



*10th Anniversary
Special Edition*

*Grameen-Jameel
Through 10 Years:
Creating opportunities, empowering lives*



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جرامين - جميل
Grameen - Jameel

Grameen-Jameel is an Independent
Social Business and part of:



Abdul Latif Jameel
Community Initiatives

10 YEARS have passed !!

YES... TEN EXCITING YEARS HAVE PASSED SINCE MOHAMMAD JAMEEL CHALLENGED US TO IMPLEMENT HIS VISION OF TACKLING POVERTY AND JOB CREATION IN THE MIDDLE EAST, AND SINCE HE SET FOR US THE INITIAL MILESTONE OF REACHING ONE MILLION BORROWERS THROUGH MICRO FINANCE

These have been ten years of focused commitment to poverty alleviation, ten years of cooperation, hard work and achievement with our MFI partners, and finally ten years of deep friendship and partnership with Grameen Foundation.

Empowered by the generosity and deep sense of social responsibility of the Jameel family, and guided by the vision of professor Mohammad Yunus and the professional knowhow and expertise of Grameen Foundation, this decade has seen GrameenJameel reach over two million borrowers through its partners in the Middle East, North Africa and Turkey.

During this period, Grameen-Jameel provided USD 24M in guarantees that were leveraged to more than USD 56M in financing through local banks. It also provided USD 11M in direct loans to our partners. Over and above, it spent more than USD 4M worth of technical support and consultations to build up the capabilities and expertise of our MFI partners.



*by Zaher Al Munajjed
Grameen-Jameel, Chairman*

But most important, Grameen-Jameel set itself as a pioneer and fine example to follow for all those keen on tackling poverty and unemployment in this part of the world. Last year, when we passed the auspicious 2 million client mark, we had reached, through our partners, 50% of the entire estimated micro finance market presently served in the MENA region.

Our Grameen-Jameel journey has been full of challenges and we faced many hurdles over the years; if after ten years, we can boast of any successes, they are the result of the hard work and dedication of all those involved.

Our board members invested themselves passionately in this glorious adventure in spite of their very demanding day jobs. Fady Jameel, Alex Counts, Rif Abu Risheh, Steve Green-

berg, Sal Papardallo, Peter Bladin, all gave their time and commitment to nurture Grameen-Jameel. They closely set its direction and strategy and diligently followed up its progress in often uncertain and turbulent times.

In tandem, our successive General Managers, Heather Henyon, Julia Assad and now Khaled Al-Gazawi have all been exemplary in their dedication and commitment and have shown great ability in leading the company, establishing its wide outreach and most importantly, in achieving its positive impact on reducing poverty.

**TO ALL INVOLVED
BENEFACTORS, PARTNERS,
BOARD MEMBERS, AND
MANAGEMENT TEAM
CONGRATULATIONS AND
THANK YOU.**

The achievements of the last ten years, summarized by the smiles of hope encountered on the faces of our many borrowers make me proud!! But let us not forget, that the scourge of poverty is far from being relegated to the museum and that new and more challenging milestones await us in the next ten years.



Grameen-Jameel / Silatech Regional Cooperation

Grameen-Jameel is proud to announce the signing of a cooperative agreement for projects across the MENA region with Silatech, based in Qatar. The general agreement will outline the strategy for reaching a larger number of people across the region with each organization bringing its own strengths, allowing for a greater overall impact. Grameen-Jameel brings a vast amount of experience in strengthening the institutions' capacities and other specific technical intervention, helping to bring financial services to micro-businesses in a more efficient manner. Silatech brings ex-

perience in training with a particular focus on women, youth and crowd

The main areas of cooperation will begin with a market study of Libya in

order to determine the market supply and demand for microfinance in the major metropolitan areas of Libya. Other areas of cooperation will include exploration of an online giving platform that will set the stage for crowd funding directly to MFIs and specific clients. Also, a regional training for loan officers will be made

available offering certification in the latest products, sales training, technological advances and delinquency management.



funding.

The agreement was signed in Qatar in September 2013 by Tarik M. Yousef, CEO of Silatech and Zaher Al Munajjed, Chairman of Grameen-Jameel Microfinance Ltd.



Where We *STARTED*

by *Alex Counts*
Grameen-Jameel Founding Board Member
and President/CEO, Grameen Foundation

GRAMEEN FOUNDATION HAS ALWAYS BEEN COMMITTED TO GLOBAL POVERTY REDUCTION. WE HAVE DRAWN ON THE BREAKTHROUGH APPROACHES PIONEERED BY THE GRAMEEN COMPANIES IN BANGLADESH FOR IDEAS AND INSPIRATION ON HOW TO ACHIEVE OUR MISSION GLOBALLY. AS OF 2002, IT HAD NO ACTIVITIES IN THE ARAB WORLD OR TURKEY. HOWEVER, WE WERE STARTING TO BELIEVE THAT THERE WAS AN OPPORTUNITY TO RESPOND TO THE TENSIONS THAT HAD EMERGED BETWEEN THE WEST AND THE ARAB WORLD BY JOINING HANDS WITH A LOCAL PARTNER WHO HAS AN IMPECCABLE REPUTATION TO ATTACK HARD CORE POVERTY IN THE REGION. THIS IDEA LED TO GRAMEEN FOUNDATION'S ALLIANCE WITH THE JAMEEL COMPANY AND FAMILY.

