

Please do not complete this document, as it is solely meant for your reference.
The questionnaire must be filled out online.

Microfinance in Europe Survey 2023 Questionnaire

INTRODUCTION

The European Microfinance Network (EMN) and Microfinance Centre (MFC) warmly welcome you to participate in their survey on the state of the microfinance sector in Europe!

Rest assured that the data you provide will be strictly used for research and advocacy purposes. Your individual information will remain confidential, as EMN and MFC will not disclose any details about individual respondents in their final report which will be publicly available.

This survey is specifically intended for institutions directly involved in the provision of microloans or who are engaged in partnerships with other financial institutions, such as banks. For institutions where microcredit is not the primary focus, please provide information and data related to your microcredit activities to the greatest extent possible.

- The questionnaire should take approximately 15 minutes to complete once you have gathered all the necessary information.
- While filling out the survey you can pause and close the web browser. Then, you can edit your answers and continue answering the questions using the same link as a cookie is stored in your browser that remembers your survey responses.
https://www.surveymonkey.com/r/Microfinance_Survey2023
- Your responses are saved only after clicking the Next button on each page of the survey. Responses don't automatically save as each question is answered—they are saved page by page as respondents progress through the survey.
- When editing or adding the responses you need to use the same computer and web browser.

We sincerely appreciate your participation in advance.

Best regards,

The EMN and MFC teams

1 KEY INDICATORS

1. Contact information*

Institution Name _____
Contact person _____
Job position _____
Phone number (incl. country code) _____
Email address _____

1.1 SIZE OF THE SECTOR

1.1.1 Staff

2. How many staff were employed to support microlending activities as of 31 December 2022?*
- Total number of paid staff _____
 - Number of paid female staff _____
 - Number of unpaid staff (volunteers or staff paid by another institution) _____
Number of loan officers (intermediary between MFIs and clients either in person or virtually) _____

1.1.2 Microloan portfolio

Data must refer to the institution's microcredit portfolio. We define the microcredit portfolio in two broad categories; each category has different purposes and maximum thresholds:

- **Business microloans** are disbursed to natural or legal persons with the purpose of financing the development or establishment of business activities. Business microloans have a maximum original principal value of 50,000 EUR. **Personal microloans** are disbursed to natural persons with the purpose of financing personal or family development, mobility, improving living conditions, income smoothing and other family needs. Personal microloans have a maximum original principal value of 25,000 EUR.

3. Please select the currency of the data you are providing: _____ *
4. What was the value of the gross microloan portfolio outstanding in each of the two portfolio categories as of 31 December 2022? *
- Gross microloan portfolio: principal balance of all outstanding loans, including current, delinquent, and restructured loans, but not loans that have been written off or are designated as interest receivable.*
If you don't have the data, please input N/A.
- Total value of business microloans less than 50,000 EUR _____
 - Total value of personal microloans less than 25,000 EUR _____
5. What was the number of active borrowers in each of the two portfolio categories as of 31 December 2022? *
- Active borrowers: natural or legal person who currently has an outstanding loan balance or is primarily responsible for repaying any portion of a gross loan portfolio. Those natural or legal persons with multiple loans with a microcredit provider should be counted as a single borrower.*
If you don't have the data, please input N/A.
- Number of active borrowers with business loans less than 50,000 EUR _____

- Number of active borrowers with personal loans less than 25,000 EUR _____

6. What was the number of active borrowers for both personal and business microloans portfolio as of 31 December 2022?*

Please state the actual number, not percentage of borrowers (e.g. 200 women and not their percentage).

If you don't have the data, please input N/A.

An **international migrant** is someone who changes his or her country of usual residence, irrespective of the reason for migration or legal status.

A **refugee** is a person who is outside their country of origin for reasons of feared persecution, conflict, generalized violence, or other circumstances that have seriously disturbed public order and, as a result, require international protection. In this category we also include asylum-seekers (those whose request for sanctuary has yet to be processed).

An **ethnic minority** is a non-dominant group that is usually numerically less than the majority population of a State or region regarding their ethnic, religious or linguistic characteristics and who (if only implicitly) maintain solidarity with their own culture, traditions, religion or language.

