



Feasibility study for the setting up of a Credit Loan Guarantee Scheme (CLGS) for Micro, Small and Medium Enterprises in Yemen



Workshop
December 4, 2013
Sana'a, Yemen



OBJECTIVES

- To assess the needs for the setting up of a CLGS for MSMEs in Yemen, and to assess its feasibility under current legal, economic, and political circumstances.
- If the feasibility assessment is positive, to propose a viable structure(s) to set up a CLGS in Yemen.



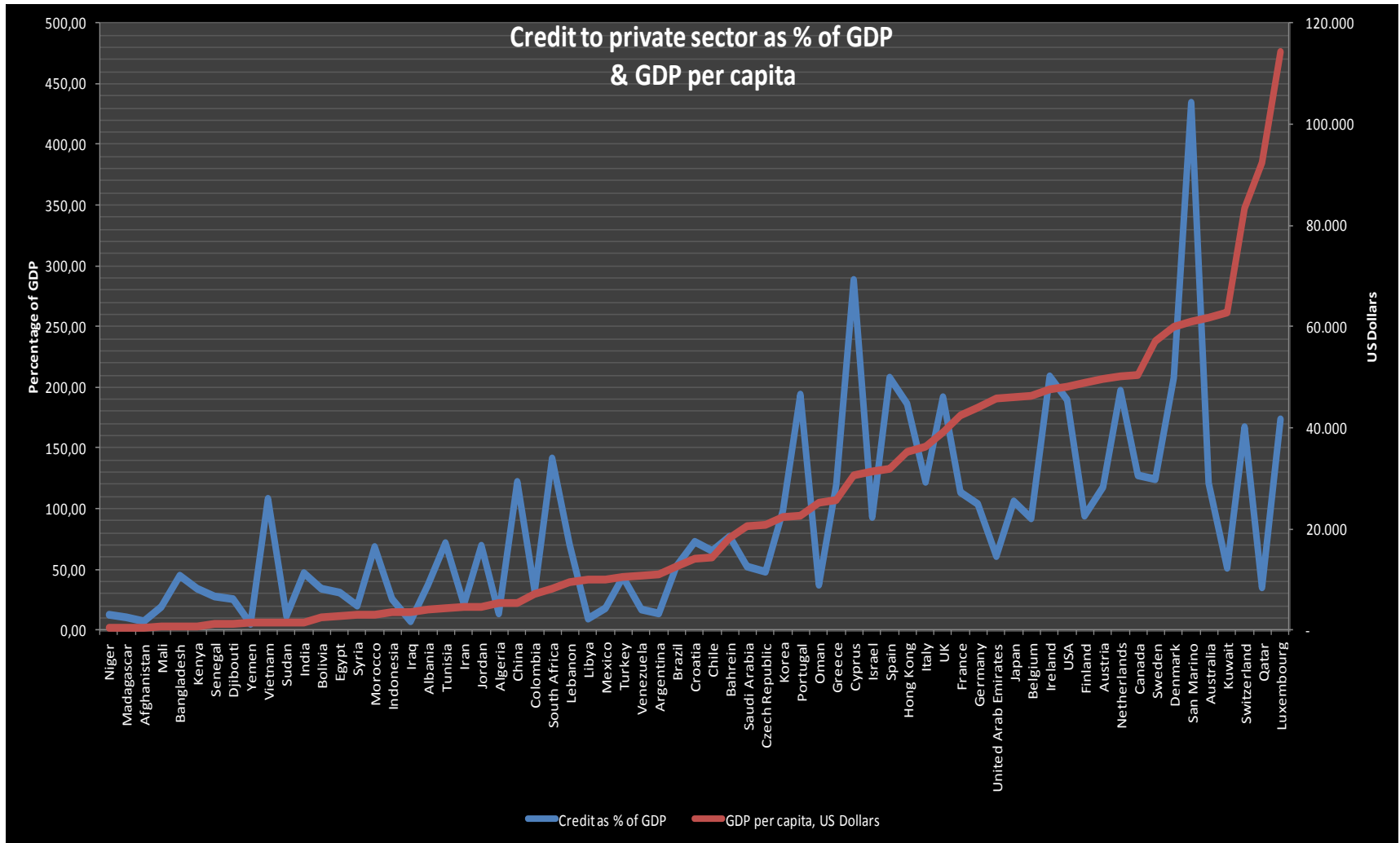
PRELIMINARY FINDINGS

- Yemen remains one of the poorest of the world's low-income countries; more than 45 percent of the population lives in poverty
- Unemployment is very high
- Declining oil reserves and water shortages
- Chronic challenges from secessionists, unruly tribes and Islamist extremists
- Judicial system in Yemen not efficient
- Corruption is everywhere!!
- The banking sector, in particular, is underdeveloped
- The economy is cash based
- Banking sector is profitable despite high NPL ratio of 23.5% (78.2% of NPLs covered by provisions)
- Strong microfinance network



IMPORTANCE OF THE FINANCIAL SECTOR

- The absence of a robust credit market is one of the most significant impediments to development in developing countries.
- Economic activity is severely limited by the difficulties of entrepreneurs, small businesses and individuals to access to loans under market conditions.
- Credit to the private sector plays a very important role in economic growth and developed countries show higher rates of growth, largely due to the fact that they have a much more developed financial sector.
- The result is an increase in per capita income.



Source: IMF, International Financial
Statistics, Bankscope 2011



MICRO, SMALL AND MEDIUM SIZE ENTERPRISES



PROYECT DEFINITION OF MSMSs

- Micro enterprises: up to 5 employees
- Small-size enterprises (SEs): up to 10 employees
- Medium-size enterprises (MEs): up to 50 employees



CHARACTERISTICS OF MICRO, SMALL AND MEDIUM SIZE ENTERPRISES

- MSMEs constitute an important segment of the economy in all countries for their contribution to national productivity, employment generation and poverty reduction.
- MSMEs are much more flexible than large corporations, they adapt faster to economic and social changes and they are found in almost all activities.
- MSMEs require less capital to start up and they are usually the idea of a young entrepreneur, willing to risk his/her small savings.



ROLE OF SMEs in selected countries		
Country	Share as a % of total enterprises	Share in employment
Argentina	99	80
Bahrain	96	31
Brazil	98	77
Canada	98	64
Chile	98	31
Colombia	94	70
El Salvador	99	78
France	99	57
Germany	99	66
Greece	99	91
Japan	99	79
Jordan	93	41
Korea	99	78
Lebanon	99	78
Mexico	98	65
Peru	99	55
Syria	98	91
Taiwan	96	68
Thailand	98	74
USA	99	53
Venezuela	96	32
Yemen	99	73

Source: Importance of SMEs and growth obstacles
World Business Environment Survey, 2010, World Bank



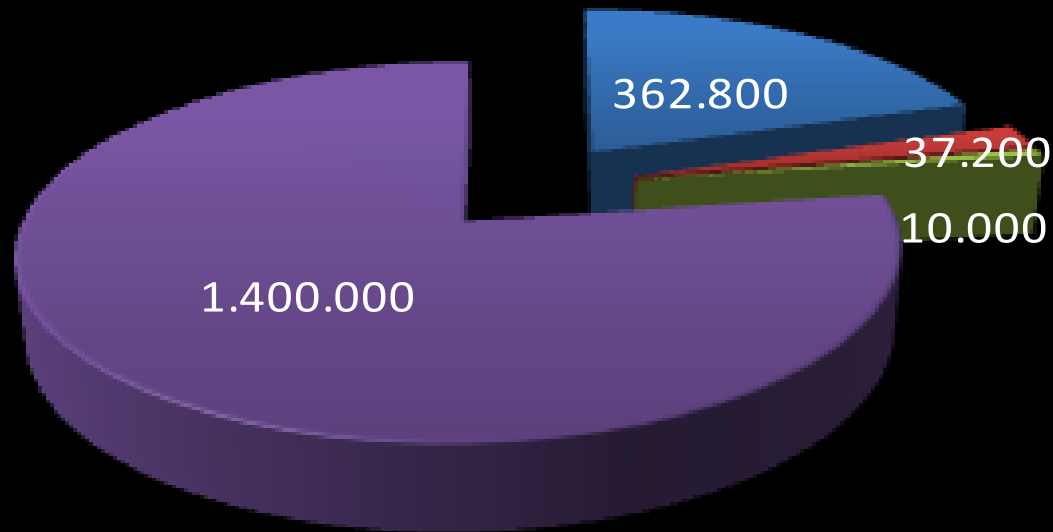
MAIN CONSTRAINTS FOR THE DEVELOPMENT OF MSMEs

- MSMEs lack access to advanced technologies, world markets, financial capital and managerial skills.
- These are the main objectives of public policies all over the world, supported by multilateral organizations.