We were fortunate to have two board members at that time who had deep knowledge of the region: the late Jim Sams and his friend Michael Callen. Jim and Mike provided an introduction that led to our alliance with the Jameels – an alliance that began with fact-finding and feasibility studies in 2002 and then launch of the “Grameen-Jameel Initiative” in the fall of 2003.

Upon the successful completion of this first phase, which focused on providing training to Arab microfinance institutions and translating key Grameen manuals and guides into Arabic, we decided upon a second phase in 2006. The key changes were that we decided to form a joint venture modeled as a social business (as defined by Professor Muhammad Yunus), increase our financing of MFIs (through loans and loan guarantees), and establish an office in Beirut (that was later moved to Dubai).

Throughout these two phases, leveraging the expertise in microfinance and poverty alleviation of Grameen

Foundation, and the regional expertise, business savvy and innovative approach to philanthropy of the Jameels, have been essential.

We have put together a network of some of the leading MFIs in the Arab World and more recently have extended our network to Turkey.

There has been some activity outside the region, such as the Grameen-Jameel Post-Tsunami Initiative in 2005-7, and some loans to top MFIs in Asia.

We have assembled a lean but very talented and productive team of professionals led by General Managers Heather Henyon, Julia Assaad and now Khaled Al Gazawi. It is noteworthy that the two past GMs remain involved with Grameen-Jameel.

We have cohesive board of directors that includes founding directors Fady Jameel, Zaher Al Munajjed (our Chairman), Jim Greenberg and myself. Another board seat has rotated amongst Grameen Foundation leaders including Sal Pappalardo, Peter Bladin and now Khuloud Odeh. Rif AbouRicheh is also a founding direc-

tor and remains a strong friend of Grameen-Jameel. Grameen Bank founder Muhammad Yunus and Jameel Group Chairman Muhammad Jameel have been inspirations for all that we do, and have been actively involved at critical moments.

We take pride in the growth and development of the Arab microfinance sector, which was tiny and underdeveloped when we started out on this journey ten years ago. We have played an important and unique role in that development, as witnessed by the fact that our partners have added 2.3 million clients during the time we have worked with them. We are constantly amazed at the resourcefulness of the social entrepreneurs who lead Arab and Turkish MFIs and the clients who borrow from them. We are proud to be their partners and despite many challenges facing the region today, we look forward to a second decade of collaboration and poverty reduction impact.



WHEN I FIRST JOINED GRAMEEN FOUNDATION IN 2004, I HAD NO IDEA OF THE INCREDIBLE JOURNEY AHEAD OF ME. I KNEW IT WOULD BE A CHANGE FROM WALL STREET AND THE PRIVATE SECTOR, BUT VISUALIZING THE NEXT FIVE YEARS CREATING THE FIRST SOCIAL BUSINESS IN THE ARAB WORLD WAS NEAR IMPOSSIBLE.

“History in the Making: The First Social Business in the *Arab World*”

by Heather Henyon, founding General Manager

Although Grameen Foundation and Abdul Latif Jameel had been working together in Egypt, there was a desire to create a long-term, sustainable regional operation. I volunteered to move to Lebanon to kickstart a new venture that was ultimately established as a for-profit company with its social mission clearly defined in the company's Articles of Incorporation. Since 'this is the Middle East,' challenges such as the 2006 war with Israel; ongoing political instability; and unclear legal regulation for social enterprises resulted in 1.5 years to incorporate the company in Cyprus. In addition, shareholder negotiations between a non-profit organization based in Washington, DC and a private Saudi family office added to the complexity of the joint venture.

As we were setting up the new company, I had moved to Beirut, Lebanon in November 2005 to set up the office there. I recruited staff and we expanded into Morocco, Tunisia, Yemen and Lebanon by signing partnerships with FONDEP, Al Karama, enda, Abyan, Al Majmoua and DBACD in addition to existing Egyptian partners Al Tadamun and RADE. The expansion occurred following a year spent conducting due diligence on 65 MFIs

across the region in order to determine Grameen-Jameel's strategy and business plan.

While discussing partner needs, we realized that many MFIs in the region couldn't access local currency financing. As Grameen Foundation was creating its global guarantees fund, we decided to establish a US\$50 million regional guarantee pool that could be used to encourage local banks to lend to MFIs. We held instructive bank road shows and created a competitive bidding process among the banks to attract the best pricing. Our second guarantee transaction and the one that I consider to be historical occurred in September 2006 in Egypt, where USAID had been providing guarantees that weren't even 100% leveraged. In alliance with DBACD, we convinced BNP Paribas to take some of the risk and we provided a guarantee that was 1.3x leveraged – the first time ever in Egypt. This required collaboration and persistent follow-up between the Central Bank of Egypt, Egypt's Ministry of Social Solidarity, DBACD, Grameen-Jameel, BNP Paribas and Banque Saudi Fransi.

