDIVIDUALS**
24,526,140



**TOTAL
SAVINGS**
32,979,702,322



**LOANS
OUTSTANDING**
33,770,330,834



**REPAYMENT
RATE**
98.11%



**GRADUATE
SCHOLARS**
7,654



OFFICES
3,444



**STAFF
MEMBERS**
16,476

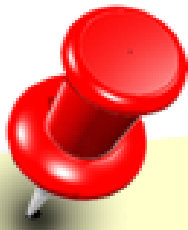
Institutional Partners – 52

Individual Partners:

MBA Coordinators	1,794
Microinsurance Coordinators/Supervisors	2,057
konek2CARD Agents	13,741
Accredited Health Providers	605

Clients who received Credit with Education	1,971,629
Number of Member Stockholders in CARD Bank	107,790
Number of Members with Access to Health Program/Healthy Pinoy Members	4,883,313

No. of Zero Dropout Program Beneficiaries	1,250,765
Number of Educational Scholarship Granted	19,189
No. of patient availments (members/non-members)	684,945
No. of patients availments via e-Doctor	99,659



SNIPPETS



**GUIDING PRINCIPLES ON
SOCIAL PERFORMANCE AND
CLIENT PROTECTION THAT
HELP PROTECT CLIENTS AND
INCREASE THEIR RESILIENCE
IN TIMES OF CRISIS**

SEPM AND CLIENT PROTECTION PRINCIPLES AND STANDARDS

Environment Protection Program



Client Protection Standards

- 1: Appropriate Product Design and Delivery
- 2: Prevention of Over-indebtedness
- 3: Transparency
- 4: Responsible Pricing
- 5: Fair and Respectful Treatment of Clients
- 6: Privacy of Client Data
- 7: Mechanisms for Complaints Resolution

Financial Consumer Protection Program

ADJUSTMENTS/REFINEMENTS

D1: Social Strategy

- Strategy in place to achieve social goals; reviewed regularly
- Policy/procedure in place for business continuity in case of crisis/calamities

D2: Committed Leadership

- Board holds management accountable for achieving social goals – has plan and targets; more frequent review/meeting
- Senior Management responsible for implementing strategy to achieve social goals; same as above

D3: Client-centered products and services

- Collects and analyzes data to understand client needs
- Products, services, and channels benefit clients

CP1: Appropriate Product Design and Delivery

D4: Client Protection

- Prevention of over-indebtedness – capacity-based lending; use of credit bureau (MIDAS and CIC);
- Clear and timely info for decision making – continuous
- Fair and respectful treatment of clients – more patience
- Data Privacy rights – included in all data collection activities
- Mechanism for Complaints – CRU, OMS, Surveys, All Staff/Officers

CP2 (Over-indebtedness), CP3 (Transparency), CP5 (Fair/Respectful Treatment), CP6 (Data Privacy), CP7 (Mechanism for Complaints)

- Added risk mitigation for covid-19 like cases (tracking and management system for afflicted personnel; health and safety protocols, in general)
- Created coordination/communication/collaboration points (group chats, Committees, etc.)

- Kumustahan with Staff and Clients; Online Kumustahan
- Surveys/interviews about Covid-19; business and family; needs
- Client and Product Satisfaction
- More online/digital transactions; more automation of processes
- Capacity building/retooling for staff
- Market linkage and marketing support (e.g., Palengke on Wheels)

- Kumustahan with Staff and Clients; Online Kumustahan
- Information dissemination through GCs and phone calls
- Research/data collection through phones/online
- Intensified customer service mechanisms

ADJUSTMENTS/REFINEMENTS

D5: Responsible Human Resource Development

- Safe and equitable work environment
- HRD designed to attract and maintain qualified and motivated workforce (capacity building programs; rewards/recognition/ incentive programs)
- HRD systems support social goals.

- Health and safety protocols in office and all places of work
- Experiment on different work set ups (social distancing, up to 50% office capacity, work from home, alternating schedules, skeleton workforce, online meetings, mixed meetings)
- Intensified automation of HR systems (HCIS, e-process)

D6: Responsible Growth and Returns

- Manages growth that promotes social goals and mitigates risks to clients
- Sets price and uses profit responsibly.