MICRO, SMALL AND MEDIUM SIZE ENTERPRISES

Number of Enterprises

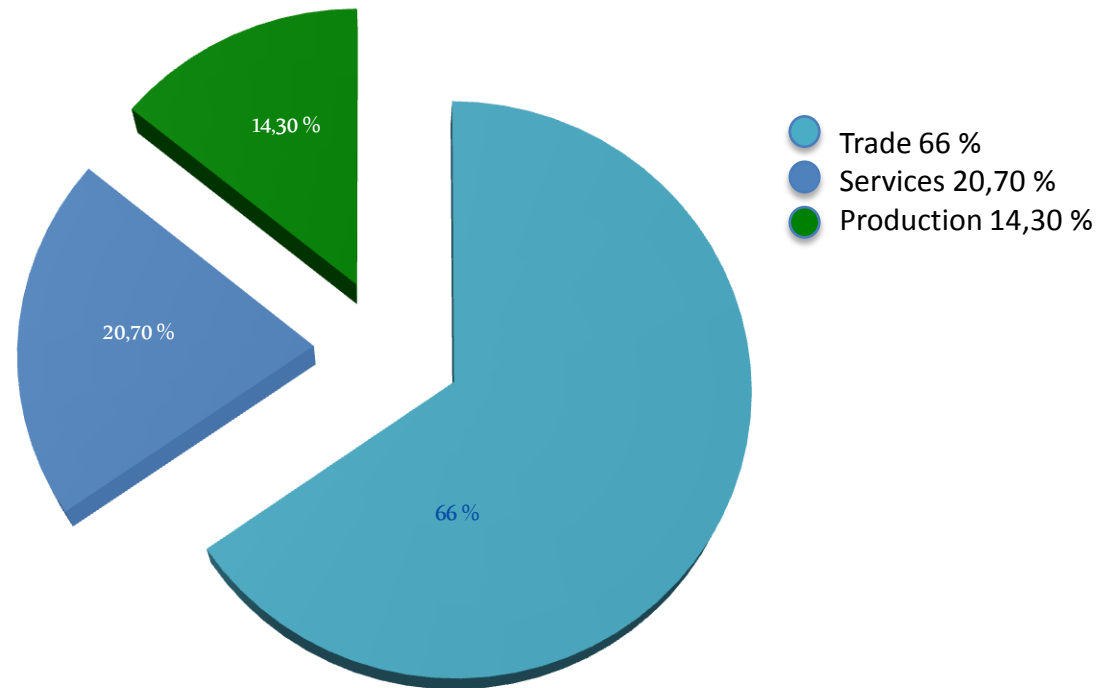


- Micro enterprises:
- Small enterprises:
- Medium enterprises:
- Farmers:



MICRO, SMALL AND MEDIUM SIZE ENTERPRISES

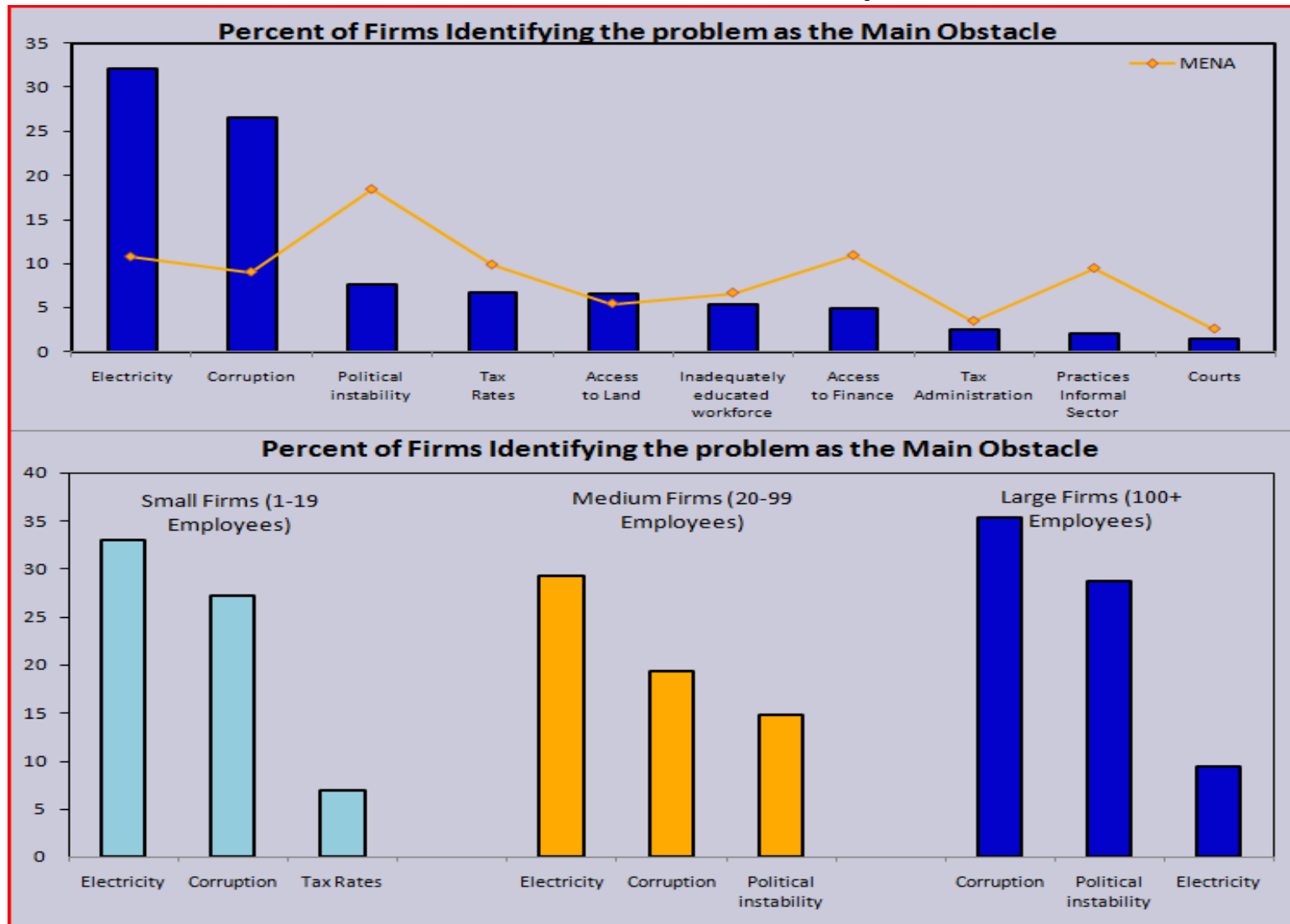
Economic Activities of SMEs



Source: IFC- Report – 2007



Main Constraints to their Development in Yemen





RELATIONS WITH THE FINANCIAL SECTOR

- Most small entrepreneurs lack any information about financial products and services.
- Yemeni commercial banks do not actively market services to MSMEs and have a reputation of serving only the big companies and big families of the country.
- A significant number of micro and small business owners are unaware even of the existence of formal loans.
- An even greater number are unaware that they might qualify for a loan, whether with a bank, a microfinance institution (MFI), or the government's Small Enterprise Development Fund (SEDF).