- Women _____
- Youth (18-29 years old) _____
- Seniors (65+) _____
- Migrants and refugees _____
- Ethnic minorities _____
- Rural population _____

7. Which of the following options represents the largest share of your personal microloan outstanding portfolio as of 31 December 2022?

Please rank order your response from 1 to 3, with 1 being the largest share of the portfolio.

You are allowed to rank up to 3 of the following options. If you don't have the data, please input N/A in one of the rows.

- Professional development (education to improve qualifications or to start a business, etc.) _____
- Mobility needs (purchase of car, bikes, etc.) _____
- Housing needs (rent, mortgage, renovation, etc.) _____
- Children's education (school fees, etc.) _____
- Medical expenses _____
- Other family needs _____

8. What was your institution's annual interest rate (Average Annual Percentage Rate; APR) in 2022?

APR: The annual rate charged for borrowing, expressed as a single percentage number that represents the actual yearly cost of funds over the term of a loan. Includes any fees or additional costs associated with the transaction.

In case your institutions offer more than one product for business and personal loans please provide a weighted average (based on the microloan portfolio split among the different products).

A tool for calculating APR can be found here: <https://www.atlasdata.org/toolkit/tools>

Please enter percentages as a number with a maximum of one decimal (e.g., 2.5% rather than 2,5%).

- Business microloans _____
- Personal microloans _____

1.1.3 Non-financial services

9. Which non-financial services does your institution offer? *

Personal development services are support services that address people with no or very low levels of financial management skills. They aim to prevent harmful situations (e.g., over-indebtedness) and address target groups that do not have the necessary skills to manage a loan product.

Entrepreneurship development services include services that focus on developing the business skills and know-how of individuals. They help to raise awareness of entrepreneurship as a conscious career choice and offer basic business skills training.

Business development services target existing micro and small businesses and aim to help these businesses improve their operations, with services ranging from business advice and technical skills training to linking entrepreneurs to markets.

Please select all that apply.

- Personal development services
- Entrepreneurship development services
- Business development services
- Other, please specify _____
- No non-financial services are offered (Skip logic +1)

10. What was the total number of non-financial service recipients during 2022?

If you don't have the data, please input N/A.

- Number of recipients who had active loans and received non-financial services _____
- Number of recipients who did not have active loans and received non-financial services _____

1.2 SUSTAINABILITY

1.2.1 Financial performance

11. What was the portfolio at risk ratio (PAR 30) of your institution for microlending activities as of 31 December 2022?*

Formula: (Outstanding balance portfolio overdue > 30 days / Gross loan portfolio) x 100

Outstanding balance portfolio overdue > 30 days: value of all loans outstanding that have one or more instalments of principal past due more than 30 days. It includes the entire unpaid principal balance (both past-due and future instalments), but not accrued interest.

Please enter the percentage and not the actual value of the portfolio at risk.

If you don't have the data, please input N/A.

- PAR 30 ratio of business microloan portfolio _____
- PAR 30 ratio of personal microloan portfolio _____

12. What was the write-off ratio of your institution for microlending activities as of 31 December 2022?*

Formula: (Value of loans written-off / Average gross loan portfolio) x 100

Value of written-off loans: value of loans recognized as uncollectible for accounting purposes. A write-off is an accounting procedure that removes the outstanding balance of the loan from the gross loan portfolio and impairment loss allowance, but does not affect the net loan portfolio, total assets or any

equity account.

Please enter the percentage and not the actual value of the write-off loans.

If you don't have the data, please input N/A.

- Write-off ratio of business microloan portfolio _____
- Write-off ratio of personal microloan portfolio _____

13. What was the operational self-sufficiency ratio of your institution as of 31 December 2022?

Formula: $\frac{\text{Operating revenue}}{\text{Financial expense} + \text{Loan loss provision expense} + \text{Operating expense}} \times 100$

Operating revenue: all financial revenue and other operating revenue generated from other financial services, such as fees and commissions for non-credit financial services not considered financial revenue. It may include revenues linked with lending, such as membership fees, ATM card fees, transfer fees, or other financial services, such as payment services or insurance. It may include net foreign currency gains/losses, but excludes any donations and revenue not generated from provision loans and financial services.