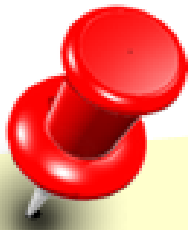
- Price review in relation to industry developments
- Cost-benefit reviews of new initiatives (e.g., digital initiatives)
- More rigid monitoring of plans and targets

CP4: Responsible Pricing

D7: Environmental Performance Management

- Environment strategy and system in place to implement it – written policy on environmental protection that is easy to follow (efficient use of energy; use of solar energy)
- Identifies environmental risks and opportunities – part of the cost-benefit analysis for projects/initiatives.
- Offers financial and non-financial products and services to achieve its social goals. – e.g., solar loans

- New: conscious implementation of the strategy
- Use of solar products for green energy
- Programs, Training and CwE modules for Climate Change
- Tree planting; plastic ban
- Wise selection of partners and limiting acceptable businesses of clients to pro-environmental protection



SNIPPETS



**PROGRAMS AND SERVICES
(FINANCIAL AND NON-
FINANCIAL) IMPLEMENTED FOR
CLIENTS DURING PANDEMIC**

ACTIVITIES DURING CRISIS

FINANCIAL INITIATIVES:

- **Adherence to Government's rules** ("Bayanihan Heal as One" Acts) – moratorium/grace period/ extension on loan and interest payments, no tagging of delinquent accounts, etc.
- **Continued offering financial services to beef up capital for the clients' business**
- **Strengthening of delivery of financial services through digital initiatives and to minimize/avoid physical meet ups** - Mobile Banking, konek2CARD and PLUS, konek2CARD digital communities, CARD Sulit Padala (CSP), DCM, Loan Origination System, Members On-boarding, Loan Application ChatBots, Customized Point of Sale, Cash Accept Machine, MBA Microinsurance System, Remit to Deposit, and "Panatag Ka" for claims settlement and payment using CSP; AOs as cash agents; EMPC oan processing/chatbots; AppendPay for online business settlement

NON-FINANCIAL INITIATIVES:

- **Adherence to Government's rules** ("Bayanihan Heal as One" Acts) – safety and wellness protocols (work from home, social distancing at 50% office capacity)
- **Established tracking and management system for Covid-19 afflicted staff** - created policy and procedures in handling such cases (e.g., designated quarantine facilities/makeshift quarantine areas, medical check-ups/tests and online monitoring/advice from our doctors; medicines and later on, vaccines; safety supplies, and other benefits)
- **Established Covid-19 response system for staff in general (non-affected)** - conducted training on Covid-19 and vaccines; run research studies on Covid 19 awareness, vaccine adoption/preferences; still running online health consultation (e-Doctor) and virtual lectures on health-related topics by in-house and partner doctors; designed work set ups; safety and travel protocols; travel limitations; automatic response to government notices, monitoring, reporting (mostly online), etc.

ACTIVITIES DURING CRISIS

FINANCIAL INITIATIVES:

Partnership with other institutions to provide Alternative Delivery Channels (ADC) such as Pay Maya, Ecpay, Ayannah, and Bayad Centers

Development of new products and services

- CaMIA Toda Max for tricycle drivers and ProteKita for business interruptions coverage for store owners; and Ipon Protek and Ipon Protek, Jr.; BINHI for Farmers – claim validation using soil moisture index;
- MBA Remitter Protek and Family Security Plan; CLFC Solar Products (loans);
- CPMI CARD Care and ER Care upgraded health benefits in line with Covid-19 pandemic; enhanced life insurance benefits for spouse for Sagip and Kabuklod for same price; CPMI konek2Protek for konek2CARD agents; expanded BINHI to other crops and drought, partnership with PCIC
- Ottokonek and OttoGrosir for Sari-Sari Stores (on-going development)

NON-FINANCIAL INITIATIVES:

- **Creation of communication and collaboration points** for Covid 19 pandemic issues and updates (GCs, Committees, Special Task Force); more frequent management meetings to address issues as they come; more research activities to understand the plight of the staff and clients; more workshops and collaborative meetings to address issues and challenges
- **Maintaining Warm Relationship with Staff and Clients - “Kumustahan” with Staff and Clients** (phone calls and interviews aside from regular monitoring activities, made mandatory for ExCom and ManCom; issues and challenges reported frequently online and thru special meetings); now Kumustahan Online wth Clients; issues discussed during management meetings
- **CMDI Online Training for Staff and Clients** - Online CwE; Online Livelihood Trainings; Online Impact Evaluation;
- **Enhanced Marketing Support - CARD MRI Online Buy & Sell Community and Palengke on Wheels** during the pandemic; set-up the Kabuhayan Online; Partnership with 7-Eleven Philippines for trade;
- **Virtual Heritage Tours** to provide meaningful experience to customers and build more communities by tapping them as our suppliers especially for the travel boxes that contains locally sourced products (food, souvenirs, among others).
- **Enhanced Customer Service** - MBA e-Tanong mo chatbot and “Liham Paalala”;

