

CAPACITY DEVELOPMENT PROGRAM

FMO is the Dutch Development Bank. With an investment portfolio of €9.2 billion, FMO is one of the largest bilateral private sector development banks globally. In addition to providing loans and equity to the private sector in developing countries and emerging markets we have a Capacity Development (CD) Program.

The sustainable development of a thriving private sector needs more than just finance. Our CD Program promotes and facilitates the transfer of knowledge and skills to FMO's clients and prospective clients to strengthen their organizations.

Under the CD Program, we contribute to the cost of hiring external consultants, trainers and experts to facilitate the knowledge transfer and provision of technical expertise that our clients indicate a need for. The Program is demand-led.

Over the last ten years, the CD Program has contributed €52 million to over 500 projects; counting our clients contributions to these projects, CD has additionally catalyzed more than €100 million.

FOCUS AREAS



GENDER:

we facilitate clients to unlock inclusive business opportunities by building awareness of and investing in women.



GOVERNANCE AND RISK MANAGEMENT:

we support companies to reduce risks by improving governance, implementing appropriate risk management frameworks and through enhancing management information systems to aid decision making.



GREEN:

we enable clients to enhance their green and sustainability credentials, for example through the development of green finance products.



ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT:

we support clients to identify, manage and mitigate E&S related risks, and enable our financial sector clients to improve portfolio quality.



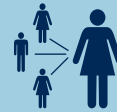
HOW DOES IT WORK?



CD takes the form of grant-based co-financing of up to 50% of the project costs, with our client financing the balance. It is intended to cover external costs and not operational costs like internal staff, hardware or software.



Our team will work together with the client to develop a project that is customised to address their specific needs. Alongside a positive impact on our client's bottom-line, we also seek a positive social and environmental impact.



FMO has formed partnerships with a number of leading consultancy firms and experts around the world, so we can support our clients in finding the right implementing partner for their project.

DELIVERY MODELS



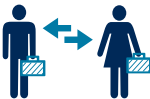
EXTERNAL ADVISORY SERVICES

Advisory is the flagship service supported by the CD Program and is one of our main differentiators that helps clients manage risks and leverage opportunities.



PARTNERSHIPS

FMO has formed partnerships with leading consultancy firms and experts to enable your project to get underway swiftly. At present we have partnerships for projects related to SME Finance, Risk Management at Financial Institutions and E&S Risk Management, but this will expand, so ask the CD team about this.



FMOXCHANGE

FMO believes that the answer to many questions can be found within its network of clients and partners. FMOxChange is a platform where likeminded clients are given the opportunity to learn from one another. FMO can help you to find the right connection and are able to cover some of the costs associated with travel. We also use this platform to organise learning journeys.



FMO ACADEMY

The FMO Academy is FMO's main learning and personal development forum. Certain courses, seminars and workshops are accessible to our clients. Key examples here are the highly rated Future of Finance Academy and the Future of Finance Credit Risk Seminar.

PROGRAM CRITERIA

1

Availability

CD funding is available to FMO clients, potential clients and partners

2

Client contribution

The client contributes a minimum amount of 50% of total eligible project budget

3

Implementation

- Clear project work plan, timeline, budget
- Implemented by a 3rd party

4

Eligible budget

Excludes operational costs, hardware/software, licenses/packages, VAT, KYC checks, already incurred costs, audits, marketing, in-kind contributions by client

5

Procurement

- Transparent procurement process
- Large projects require 3 proposals for comparison

PROJECT PROPOSAL STRUCTURE

The CD team can support you in structuring your project, and we have a project proposal format available to help in this process.

For examples of our latest CD projects, visit our website.

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