Financial expense: Interest and fee expense + Other financial expenses

- Interest and fee expense: Interest and fee expense for client deposits + Interest and fee expense for borrowed funds

- Other financial expenses: Other financial expenses include mortgage costs, facility fees for credit lines, and other financial risk management costs.

Loan loss provision expense: Non-cash expense that is used to create or increase the loan loss reserve on the balance sheet. The provision is usually calculated as a percentage of the value of the gross loan portfolio that is at risk of default.

Operating expense: Personnel expenses + Administrative expenses

- Personnel expenses: wages and salaries, other short-term employee benefits, post-employment benefit expense, termination benefit expense, share-based payment transactions, other long-term benefits and other employee benefits.

- Administrative expenses: non-financial expenses (excluding personnel) directly related to the provision of financial services or other integral services that form an integral part of an MFI's financial services relationship with customers such as rent, communications, services, etc.

If you don't have the data, please input N/A.

- Operational self-sufficiency ratio _____

1.2.2 Funding needs

14. What was the average cost of borrowed funds for on-lending in 2022?

Formula: $\frac{\text{Interest paid on borrowed funds}}{\text{Average borrowed funds}} \times 100$

Please enter percentages as a number with a maximum of one decimal (e.g., 2.5 rather than 2,5) and without the percentage symbol (e.g., 2.5 rather than 2.5%).

If your institution did not use borrowings for on-lending, please put N/A

- Average cost of borrowed funds for on-lending ____

15. Did your institution benefit from guarantees to reduce the risk on its microcredit portfolio in 2022?*

- Yes, EU guarantees (InvestEU/EaSI)

- Yes, a national guarantee fund
- Yes, other guarantee funds
- None

16. Please select the currency of the data you are providing from the drop-down list:

17. What was the value of the main funding sources as of 31 December 2022?

- Long-term time deposits (>1 year) _____
- Long-term borrowed funds (>1 year) _____
- Subordinated debt _____
- Grants/Subsidies _____
- Other long-term liabilities _____
- Paid-up share capital _____
- Donated equity _____
- Reserved/retained earnings _____
- Other equity _____

18. What are your main sources of borrowed funds for micro-lending purposes, if any?

Please select the main sources of borrowed funds in terms of their value (up to 3 options).

- Regional, national, commercial banks
- National/Regional Development Institutions
- International public organisations - such as Multilateral Development Organisations (World Bank Group, EIB Group), International Financial Institutions (IFI)
- Microfinance Investment Vehicles (MIV)
- EU resources: ESF, ESF+, ERDF or other EU resources for on-lending (managed by EIF, EIB, CEB, EBRD, etc.)
- National/regional grant programmes
- No borrowed funds for microlending purposes
- Other, please specify: _____

19. What are your main sources of equity capital, if any?

Please select the main sources of equity capital in terms of their value (up to 3 options).

- Shareholders (private individuals)
- Shareholders (corporates, funds/trusts)
- Philanthropic organisations
- Regional, national, commercial banks
- National/Regional Development Institutions
- International public organisations - such as Multilateral Development Organisations (World Bank Group, EIB Group), International Financial Institutions (IFI)
- Microfinance Investment Vehicles (MIV)
- Other, please specify: _____
- No equity

20. What is the amount of financing (borrowing for on-lending and equity) needed over the next three years to fulfill your growth plan? *

Please select only one option for borrowings and one for equity.

| | Borrowing (for on-lending) | Equity |
|--------------------------------------|----------------------------|--------|
| below 250,000 EUR | | |
| between 250,000 and 500,000 EUR | | |
| Between 500,001 and 1,000,000 EUR | | |
| Between 1,000,001 and 5,000,000 EUR | | |
| Between 5,000,001 and 10,000,000 EUR | | |
| Over 10,000,000 EUR | | |
| No additional funding required | | |
| Don't know/hard to say | | |

21. What is the loan portfolio size you seek guarantee for to fulfill your growth plans for the next three years?

Please enter the amount in EUR.

If you don't have the data, please input N/A.