Source: IFC "ASSESSMENT OF MSE FINANCIAL NEEDS IN YEMEN FINAL REPORT" DECEMBER 2007

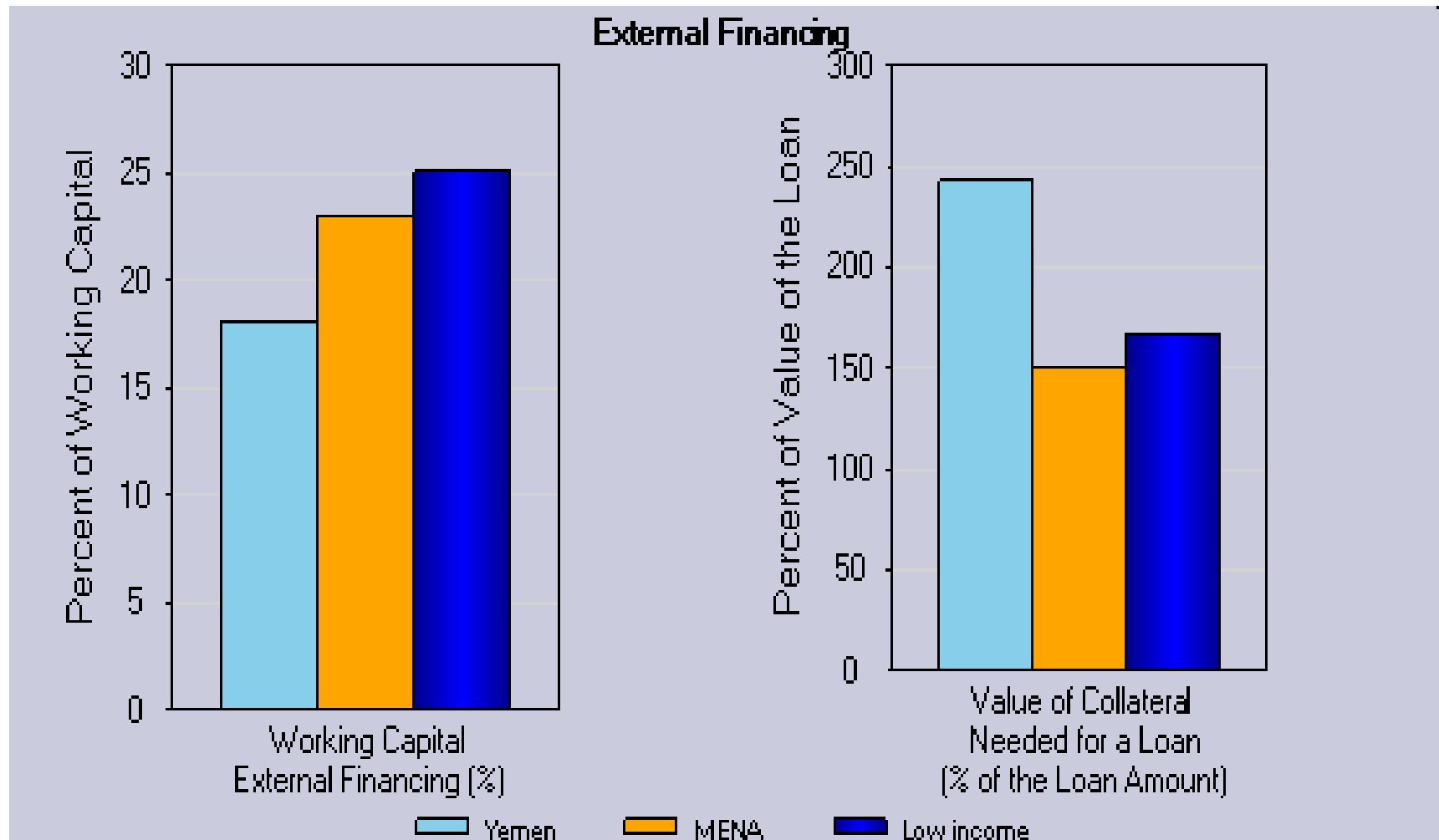


DIFFICULTIES TO FINANCE GROWTH

- The biggest obstacles to obtaining formal loans is lack of a guarantee (59.5 percent of the interviewed by IFC, 2007)
- high interest rates (46.4 percent)
- religious reasons (45.8 percent)
- **52.6 percent of the enterprises surveyed would like to obtain a loan in the future.**
- Overall MSE loan demand in Yemen was estimated at USD 526 million.



SMEs FINANCE



SMEs FINANCE INDICATORS

	Finance Indicators					
INDICATOR	Yemen	Small Firms	Medium	Large Firms	Middle East	Low income
Internal Finance for Investment (%)	87.5	89.3	78.4	85.9	74.8	81.3
Bank Finance for Investment (%)	2.3	0.0	11.7	11.1	12.8	8.3
Credit Financing for Investment (%)	8.7	9.7	5.6	1.6	3.2	2.8
Equity, Sale of Stock For Investment (%)	0.4	0.0	2.4	0.1	2.0	2.6
Other Financing for Investment (%)	1.1	1.0	1.9	1.3	7.4	5.0
Working Capital External Financing (%)	18.1	16.3	33.4	28.6	23.0	25.1
Value of Collateral Needed for a Loan (% of the Loan Amount)	242.9	117.9	512.8	121.1	150.9	167.4
% of Firms With Bank Loans/line of Credit	8.1	5.7	24.1	39.1	29.4	22.3
% of Firms With a Checking or Savings Account	31.3	24.8	80.0	94.6	79.7	81.6
Enterprise Surveys: YEMEN - 2010 The World Bank						



FINANCIAL SECTOR IN YEMEN



14 commercial banks (10 private banks, 4 public sector banks) and 3 Islamic banks



12 MFIs under the umbrella of SMED + a number of NGOs



No leasing companies in existence



4 pension funds serving different sectors of the economy



Supervisory Body: Central Bank of Yemen



BALANCE SHEET OF BANKS

- The consolidated balance sheet of commercial and Islamic banks at the end of August 2013 amounted to 2,608.3 billion Rials
- Total credits and loans to the private sector amounted to 491.7 billion Rials
- Treasury bills and Repos operations amounted to 1,059.6 billion Rials
- Total deposits amounted to 2,074.5 billion Rials at the end of August 2013
- The consolidated equity was 533.8 billion Rials

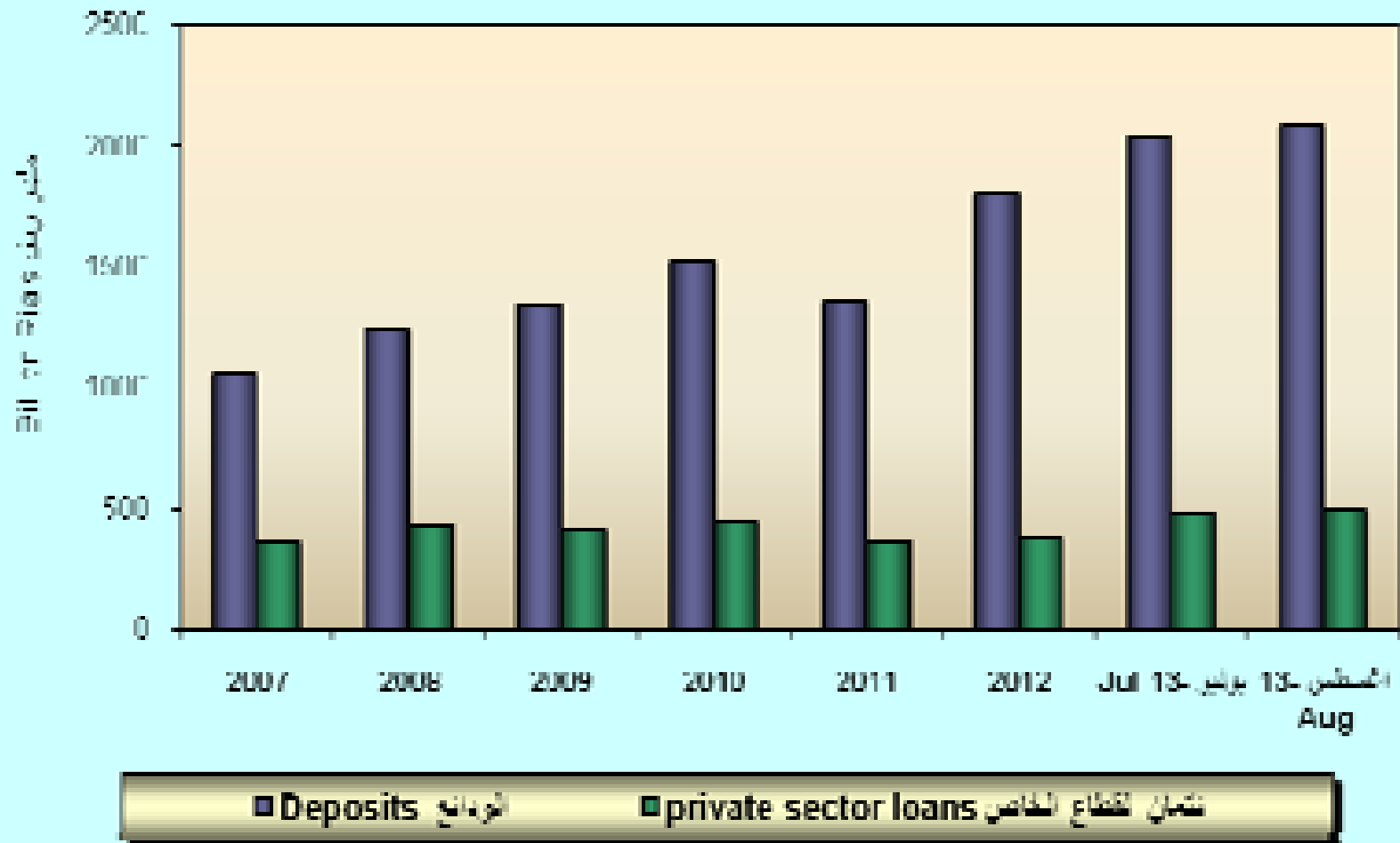


THE CREDIT MARKET IN YEMEN

- The credit market in Yemen has only a limited size: Loans to the private sector are less than 6% of GDP, compared to 13% to the Government.
- In addition, loans amount to less than 30% of deposits and deposits are only 20% - 25% of GDP.
- There is excess liquidity to attend the needs of MSMEs.
- With 210,400 MSMEs seeking to obtain a loan, of which, existing institutions served only 5.9% of the market at that time, overall MSME loan demand in Yemen was estimated at USD 526 million, using an average of USD 2,500 per loan (IFC-Report 2007).