Once the company was incorporated in March 2007, the Board of Directors appointed me as General

Manager. The Board realized that the company couldn't continue its regional operation from Beirut due to ongoing political instability and elected to transfer to Dubai's International Humanitarian City, where we moved in September 2007. We signed new partnerships in Jordan (Tamweelcom), Palestine (PARC) and Syria (FMFI) and continued to develop our products and services.

In five years (2004-2009), we set up the company; opened the offices in Lebanon and Dubai; increased MFI partnerships from 2 to 11; established the Grameen-Jameel Guarantee Fund and placed US\$44 million in leveraged debt financing; provided US\$2 million in direct loans; organized the 2006 Investment Seminar and 2008 Arab Microfinance Investment Symposium; delivered technical assistance; supported Sanabel and the Arabic Microfinance Gateway; and entered 7 new countries.

Being part of the Grameen-Jameel journey has been a lifetime opportunity for me and I am ever appreciative of the vision of the founding partners to create a new model for the Arab region that has reached and helped so many poor microentrepreneurs.

The Joy of taking Grameen - Jameel to the next Level

While 10 years may not seem like a long time in the history of an organization, what was achieved in those 10 years is quite remarkable. Being considered a leader in providing support to microfinance institutions (MFIs), providing access to finance to almost 2 million underprivileged clients in the region through MFIs and reshaping the face of the microfinance sector in MENA are great accomplishments, which we are very proud of. Those are not just any 10 years, as the work we do impacts people's lives. This would not have been possible without the dedication of Grameen-Jameel's shareholders, Board of Directors, pre and existing staff, the microfinance institutions in the region, but most of all the micro entrepreneurs we work with. IT IS THE HARD WORK, DEDICATION AND VISION OF SUCH MICRO ENTREPRENEURS, WHICH MAKES OUR WORK POSSIBLE AND OUR ACHIEVEMENTS SO SIGNIFICANT.

Some of my most memorable achievements of Grameen-Jameel were expanding our network to 18 MFIs in the Middle East, North Africa and Turkey, doubling outreach to almost 2 million microfinance clients through MFIs, launching the Grameen-Jameel loan fund which provided over USD 10M in loans to MFIs, entering Turkey and Sudan, launching bankers without

borders in MENA and signing a partnership with HSBC Middle East, introducing Progress out of Poverty (PPI) in Egypt and Jordan, delivering over 90 technical assistance in the form of consultancies and trainings to MFIs, and last but not least signing a partnership with AXA to provide micro insurance to microfinance clients.

Having worked for Grameen-Jameel for 4 years, my interactions with clients and MFIs were one of the most rewarding experiences and I learned a great deal from them. One of the key elements I took with me was no matter how small or complicated a project may seem, the key to a successful micro enterprise, is its people, and how much passion and hard work they put into their business. Financing, while important, it is a mere enabler to help businesses grow.



*by Julia Assaad
General Manager between 2009 - 2012*

I SEE THAT THE MOST NOTABLE ACHIEVEMENT OF GRAMEEN-JAMEEL AND ITS PARTNER MFIs WAS GAINING THE TRUST OF SUCH MICRO ENTREPRENEURS TO ENABLE THEM TO TURN THEIR DREAM INTO A TANGIBLE MICRO ENTERPRISE, WHICH GENERATES INCOME TO HELP THEM TAKE CONTROL OF THEIR LIVES.



10 Years of *TGMP*

by *Selma Ozkan, Turkey Relationship Manager*

The year 2013 also marks Turkish Grameen Microfinance Program's (TGMP) ten years of operations. TGMP was founded in July 2003 by the Turkish Foundation for Waste Reduction (TISVA), under the guidance of its CEO and Board Chairman, Dr. Aziz Akgul. Under his leadership, throughout the past ten years, TGMP has reached more than 60,000 clients through its 100 branches in 68 cities and 32 districts within Turkey. TGMP started its activities with basic group loans and within 10 years, it successfully added other products such as microinsurance, micro-housing insurance, pension plans, and social development loans to better serve its clients. TGMP celebrated its 10th anniversary through a 3-day event with its employees and in the presence of Grameen-Jameel and other local private organizations and companies who support TGMP with its products and services range. The event took place in Trabzon, one of the most attractive cities of Turkey on the Black Sea.

Grameen-Jameel's partnership with TGMP started in March 2010. Grameen-Jameel initially provided a grant to TGMP amounting to USD 500,000. At the time the grant agreement was signed with TGMP, TGMP had 31,409 active borrowers and gross portfolio of TRL 13.8 Million (ap-

prox. USD 6M).