22. What would be the amount of grants/subsidies you need to fulfill your growth plans for the next three years?

Please enter the amount in EUR.

If you don't have the data, please input N/A.

1.3 OUTREACH AND IMPACT

23. Nationality of your institution's active clients (business and personal loans). Which of the following options represents the largest share of your active clients as of 31 December 2022?

Please rank order your response from 1 to 3, with 1 being the largest share of your active clients. If you don't have the data, please input N/A.

- National citizen_____
- Other European country_____
- Other non-European country (Latin America, Asia, Africa)_____

24. Age of your institution's active clients (business and personal loans). Which of the following options represent the largest share of your active clients as of 31 December 2022?

Please rank order your response from 1 to 3, with 1 being the largest share of your active clients. If you don't have the data, please input N/A. You are allowed to rank up to 3 of the following options.

- 18-29_____
- 30-49_____
- 50-64_____
- 65+__

25. Sector of the business clients supported by your institution (business loans). Which of the following options represent the largest share of your active clients as of 31 December 2022? *Please rank order

your response from 1 to 3, with 1 being the largest share of your active clients. If you don't have the data, please input N/A. You are allowed to rank up to 3 of the following options.

- Professional services_____
- Retail trade _____
- Construction_____
- Hospitality and catering_____
- Manufacturing_____
- Agriculture_____
- Other_____

26. Maturity of the businesses supported by your institution (business loans). Which of the following options represent the largest share of your active clients as of 31 December 2022? *
Please rank order your response from 1 to 3, with 1 being the largest share of your active clients. . If you don't have the data, please input N/A.

- Pre-start-up phase_____
- Start-up phase (up to 2 years of operations)_____
- Post start-up phase (3+ years of operations)_____

2 PRIORITY TOPICS

2.1 GREEN MICROFINANCE

2.1.1 Practices

27. Which of the following statements apply to your institution?

| Statement | Yes, fully | Yes, partially | No |
|---|------------|----------------|----|
| The institution has a documented strategy that outlines its environmental goals, indicators, targets, processes, responsibilities, as well as the methods for monitoring and reporting. | | | |
| The institution monitors its environmental performance and practices and reports them to the board, investors, or in its annual report. | | | |
| The institution assesses and manages (i.e., avoids, minimizes and/or offsets) the adverse impacts of its internal activities on the environment. | | | |
| The institution identifies clients' adverse impacts on the environment, and it uses indicators in the loan assessment to categorize its clients according to the level of their | | | |

| | | | |
|--|--|--|--|
| environmental risks and it has a process in place to manage the risks of its clients and portfolio. | | | |
| The institution identifies clients' vulnerability to climate change, and it uses indicators in the loan assessment to categorize its clients according to the level of their vulnerability and it has process in place to manage the risks of its clients and portfolio. | | | |

28. Does your institution provide green microloans? *

- Yes, with a dedicated product
- Yes, through our standard products
- No (skip logic +5)

29. What type of green microloans does your institution offer? *

- Loans to finance renewable energy (e.g., photovoltaic solar panels, solar water-heaters, solar lamps, etc.)
- Loans to finance energy efficiency (e.g., industrial energy-efficient technologies, apartment/house insulation, biogas digesters, energy efficient electrical appliances, etc.)
- Loans to finance sustainable agriculture, animal breeding, fishery practices, or forestry, or biodiversity conservation (e.g., agroforestry, organic farming, drip irrigation, etc.)
- Loans to finance improvement of sanitation facilities, hygiene or access to water (WASH)
- Mobility loans to finance the purchase/leasing of electric cars, bikes, etc.
- Loans to finance the circular economy (e.g., waste collection, recycling, etc.)
- Loans to mitigate climate risks or facilitate adaptation to the adverse effects of climate change such as droughts, floods, forest fires or other severe weather events
- Other (please specify) _____
- Don't know/hard to say

30. What was the value of the gross loan portfolio outstanding for green microloans as of 31 December 2022? *

If you don't have the data, please input N/A.

- Business microloans _____
- Personal microloans _____

31. What was the number of active borrowers for green microloans as of 31 December 2022?

If you don't have the data, please input N/A.