Commercial Banks Deposits & Loans to Private Sector ودائع وأقراض البنوك التجارية

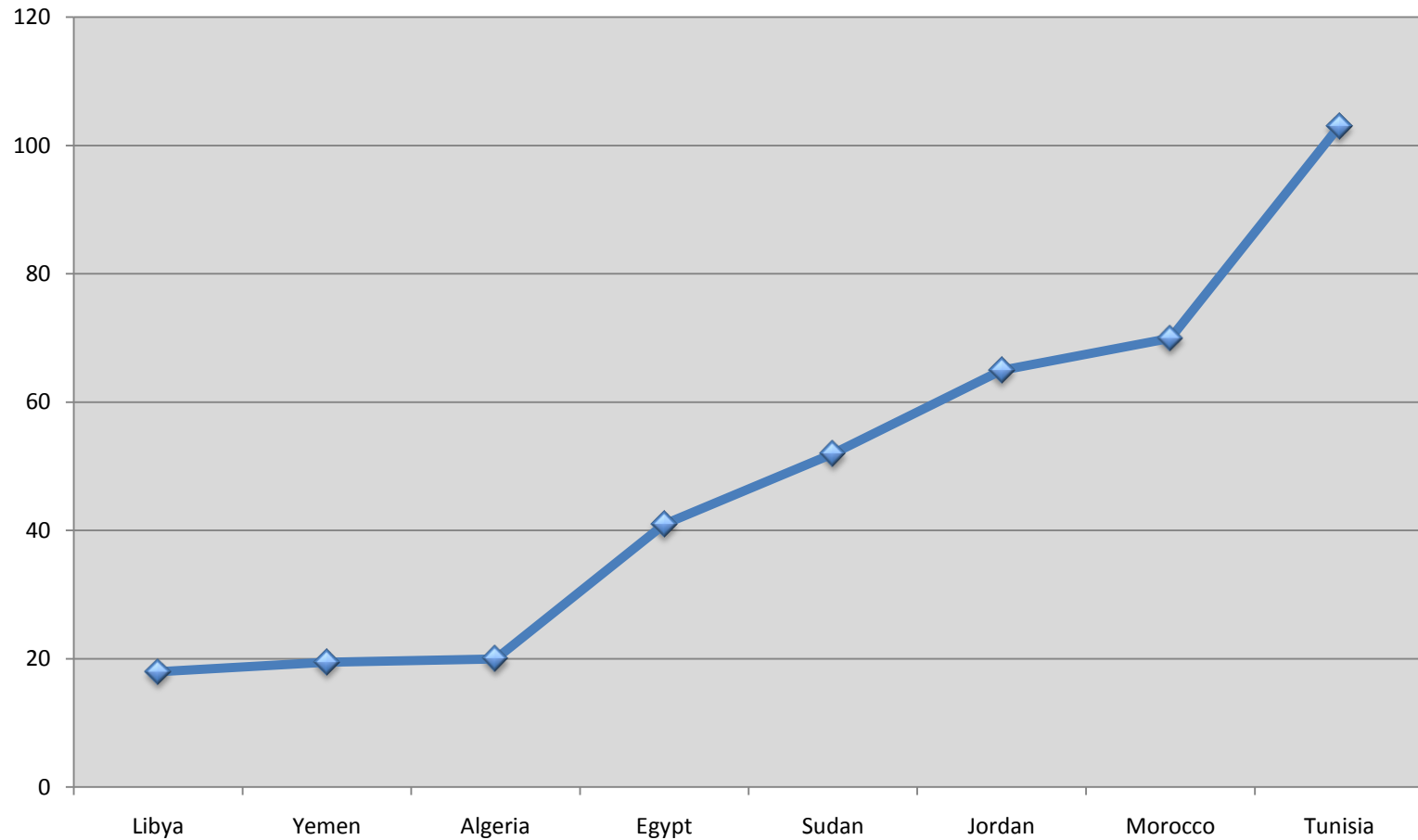


Source: CBY



International Comparison

Private Sector Credit, 2012 (Percent of total deposits)