ACTIVITIES DURING CRISIS – SUPPORT GROUP

- **Audit** – Online audit system; Enhanced Audit Monitoring System to capture new types of audit issues that are digital tech set up related; can see open and closed cases, with ageing
- **Corporate Legal** - Simplified and documented for easy access and verification
- **Customer Relations** – Regular updates on client feedback with ageing and data analytics
- **Finance** – Computerized Accounting System
- **Human Resource** – Localized deployment/near home assignment; enhancement of HCIS (linked with payroll), data analytics; enhancement of E-process (staff exit, COE and SoA); central repository; re-tooling of staff new job descriptions for new positions, capacity building, rewards and incentive packages; Mental Health Awareness and Resiliency Policy and Program
- **Legal and Security** - Central and Remote Monitoring System (disaster/robbery/theft); regular disaster cases updates
- **MaHP** – Tracking and management of staff afflicted by Covid-19; Lead the establishment and management of safety and health protocols; raising awareness and action (vaccine and boosters); FB Live with doctors for health-related topics and e-consultation for members and non-members
- **Office and Admin** – online Asset Management System (AMS) for monitoring of consolidated assets of CARD MRI including registration of vehicle to prevent penalty for non-renewal of registration and insurance
- **Research** – Adjustments in research design/methodology due to travel limitations and onsite operation; utilization more of phone interviews and online surveys like Survey Monkey and Google Forms
- **Resource Mobilization/International Group** – Ugnayan at Kwentuhan to stay connected

True for All Units: Simplification, automation, and digitalization of SU processes/activities to lessen paper usage; lessen time in processing thus, increasing productivity and efficiency, and integrity of results.

REMAINING ISSUES AND CHALLENGES

- **UNCERTAINTY. THIS IS THE NEW NORMAL AND IT IS GOING TO STAY. PREPAREDNESS.**
- **INSTITUTIONAL LEVEL: Contribution Towards Nation Building**
 - **OPERATIONAL CONSTRAINTS:** Outreach, Growth in Portfolio; Collection/Repayment rates; Product/Services innovation; Product/Services diversification;
 - **FINANCIAL IMPACT:** Portfolio Quality, Liquidity, Profitability, Self-Sufficiency, Sustainability
- **CLIENT LEVEL: Business Continuity** (Local economic growth, Business Failure, Family Problems, Shocks/Disasters, Health)
- **DIGITALIZATION INITIATIVES - Cost-benefit - physical upkeep of IT assets (e.g., servers) and continuous upgrades/enhancements/ (big investments)**
- **HUMAN RESOURCE: Recruitment Issues** (Difficulty finding the right person (youth in abundance but they search for novelty especially in the IT industry); Decentralization plan for quick response on hold (limited space/need to limit presence of staff); Audit Issues/Fraud resulting from monitoring limitations
- **BIG DREAMS – 10 20 80 Strategy – Outreach of 20 Million and Insured Lives of 80 Million**

LESSONS LEARNED

- **The strength of CARD MRI is more evident during crisis.** CARD MRI faced many challenges brought about by the pandemic but, it stayed true to its name, CARD's institutions have been helping and mutually reinforcing each other through this years-long pandemic until all have already recovered from the initial effects of pandemic. CARD's Business Model works!
- **The early investment to digital initiatives saw CARD MRI through the devastating effects of the Covid-19 pandemic,** which crippled operations of many and the economy wherein it works. Recognizing the critical role of digitalization in achieving its Vision and Mission, and the set goals of poverty eradication, it will continue to invest in digital initiatives as this is the way to go but will optimize the benefits of investing in digitalization and financial inclusion to ensure nobody is left behind.
- **There is opportunity in chaos.** It has been the case of its financial institutions where strategies have been drawn to enhance and expand more its outreach and services to much far flung, hard to reach areas. The same is true with its microinsurance group where a lot of new products and services have emerged. Because CARD MRI saw there is need and it is listening and responding to expressed need. Similarly for its other institutions even the support units, they learned to define and together adopt alternative ways of doing things, especially with this “new normal” environment.
- **Partnership is important and critical.**

LESSONS LEARNED

According to Nan Henderson, M.S.W. of Resiliency in Action...

There is an innate “self-righting” tendency, of wanting to bounce back, that exists in everyone. We just need to bring its fulcrum to the positive side.

CARD MRI
We Are In The Business of Poverty Eradication.

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