- Business microloans _____
- Personal microloans _____

32. What type of green non-financial services, if any, does your institution offer? *

Please select all that apply.

- Raising awareness of clients on their vulnerability to climate change or the negative environmental impacts and possible mitigation strategies related to their business
- Client trainings on how to implement green practices, install, maintain, use and manage green technologies, or mitigate their vulnerability and adverse environmental impacts
- Ongoing technical assistance to clients on the implementation or maintenance of green practices and technologies
- Support clients by linking/introducing them to providers of green technologies or capacity for green practices
- Other (please specify) _____
- My institution does not offer green non-financial services (Skip logic +2)

33. What was the total number of recipients of green non-financial services in 2022?

If you don't have the data, please input N/A.

- Number of recipients who had active loans and received green non-financial services _____
- Number of recipients who did not have active loans and received green non-financial services _____

2.1.2 Challenges/gaps

34. What are the main challenges to the adoption of green microloans?

Please select all that apply.

- Weak demand for green loan products: due to clients relatively low awareness of climate change/sustainability issues and of the nature of the green economy products
- Weak demand for green loan products due to clients' reluctance to embrace new and more expensive technologies
- Weak demand for green loan products due to a loan process that is too complicated/time-consuming for clients (e.g., in terms of documents to be provided, calculations, etc.) compared to regular microcredits
- Difficulty in developing new, dedicated loan products
- Low profitability of green products
- Staff resistance and low engagement
- Inconsistent supply of green technology products at the national level
- Lack of collaboration with suppliers and vendors
- Rigid approach of investors (e.g., conditions are too difficult/complex for MFIs)
- Weak public support
- There are no challenges
- Other (please specify) _____
- Don't know/hard to say

SKIP LOGIC – the next two questions are asked only if the respondent selected “no” in Q28 (Does your institution provide any green microloans?)

35. Does your institution plan to provide green microloans in the next two years?*

- Yes, we plan to develop a dedicated green product
- Yes, we plan to start financing green solutions with our standard products
- No
- Don't know/hard to say

36. What are the main challenges to the adoption of green microloans?

Please select all that apply.

- Weak demand for green loan products: due to clients relatively low awareness of climate change/sustainability issues and of the nature of the green economy products
- Weak demand for green loan products due to clients' reluctance to embrace new and more expensive technologies
- Weak demand for green loan products due to a loan process that is too complicated/time-consuming for clients (e.g., in terms of documents to be provided, calculations, etc.) compared to regular microcredits
- Difficulty in developing new, dedicated loan products
- Low profitability of green products
- Staff resistance and low engagement
- Inconsistent supply of green technology products at the national level
- Lack of collaboration with suppliers and vendors
- Rigid approach of investors (e.g., conditions are too difficult/complex for MFIs)
- Weak public support
- There are no challenges
- Other (please specify)_____
- Don't know/hard to say

37. Which type of extra support would you need to be able to start providing green microloans or increase their availability to your institution's clients? *

Please select all that apply.

- Borrowing for on-lending
- Guarantees
- Technical assistance to develop an environmental strategy
- Technical assistance to adapt existing and/or develop new dedicated products and services
- Technical assistance to raise awareness and train loan officers
- Technical assistance for other purposes
- Grants/subsidies to offer non-financial services to clients
- Grants/subsidies for outreach campaigns
- Grants/subsidies for other purposes
- Other (please specify)_____
- No additional funding required
- Don't know/Hard to say

38. How much additional funding/risk coverage does your institution need in the next 24 months to be able to start providing green microloans or increase their availability to your institution's clients?

If you don't have the data, please input N/A.

- Borrowings (debt) _____
- Guarantees _____
- Grants/subsidies for technical assistance_____
- Grants/subsidies for non-financial services_____
- Other (please specify the funding source) _____
- No additional funding is required_____

39. How many total clients do you estimate you could reach by the end of 2025 with your green financial and non-financial services in case you had access to this additional funding?