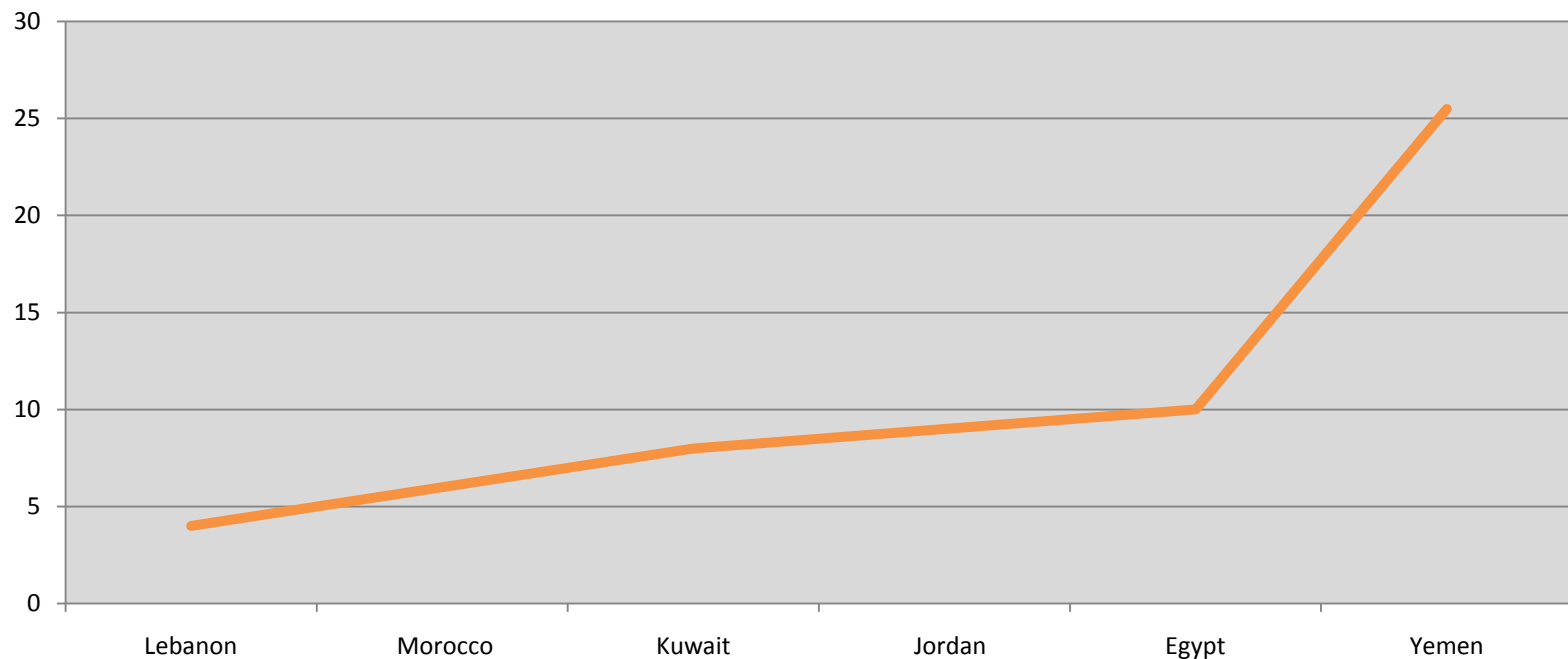


Source: Enterprise Surveys: YEMEN - 2010 The World Bank



International Comparison

**Nonperforming loans to gross loans, 2012
(In percent %)**



Source: Enterprise Surveys: YEMEN - 2010 The World Bank



Banks Performance

Date	31.12.2009	31.12.2010	31.12.2011	30.09.2012
Capital adequacy:				
Risk-weighted capital adequacy ratio	14,60%	20,20%	24,30%	24,40%
Capital (net worth) to Assets	8,20%	9,30%	10,60%	9,50%
Portfolio quality:				
Nonperforming loans to total assets	3,50%	4,20%	4,70%	4,50%
Nonperforming loans to gross loans	13,90%	17,70%	21,20%	23,50%
Nonperforming loans net of provisions to capital	11,80%	19,20%	12,90%	10,30%
Provisions against problem loans / problem loans	70,30%	57,00%	70,60%	78,20%
Total capital and reserves / problem loans	251,40%	223,70%	227,50%	211,50%
Portfolio performance :				
Average return on assets	0,90%	1,30%	1,50%	0,90%
Average return on equity	9,60%	14,10%	14,20%	9,50%
Interest margin to gross income	33,40%	30,50%	33,40%	29,50%
Noninterest expenses to gross income	26,40%	21,90%	23,60%	21,50%
Trading and fee income to gross income	7,70%	14,10%	12,00%	8,90%
Source: Central Bank of Yemen				



POSSIBLE EXPLANATIONS

- Poor risk evaluation techniques at banks?
(Technical Assistance in capacity building for financial institutions in the areas of credit evaluation and risk management could help)
- Better investment opportunities (Treasury bills?)
- Difficulties to recover collateral (legal procedures?)
- Corruption?
- Banks are Family businesses?



HOW CAN CREDIT GUARANTEE SCHEMES HELP IMPROVE THIS SITUATION?

- By sharing the risk with banks, credit to SMEs becomes a profitable business
- Their guarantees complement the collateral offered by SMEs
- They help improve risk assessment of credits
- Improve collection of bad loans



EXAMPLES OF GUARANTEE SCHEMES

Country	Institution	Year Established	Leverage
Japan	CIC & NFCGC	1937	15 (1995)
Germany	Bürgschaftsbanken	1954	26 (1994)
France	SOFARIS	1971	22 (1995)
Malaysia	CGC Berhad	1972	8.0 (1995)
Taiwan	SMBCGF	1974	10.0 (1994)
Korea	KCGF	1976	15 (1995)
Perú	FOGAPI	1979	13.8 (2001)
India	DICCG	1981	11 (1994/95)
Colombia	FNG	1982	10.4 (2009)
ACCION	Bridge Fund	1984	1.4 (2001)
RAFAD	Asistencia Suiza	1985	3.5 (1994)
Rumania	RLGF	1993	1.5 (2000)
Croatia	HGA	1995	20 (2001)
Brasil	SEBRAE	1995	1.9 (2001)
Argentina	FOGABA	1995	0.5 (2001)
México	Nacional Financiera	1997	5.0 (2001)

Source: The World Bank



MENA Partial Credit Guarantee Schemes

Country	Name	Starting date	Equity Million US\$	Shareholders (%)		
				Government	Banks	Other
Egypt	Credit Guarantee Company	1991	52	-	90	10
Jordan	Jordanian Loan Guarantee Corp	1994	NA	60	14	20
Iraq	Iraqi Company For Bank Guarantees	2007	12	-	100	-
Lebanon	Kafalat	1999	50	37.5	62.5	-
Morocco	Caisse Centrale de Garantie	1949	75	100	-	-
Palestine	European-Palestinian Credit Guarantee	2005	40	100	-	-
Saudi	Saudi Industrial Development Fund	2005	57	50	50	-
Syria	Loan Guarantee Institution of Syria	2010	10	94	-	6
Tunisia	Sotugar	2003	48	100	-	-
UAE	Khalifa Fund	2010	NA	90	10	-

Source: A REVIEW OF CREDIT GUARANTEE SCHEMES IN THE MIDDLE EAST AND NORTH AFRICA REGION, The World Bank

YOUSSEF SAADANI, ZSOFIA ARVAI AND ROBERTO ROCHA* OCTOBER 2010



TYPES OF GUARANTEE FACILITIES (I)

Program

Public guarantee schemes are established by public policy, nationally or internationally and usually involve state subsidies, especially during the initial periods, and are typically managed by an administrative unit of a government. An advantage of this system is that, in case of loan default, the guarantee is paid out directly from the government budget, although political influence can be an issue. These are often called “unfunded” guarantee facilities.



TYPES OF GUARANTEE FACILITIES (II)

Corporate

Corporate guarantee schemes are generally financed and operated by the private sector, e.g. banks, chambers of commerce, and can often be a public-private partnership. Corporate guarantee schemes have the advantage of being managed by experienced corporate leaders, and generally benefit from the direct participation of the banking sector. By accessing private funding, these schemes reduce the dependency on public funds, which can sometimes be unstable. These facilities are often referred to as “funded” guarantee facilities.



TYPES OF GUARANTEE FACILITIES (III)

Mutual

These schemes are also known as mutual guarantee associations, societies or funds. They are private and independent organizations formed and managed by borrowers, often within an industry segment with limited access to bank loans such as taxi drivers, eye glass manufacturers, etc. Although they are largely funded from membership fees, in many instances, they operate with some form of government support. Mutual guarantee schemes benefit from the active involvement and experience of their members.



PROPOSED STRUCTURE

Description:

- Public-private corporation – private sector (70%), GOY through Ministry of Trade and Industry (30%)
- It will be called National Guarantee Fund of Yemen, NGFY
- Non-bank financial institution supervised by the CBY
- Governance structure – board of directors, risk, and audit committees
- Will provide guarantees to loans made by financial institutions to SMEs
- The guaranteed portion of the loan will not require provision
- Audited by independent auditor based on international best-practices
- By-laws will define shareholder rights and will isolate NGFY from undue influence from GOY and shareholders



PROPOSED STRUCTURE

Why a public-private corporation?

- Mixed model would show cooperation and a commitment to development and promote shared objectives
- Mixed model would reduce need for public sector funding and reduce pressure on Government of Yemen to provide services
- Public sector institution would be more susceptible to political and programmatic influence
- Private sector only institution would be seen more as an extension of the banks
- Yemeni market is too small for other models such as mutual credit societies



OPERATING MECHANISM

- Financial institutions and National GFY sign a guarantee agreement, including SME eligibility and conditions
- Banks negotiate loans with eligible SMEs, send an application to the NGFY and if approved, banks disburse and then register loans and pay fees with NGFY
- NGFY will pay out guaranteed portion in one sum, 30 days after presentation of claim – Loan is 90 days past due and bank has initiated legal proceedings
- NGFY will conduct audit of files to ensure that all conditions were fulfilled
- Bank will share any recovery with NGFY pari-passu

GUARANTEE PROCESS FLOWCHART

NGFY & FI Sign Guarantee Agreement

SME & FI Negotiate Loan

FI Requests Guarantee from NGFY

Guarantee
Approved?