Grameen-Jameel fulfilled TGMP's further financing needs through a USD 2 M direct loan disbursed in September 2010. An additional USD 1M loan was provided to TGMP in November 2011.

In 2013, the board approved a new loan amounting USD 2M, of which USD 1M was disbursed in April 2013, and the second tranche of USD 1,000,000 was disbursed in October 2013.

In addition to financing, and in the spirit of Grameen-Jameel's cooperation with its partners, TGMP benefited from Grameen-Jameel's technical assistance support in terms of business planning - a 6-year business plan for 2010-2015 prepared by TGMP under the consultancy of Grameen-Jameel - and SEEP Framework as well as Financial Analysis training.

Grameen-Jameel also supported TGMP as a bronze sponsor for the Euro-Asia Social Business Forum event which took place in May 2013.

Just three years after signing a partnership with Grameen-Jameel, TGMP's portfolio grew to 51,347 active borrowers (63.5% increase since March 2010) and TRL 39.5 Million gross loan portfolio (approx. USD 20M i.e. 186.2% increase since March 2010) as of June 2013.

A new *model*

*From Philanthropy Age
July – September 2013 issue*

STANDFIRST: PROFESSOR MUHAMMAD YUNUS, THE MAN KNOWN AS THE 'FATHER OF MICROFINANCE', EXPLAINS HOW THE MODEL OF SOCIAL BUSINESS COULD RELEGATE POVERTY, UNEMPLOYMENT AND OTHER GLOBAL PROBLEMS TO THE HISTORY BOOKS.

Traditionally we talk about business as a vehicle for earning money, to make profit, to benefit personally in a financial way. I conceived the idea of social business simply because it reflected my own approach to business; as a means to solve social problems.

This type of company, which I initially called Social Consciousness Driven Companies, was an expression of the many dimensions of human beings. Put simply, I believe that people are not exclusively selfish beings; they are strongly selfless beings too. Selfishness is a part of human nature; out of self-preservation, you protect yourself. This is how we have survived on this planet. But it does not exclude selflessness. We are a mixture of many different kinds of elements.

The theoreticians who designed economic frameworks did not pay attention to this diversity. THEY REMAINED TRUE TO ONE TRACK, AND CREATED ONE FORM OF BUSINESS TO REFLECT THIS PROFIT-MOTIVATED MENTALITY. BUT COULD BUSINESS OPERATE ON THE BASIS OF SELFLESSNESS? WOULD IT EVER WORK?

Without being conscious of these questions I pressed ahead with creating businesses able to solve social problems. After creating many such companies, I realised that they fell into a new category of business that was not recognised in economic theory. These enterprises are not designed to generate individual profit, but to solve the problems of others.

I named this business, based on selflessness, as a 'social business'. These are non-dividend companies. They don't operate to allocate dividends or returns on the initial investment. They exist to solve a problem.

A SOCIAL BUSINESS HAS THREE BASIC FEATURES: ONE, IT IS A NON-DIVIDEND COMPANY; TWO, IT IS A PROBLEM SOLVING COMPANY; AND THREE, IT IS A BUSINESS, BECAUSE IT IS



SUSTAINABLE. IT RUNS ON ITS REVENUE, NOT ON THE CONTINUOUS INFLOW OF DONATIONS. ONCE YOU INVEST IN IT, AND ONCE IT IS SUCCESSFUL, IT RUNS BY ITSELF.

Grameen-Jameel Microfinance



was the Middle East and North Africa's first social business. The company is a joint venture between the Grameen Foundation, a not-for-profit organisation that I helped launch in the US in 1997, and a Saudi for-profit company, the Abdul LatifJameel Group. Since its inception 10 years ago, the company has been able to extend capital and technical support to more than 20 microfinance institutions in 10 countries throughout the MENA region. The financing and capacity building of these institutions has allowed them to build a track record, so now they can approach traditional banks to secure capital and expand their own financing schemes to more and more small – or micro – business people.

Grameen-Jameel partners last year disbursed microloans to nearly 2 million poor clients, mostly women. It is remarkable. Still, much work remains to be done. It is estimated that in the MENA region alone there are approximately 82 million potential microfinance clients. To date, only 4 million have been reached.

Are people interested in social business? I very much think so. I was surprised that many people were not

only interested in social businesses, but actively took steps to start them. When we rolled out the model in Bangladesh, we were contacted by large corporates from Europe, Japan and the US. We did not approach them; nor did

we try to explain to them the benefits of social business or urge them to invest in the model. It just made sense to them. They volunteered.

The first big company to come forward was the French food group Danone. Together, we created the GrameenDanone Co, which now produces a yogurt called ShoktiDoi. The



objective of the company is to supply nutritious food to Bangladesh's poorest children, using a product specifically designed to help malnourished children.

Danone does not want to turn a profit from this company, as its entire

purpose is to solve the problem of massive malnutrition among the children of Bangladesh. If it is successful, we will all be delighted that it worked. If it is not successful, we can say it is a step on the road to solving the country's malnutrition problem. We will keep trying until we find a social business solution.