- Number of additional clients reached by 2025_____

40. Do you expect these clients to be current clients taking a new green loan (converting), totally new clients (new segment of the market) or a mix of both segments?
- Current clients taking a new green loan
 - New clients
 - Both

2.2 SOCIAL TARGET GROUPS

2.2.1 Practices

41. What kind of dedicated approach/services has your institution developed to support certain social target groups?*
- A dedicated approach/initiative includes financial products and services developed specifically for this group, taking into account their specific needs and addressing their unique vulnerabilities (e.g., loans with specific terms, the way the service is delivered, non-financial services specifically directed towards the target group, outreach campaigns, etc.).*

| | Women | Rural population | Youth | Seniors | Migrants/refugees | Ethnic minorities |
|---|-------|------------------|-------|---------|-------------------|-------------------|
| Dedicated financial product/services | | | | | | |
| Dedicated non-financial services | | | | | | |
| Dedicated outreach campaigns to attract clients from the particular group | | | | | | |
| Other | | | | | | |
| None | | | | | | |

42. Does your institution plan to create or further develop more dedicated products/services for specific social groups in the next 2 years?

| | Women | Rural population | Youth | Seniors | Migrants/refugees | Ethnic minorities |
|--------------------------------------|-------|------------------|-------|---------|-------------------|-------------------|
| Dedicated financial product/services | | | | | | |
| Dedicated non-financial services | | | | | | |
| Dedicated outreach campaigns to | | | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| attract clients from the particular group | | | | | | |
| Other | | | | | | |
| None | | | | | | |

2.2.2 Challenges/gaps

43. What are the main challenges to serve women entrepreneurs in your context?
Please select all that apply.

- Lack of collateral
- No credit history
- Very small size of an enterprise (often part-time)
- Low mobility due to family obligations
- Attitudes towards entrepreneurship
- Other (please specify)_____
- None

44. What are the main challenges to serve the rural population in your context?
Please select all that apply.

- Distance to the branch office
- Informality of some part of agricultural business
- Agricultural production risks in case of agricultural business
- Seasonality of agricultural production
- Lower digital capability
- Other (please specify)_____
- None

45. What are the main challenges to serve young entrepreneurs in your context?
Please select all that apply.

- Lack of past business or professional (job-related) experience
- Lack of credit history
- Lack of collateral
- Very young or emerging business (start-up)
- Innovative business idea difficult to assess by the loan officer
- None
- Other (please specify)

46. What are the main challenges to serve senior entrepreneurs in your context?
Please select all that apply.

- Very small enterprise (often part-time)
- Risk connected with health issues
- Lower digital capability
- Other (please specify)None

47. What are the main challenges to serve migrants and refugees in your context?
Please select all that apply.

- Lack of necessary documents

- Lack of collateral
- Lack of credit history
- Low language skills
- Lack of knowledge of the entrepreneurial environment (including administration, finance, taxation, etc.)
- Different cultural practices that do not allow for the type of financial services offered
- Other (please specify)_____
- None

48. What are the main challenges to serve ethnic minorities in your context?

Please select all that apply.

- Lack of credit history
- Lack of experience in running a business
- Prejudice/discrimination limiting market and financing opportunities
- Other (please specify)_____
- None

49. Which type of extra support would your institution need to cater to the needs of the selected vulnerable groups? Please select all that apply.

| | Women | Rural population | Youth | Seniors | Migrants/refugees | Ethnic minorities |
|---|-------|------------------|-------|---------|-------------------|-------------------|
| Borrowing for on-lending | | | | | | |
| Guarantees | | | | | | |
| Technical assistance to adapt existing and/or develop new dedicated products and services | | | | | | |
| Technical assistance to raise awareness and train staff | | | | | | |
| Technical assistance for other purposes | | | | | | |
| Grants/subsidies to offer non-financial services to clients | | | | | | |
| Grants/subsidies for outreach campaigns | | | | | | |
| Grants/subsidies for other purposes | | | | | | |
| No additional support required | | | | | | |
| Other (please specify) | | | | | | |