NO

Returns to FI

YES

FI Disburses Loan and Pays Annual Fee to NGFY

FI Monitors
Loan

OK

Guarantee Renewed

FI Initiates Recovery

NPL > 90 days

FI Submits Claim to
NGFY

Recovered Funds
Shared With NGFY
Pari-Passu

NGFY & FI
Negotiation

NOT OK

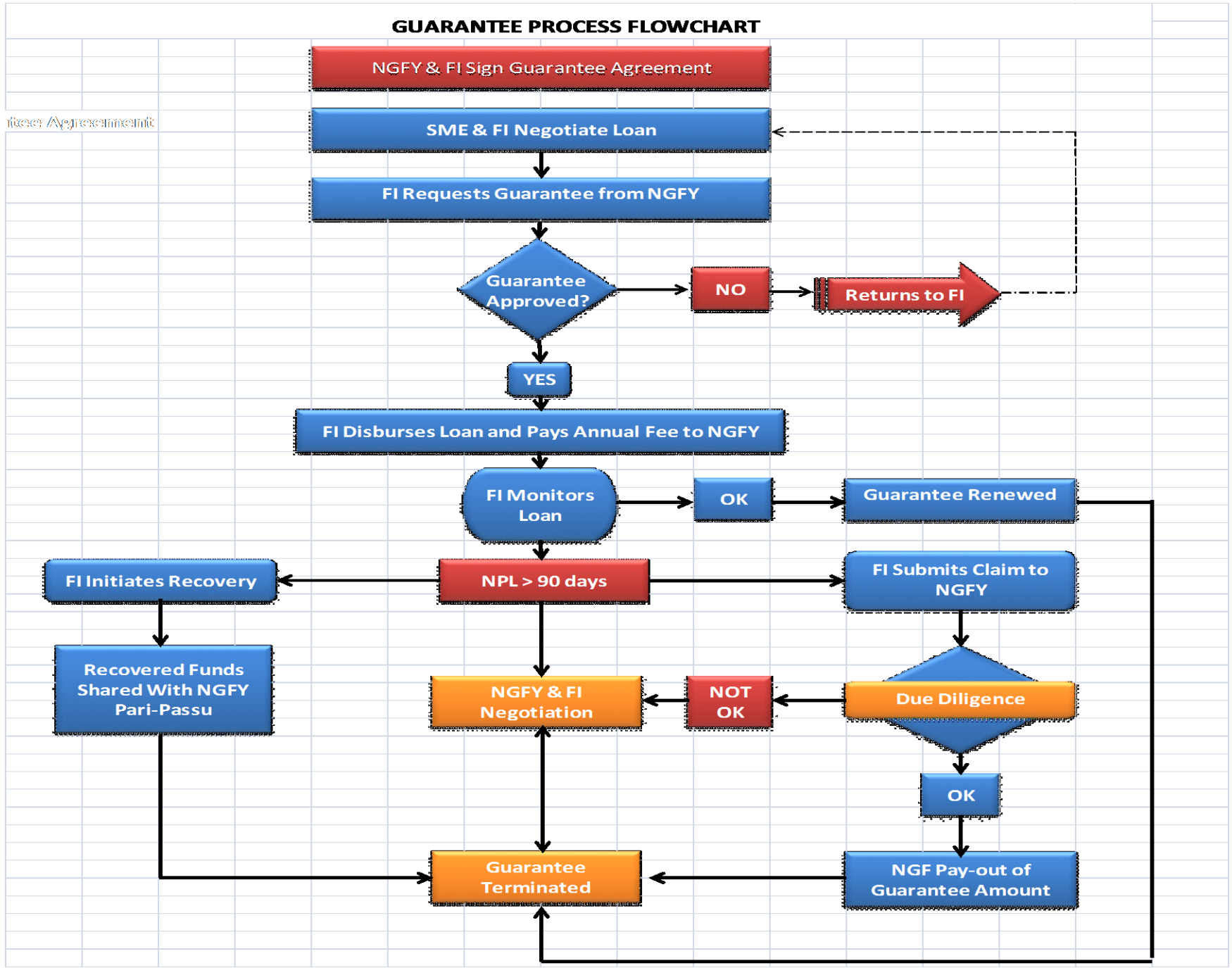
Due Diligence

OK

NGF Pay-out of
Guarantee Amount

Guarantee
Terminated

free Agreement

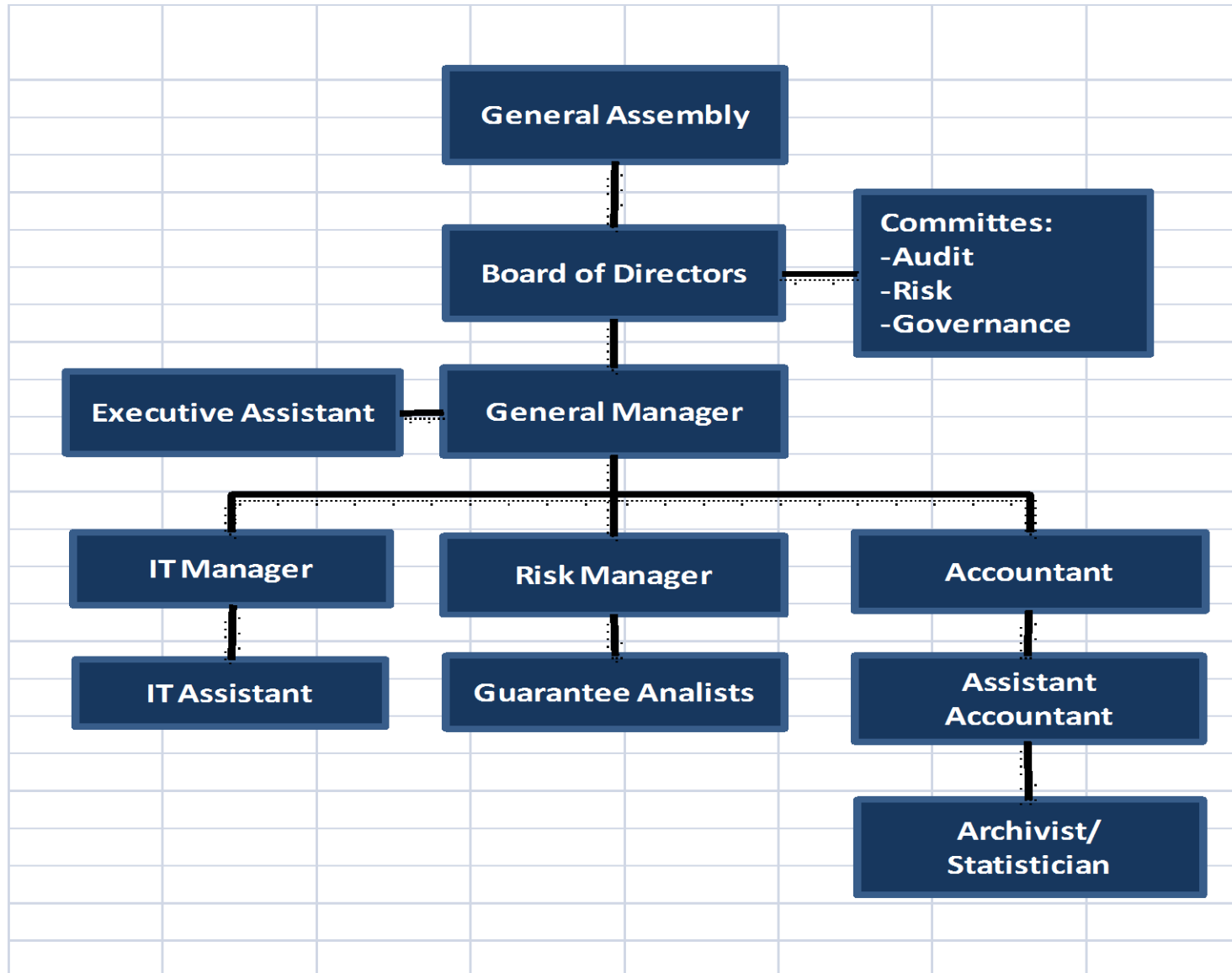




Mechanism cont'd:

- 50% guarantee on loans up to US\$ 100,000
 - So, Maximum Guarantee amount is US\$50,000
 - Special cases can have up to 70% coverage
- All types of legal economic and productive activities undertaken by eligible SMEs
- Special products can be developed for special objectives, ie. Women, vulnerable groups
- Small staff – General Manager, Risk Manager, Guarantee Analyst, IT Manager, Accountant, Executive Assistant, Statistician.

Organizational Chart





FINANCIAL ASSUMPTIONS (I)

- Initial Capital US\$7.5 million
 - \$ 2 million – Financial institutions
 - \$1 million – Government of Yemen
 - \$0.5 million –Non bank Private sector
 - \$4 million – Grant Funding from donors (non equity)
 - Technical assistance will require additional grants from donors



FINANCIAL ASSUMPTIONS (II)

Revenues:

- Interest revenue from Capital invested in T-bills and/or foreign accounts – 5% the first two years, dropping to 3.5% per annum after the fourth year
- Fee revenues from guarantees – 1.75% per annum on outstanding loan balance at the beginning of the period

Expenses:

- Operating expenses – employees, operations, etc. which will grow 2 percentage points above yearly inflation.
- Pay-out of loan losses –: 5% per annum, starting in the second year of operation, dropping slowly to 4% after the 3rd year of operations
- Taxes: 16% per annum on profits



LEVEL OF ACTIVITY

- **Leverage:** 8 times the accumulated capital base and funding contributions from non-shareholders

This is the generally accepted current practice for funded programs, with some more institutions moving as high as 10 times.