A study has been conducted on the impact of ShoktiDoi in combating malnutrition and its findings were very positive. It has already made an impact on the health of many children. When the impact is established and the company is able to break-even financially, it will become a successful social business.

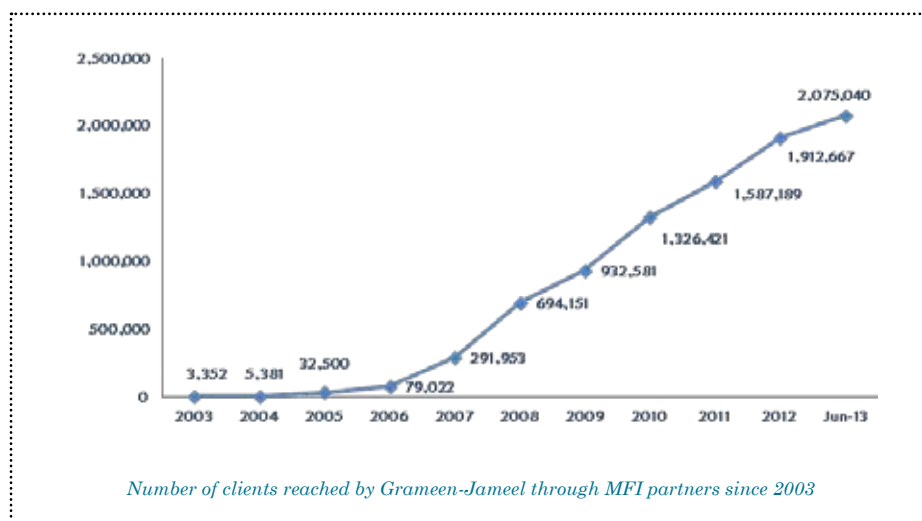
Today, the Grameen Foundation has established partnerships with a raft of large businesses. We have joint ventures with the German sportswear brand Adidas, the chemical company BASF and with Uniqlo, the Japanese clothing retailer, among others. Our joint venture with Veolia Water Company aims to bring safe drinking water to the arsenic-affected areas of Bangladesh.

We did not know our partners before they contacted us. The fact that they took the initiative to do so means that the idea of social business created resonance in their mind.

The concept of social business is growing. Universities are creating institutes, chairs and centres for social business. Courses are being offered. This is a very encouraging development. And based on my conversations with business leaders in the Arab world, I sense that Grameen-Jameel will be joined by a wave of social businesses in the years to come. The Yunus Centre in Bangladesh stands ready to help get these off the ground and promote progress and learning.

MAKING PROFIT IS GOOD, BUT CHANGING SOMEONE'S LIFE IS GREAT. LET'S USE BUSINESS METHODS TO RELEGATE POVERTY, UNEMPLOYMENT, ENVIRONMENTAL DEGRADATION, AND OTHER SOCIAL PROBLEMS INTO MUSEUMS FOR GOOD.

10 years of operations in FACTS & FIGURES



Grameen-Jameel

Investment

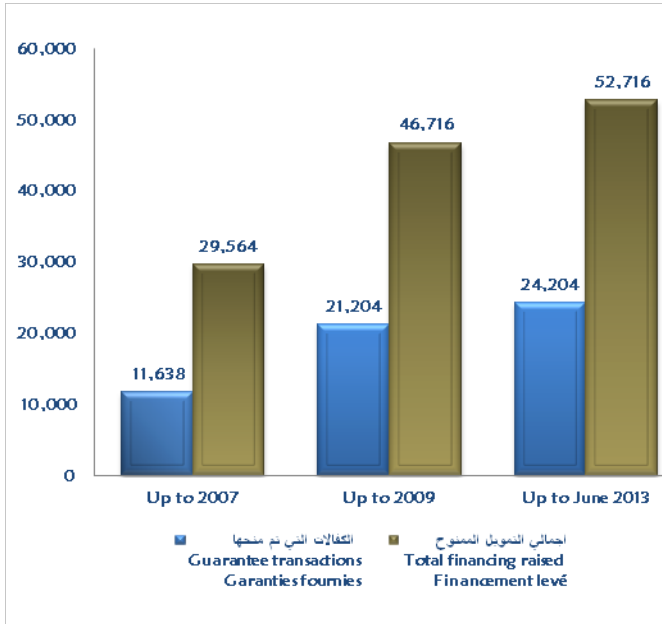
Shareholders of Grameen-Jameel (ALJ/GF) have invested nearly USD 50M in microfinance in MENA to date, this includes the following:

- USD 24M Guarantees (Av. Leverage 2.2 times. Facilitated ~USD 56M in financing to the MFI)
- USD 13M Loans for MFIs
- USD 2.5M Grants
- USD 4M Technical Assistance
- USD 5M Operating expenses