2.3 DIGITAL TRASFORMATION

2.3.1 Practices

50. How would you assess the importance of digital transformation in the 3-to-5-year strategy of your institution? Please select the most applicable option.
- Very important, an essential part of the 3-5 year strategy (without this piece, the strategy cannot be successfully implemented)
 - Important, a part of the 3-5 year strategy but not essential
 - Nice to have but not very important in the 3-to-5-year strategy
51. What are the two key aims you want to achieve with digitalization? Please select the two most important criteria.
- Efficiency gains
 - Grow into new markets
 - Increase compliance
 - Introduce new products
 - Ability to segment and target specific client groups
 - Increased client satisfaction (faster and better services)
 - Increased insights (reporting)Other (please specify)_____
 - Don't know/hard to say
52. What are your institution's top three priorities in terms of digitalization? *
- Please rank order your response from 1 to 3, with 1 being the highest priority. If you don't have the data, please input N/A. You are allowed to rank up to 3 of the following options.
- Online branding and digital marketing
 - Lead scoring (to be able to nurture leads based on their online interest in the MFIs' products or services)
 - E-learning platforms
 - Customer app/portal
 - Digital customer onboarding
 - Easy loan renewal
 - Credit scoring
 - Automated arrears management system
 - Digital wallet for online payments
 - Document management system
 - Data integration & cybersecurity
 - Combination of data warehouse with reporting tools
 - Open Banking (PSD2)
 - CRM (Single Customer view)
 - Core Banking
 - Artificial Intelligence (AI) initiatives
 - Other (please specify)_____
 - Don't know/hard to say
53. What digital solutions has your institution implemented in the last two years or is currently implementing?
- Digital solutions implemented/in the process of implementation_____
54. What percentage of your current operating budget do you invest in digitalization (i.e., software costs, salary of IT employees, other IT related costs but excluding digital marketing costs like social media)?
- Less than 5%

- 5% - 10%
- 11% - 20%
- More than 20%

55. What are your investment plans in digitalization for the next two years?

- We plan to reduce our investments in digitalization
- Same level of investments
- 1 – 10% increase
- 11 – 20% increase
- More than a 20% increase

2.3.2 Challenges/gaps

56. What are the main challenges related to the digital transformation of your institution?

Please select all that apply.

- High investment costs
- Difficulties linked to the identification and hiring of IT experts (developers, project managers) to implement projects
- Lack of adequate, existing solutions on the market that are needed by my institution
- Limited managerial digital skills to identify and select the appropriate solutions
- Continuous changes in the planned digital transformation process or lack of clarity on future planning related to digitalization
- Limited staff capacity to use advanced systems
- Constraining regulation
- Clients' resistance to change and low digital capacity
- There are no challenges related to the digital transformation of our institution
- Other (please specify)_____
- Don't know/hard to say

57. Which type of support would you need to speed up the digital transformation of your MFI? *

Please select all that apply.

- Technical assistance to develop a digital strategy
- Technical assistance to raise awareness and train staff (e.g., how to use new tools)
- Technical assistance for other purposes
- Grants/subsidies to train clients with low digital skills to use front end solutions
- Funding to enable IT investments and developments
- Exchange of good practices with other European microfinance providers
- Advocacy support at the national level to overcome constraining regulation
- Support with procurement of the right solution(s)
- Other (please specify)_____
- No need of additional support
- Don't know/hard to say

USAGE OF DATA

58. Do you authorize EMN-MFC to share the data collected through this survey with ATLAS? *

ATLAS is a common platform that improves efficiency, serving as a single hub for accessing reports.

Operated by MFR, ATLAS offers data on financial performance, social performance, pricing and client protection. To learn more please visit: <https://www.atlasdata.org/about-benefit>

- YES with full transparency

Confidentiality: my institution's data will not be publicly available. My institution's data will only be visible to ATLAS subscribers with my institution's name disclosed. My institution's individual data will be anonymized to subscribers who operate in the same country.

Benefits: I will receive access to an overview benchmark report, comparing my institution to other Financial Service Providers in the region and globally on key indicators. I will have international visibility with subscribing investors.

- YES with partial transparency

Confidentiality: my institution's data will not be publicly available. My institution's anonymized data will only be visible to ATLAS subscribers.

Benefits: I will receive access to an overview benchmark report, comparing my institution to other Financial Service Providers globally on some key indicators. I will not have specific international visibility with subscribing investors.

- NO. I am aware that I will not enjoy ATLAS benefits and this is my preference.