Guarantees

issued



Using the figures for 2012 as the base line, the following number and value of loans could be achieved in the first year of operations:

Institutions	No of loans	Average amount in US Dollars	total
SEDF (20% of its total loans)	900	4.500	4.050.000
Banks (New loans)20% increase	1000	15.000	15.000.000
Sub-total	1.900	10.026	19.050.000
MFIs 10% increase	9.000	350	3.150.000
Total	10.900	2.037	22.200.000

Source: For microenterprises: SFD. For small enterprises: SEDF, Plan and Support Needs, 2011- 2015.
For Medium size enterprises, CBY



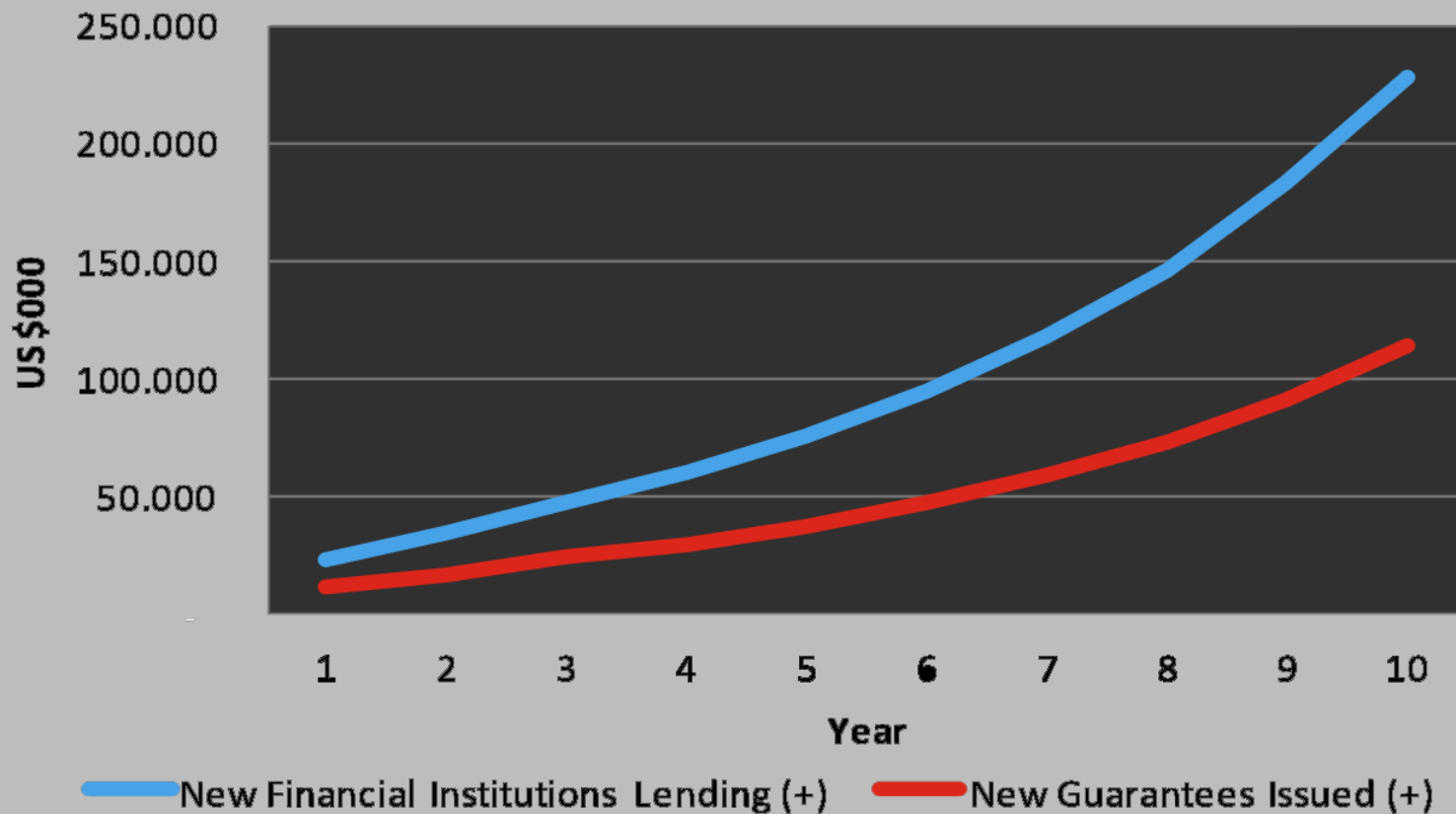
GROWTH

- **Bank loans:** The guarantee fund will establish a loan range between US\$5,000 and US\$100,000
- **Loan size growth:** The above amounts increase annually by the Gross Domestic Product (GDP) growth plus the inflation of the previous year.
- **Number of loans:** Demand for the guarantees grows quickly initially, at 30% per year, then 20% per year, reducing to 10% per year in the 4th year of operation.
- **Term:** 36 months on average.

Guaranteed loans will grow steadily...