Financing

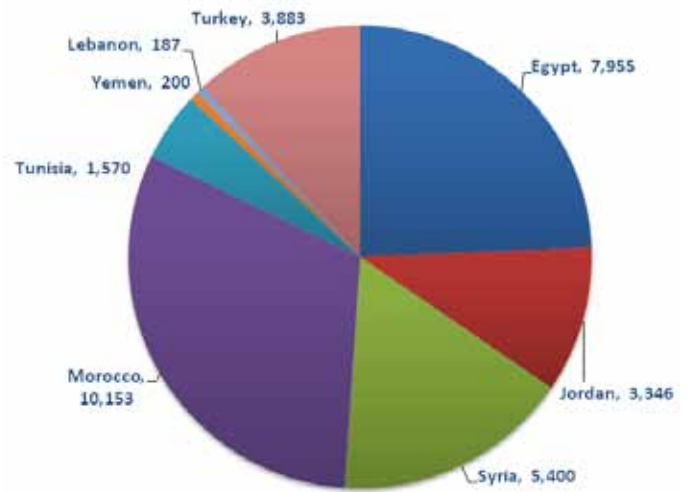
Financing over USD 60,000,000 provided by Grameen-Jameel to MFIs

Guarantees

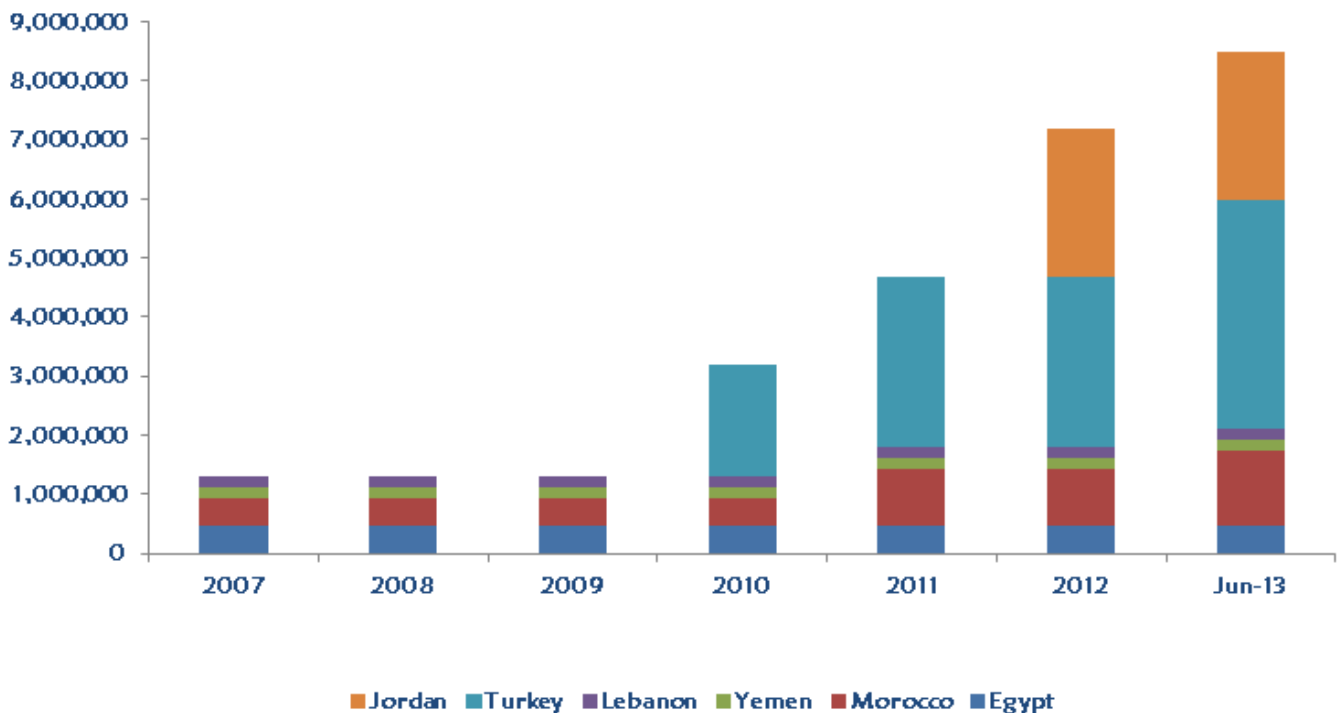


Financing

provided by Grameen-Jameel by Country



Loans



AL TADAMUN-GRAMEEN-JAMEEL

10 years of partnership

Al Tadamun - Grameen-Jameel's partner organization in Egypt, also celebrates its 10th anniversary this year too. Al Tadamun has also been Grameen-Jameel's first partner in the region, a partnership that started ten years ago.



Since its inception as an independent program in July 2003, Reham Farouk can look back to a number of achievements in her role as executive director. She has led the organization to be ranked 27th microfinance institution globally (MIX, 2009); since its estab-

lishment, Al Tadamun has served over 600,000 clients via 22 branches (as of end of 2012). Although, Al Tadamun's performance has slightly dropped in the wake of the Egyptian revolution, Reham Farouk is determined to lead Al Tadamun back to the pre-revolution trend and become a pioneer microfinance institution, serving one million clients in Egypt by 2020. Grameen-Jameel is convinced that Al Tadamun will reach its goal and that the partnership will continue to strengthen the microfinance industry in Egypt.

Al Tadamun Client Success Story: *KARIMA*

Karima, 61, whose husband passed away 17 years ago is a widow who lives with her four children, one of whom is disabled. She has managed to provide education for almost all her children. Karima joined Al Tadamun in 2008 with a loan of LE 500 (approx. USD 70). Her current loan is LE 1,250 (approx. USD 180), with a sandwich-making business. She has a stand next to a court of justice in Shoubra El Khaima, and she makes and sells her delicious sandwiches (taemia, potato, cheese and egg fillings). Her clients mainly comprise of the staff working at the court as well as family members who visit the prisoners. In the afternoon she sells freshly grilled corn.



During the day, her eldest son collects empty cardboard boxes and empty soft drink cans and sells them to factories for recycling.

Karima's daily net profit is around LE 40 (approx. USD 6). She keeps LE 10 (approx. USD 1.5) aside for her loan installment and spends the rest on her

daily needs. Bi-weekly, she goes to the branch on behalf of her group to pay the group's loan installments, and she has built a reputation for paying all her dues on time. Karima is a hard-working woman whose aim is to provide the best possible life for her children.

*Name of Client: Karima
Branch: West Shoubra El Khaima
Project: Commercial – selling sandwiches, grilled sweet-corn, cardboard and cans.
Name of Group: Kabsa
Loan: LE 1250 (approx. USD 180) – active
Joined Al Tadamun: 2008*

Grameen-Jameel Distributes Solar Panels in *Palestine*

by *Liam Collins*
Grameen-Jameel Program Manager



As part of Grameen-Jameel's efforts to promote clean energy, solar hot water heaters were gifted to families in Palestine in the West Bank area. Grameen-Jameel donated the units which are distributed by Grameen-Jameel's local microfinance partner, FATEN. Units were distributed in Qalqilia to Bedouin families inside the wall and to Bedouin families living in Al-Ojah village near Jericho.

BEDOUIN FAMILIES LIVE IN MARGINALIZED AREAS IN PALESTINE AND THESE SOLAR HOT WATER HEATERS WILL OFFER THEM A HOT WATER SOURCE THROUGHOUT THE YEAR WHICH WILL POSITIVELY IMPROVE THEIR LIVING CONDITIONS.

The units, which provide 75 liters of hot water per day (even in winter), are portable, and can be easily moved from one place to another. Access to hot water helps to provide for hygienic sanitation and also provides the comfort of a warm shower in winter.

Volunteer program for technical assistance: **Bankers without Borders (BwB)**

The BwB program is designed to utilize the skills of professional people from around the world who are interested in making the world a better place. Not all of BwB volunteers are bankers, in fact, the program has professional people from many different educational and professional backgrounds, ranging from web design, to insurance.

The concept is simple: For profes-

sional people wishing to share their skills, they can sign up on the volunteer website: www.grameen-jameel.com

Microfinance institutions looking for a particular skill from a consultant can contact the Grameen-Jameel BwB Officer to put together the Scope of Work for the project and will help to begin the search for the right person.

Since the introduction of the program to the MENA region last year,

BwB, has really been growing. The program now has 366 volunteers who are ready and willing to help with special consulting projects; Grameen-Jameel has provided 20 projects consultancies.

This program has been among the new initiatives Grameen-Jameel implemented in the region to provide customized technical assistance to microfinance institutions, building bridges between the business world and social field, helping MFIs benefit from the available expertise in the region and professionals to share their knowledge.

Technology

by *Zakia Lalaoui*, Grameen-Jameel North Africa Relationship Manager

Over the past six months, Grameen-Jameel along with D-Lab Scale-Ups have been carrying out research to identify, in Morocco, technologies that have potential for large-scale implementation. In addition to this, with the support of its mother company Grameen Foundation, Grameen-Jameel is looking into partnerships between MFIs and mo-

bile network operators in the region, so that financial products can be deployed via the mobile money channel. In 2013, together they started working in Tunisia to explore key opportunities to incubate products and accelerate their delivery to underprivileged clients.

Financial Inclusion through *new initiatives*

Grameen-Jameel will continue to expand its services for microfinance institutions across the region. To better respond to the microfinance sector needs, Grameen-Jameel started working on Islamic microfinance (based on the principles of Sharia laws) as well as providing customized technical assistance. A greater focus will be given to new models such as green microfinance,

microinsurance and mobile banking for an integrated approach to tackle poverty. Building on its work in the last ten years, it will increase support for microfinance institutions in countries facing political and economic challenges and will also forge strategic collaborations with other organizations working in the region.

Microinsurance

by *Zakia Lalaoui*, Grameen-Jameel North Africa Relationship Manager

Grameen-Jameel Microfinance Ltd. is exploring potential ways to increase levels of financial inclusion in the MENA region by looking into the range of development goals in which microfinance can be utilized. Key initiatives include micro insurance as well as mobile financial services, initiatives that could help improve the quality of life of the lower income population.

With over 80 million individuals living in poverty in the MENA region, the demand for micro credit and micro in-

surance particularly is critical to help alleviate poverty. In November 2012, Grameen-Jameel signed a Memorandum of Understanding to jointly provide micro insurance solutions for clients in the MENA region. The objective of this partnership is to capitalize on AXA's insurance expertise and Grameen-Jameel's microfinance proficiency in order to offer insurance products to microfinance clients. Pilots are ongoing in Morocco and a feasibility study has started in Lebanon.

Meet the TEAM

With Grameen-Jameel since the beginning



Alexander Suresh has been with Grameen-Jameel since 2008. He brings more than 12 years of experience in the finance and accounting field, having served in several positions including accountant for planning & cost control in real estate, trading and contracting. Alex also brings 6 years of experience in administration and accounts, having worked with Saudi Arabian Oil Company (ARAMCO). In addition to his field, Alex demonstrates excellent knowledge of IT software and Microsoft packages. He has a Master's of Commerce from St. Joseph's College, Tiruchirapally, India.



With 6 years of experience in office support, **Basheer Mohammed** joined GrameenJameel in 2007, as Public Relations Officer and office support. He is responsible for handling all the PR Services with the government, embassies and concerned authorities. Prior to joining Grameen-Jameel, Basheer served as office clerk in the automotive industry.

Basheer is very active, always on time, and very talented. As Khaled Al-Gazawi, Grameen-Jameel's GM always say:" The office is nothing without Basheer!!".

The newest team member



Ahlem Haggi started her career over 10 years ago in operations within the banking industry in Tunisia. She gained diversified experience and served in several areas such as hospitality, event organization and facility management. After moving to Dubai, she spent 7 years working in office administration and admin support.

She also served as the Office Manager and Personal Assistant to an MD of a leading architectural consultancy in Dubai. Ahlem is currently the Office Administrator in Grameen-Jameel and has added lots of flavour to the post.

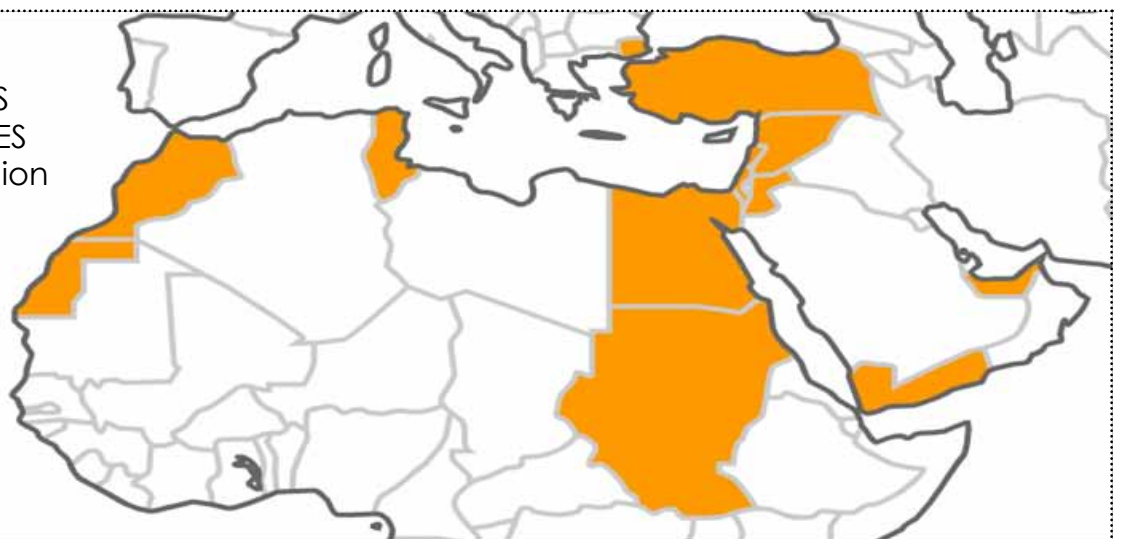
Grameen-Jameel 

TODAY

- The ONLY Social Business operating as a supporter to microfinance in MENA
- A leader in supporting the microfinance sector
- One of the largest local private investments in microfinance in the MENA region
- Operating in ten countries in the region
- Working with 18 microfinance institution partners
- Reached over 2 million microfinance clients in the region through MFI partners as of June 2013

Where We *Operate*

Working with
18 MFI PARTNERS
IN TEN COUNTRIES
in the MENA region



 Grameen-Jameel MFI partners coverage areas

“ The scourge of poverty is far from being relegated to the museum and that new and more challenging milestones await us in the next ten years. ”

*Zaheer Al Munajjed, Chairman
Grameen-Jameel*