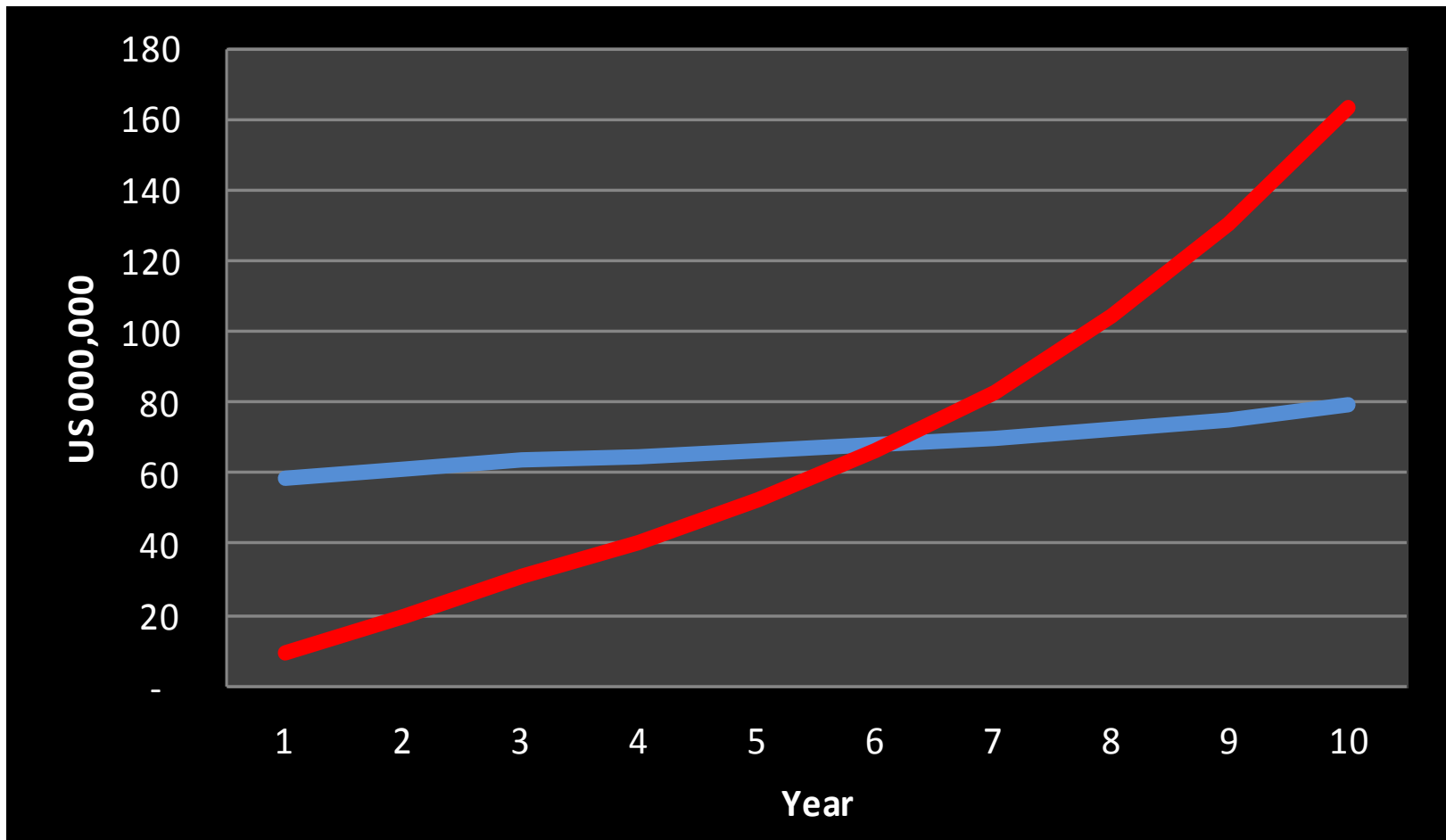


Loans and guaranteed amounts



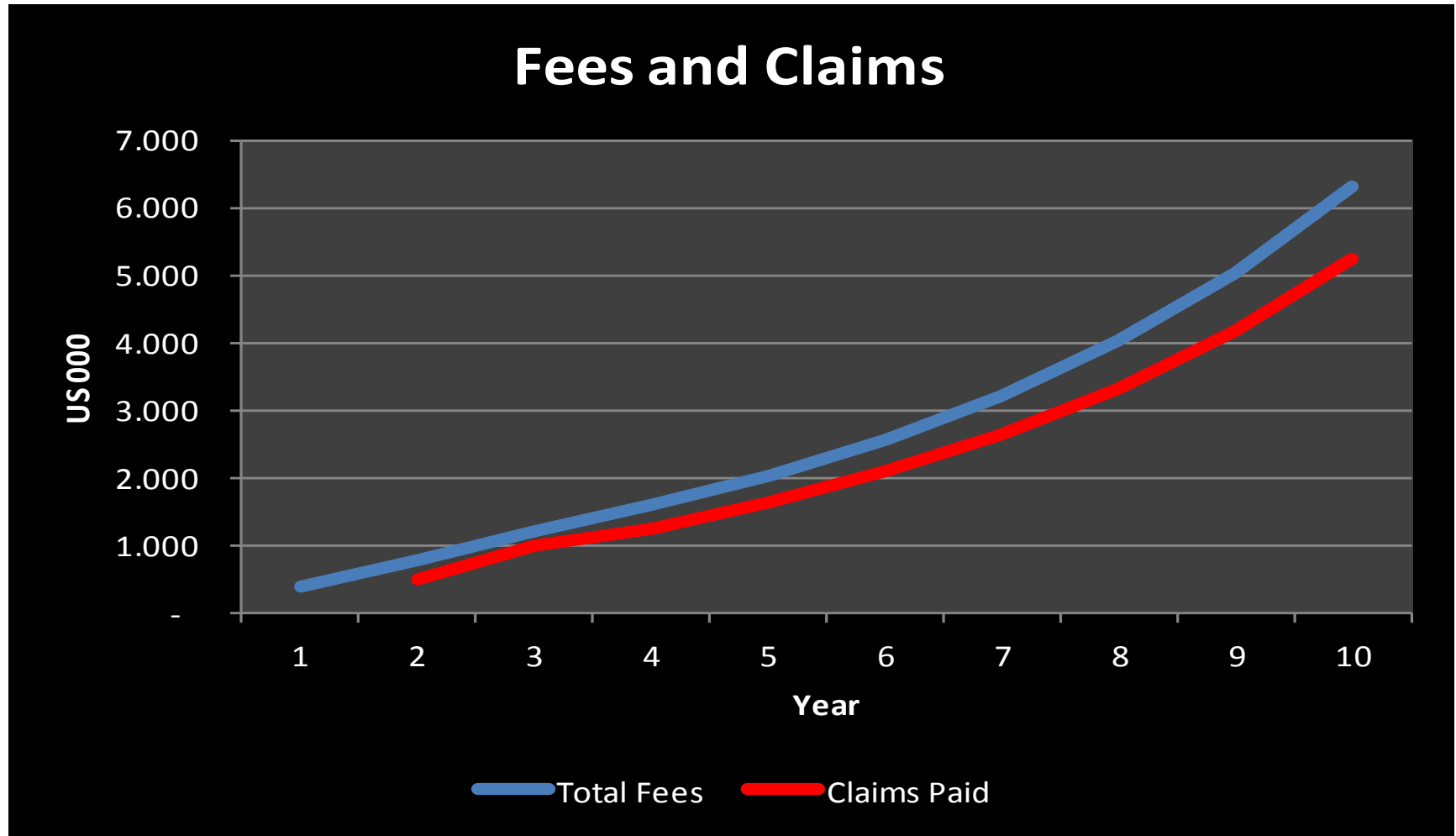


The NGFY will attain the maximum leverage (8 times capital and funding base) in the 6th year after start of operations, and will have supported a cumulative lending amount of US\$1 billion and 33,136 cumulative loans.





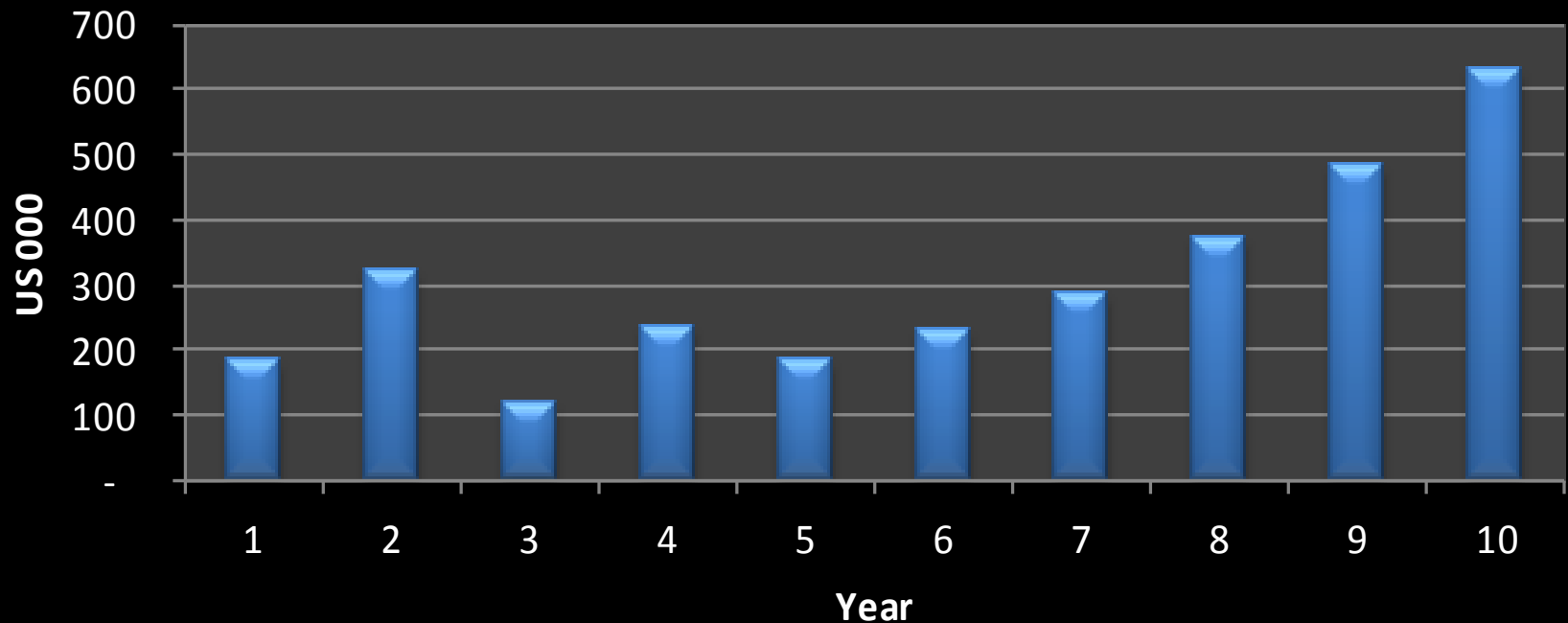
Fees will cover claims





Claims will start around the third year of operations, which will allow the NGFY to capitalize...

Profit/(Losses) after Taxes:



■ Profit/(Losses) after Taxes:



FINANCIAL PROJECTIONS

NATIONAL GUARANTEE FUND OF YEMEN										
Years	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
INPUTS:										
Inflation Rate*	8,73%	9,24%	8,03%	7,54%	7,27%	7,00%	7,00%	7,00%	7,00%	7,00%
GDP Growth**	5,4%	6,6%	6,5%	6,3%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%
1 euro= USD	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
1\$=YER	214,9	214,9	214,9	214,9	214,9	214,9	214,9	214,9	214,9	214,9
*Source: National Statistical Office. Central Bank of Yemen; also IMF staff										
**Source: IMF Staff Latest actual data: 2008 National accounts manual used										
Participating Banks	3	5	6	7	10	10	10	10	10	10
Number of Qualified Loans	1000	1.300	1.560	1.716	1.888	2.076	2.284	2.512	2.764	3.040
Average Loan Size (US\$)	15.000	17.196	20.024	23.038	26.335	29.956	33.976	38.536	43.707	49.573
Total	15.000.000	22.354.923	31.237.568	39.532.982	49.709.006	62.199.692	77.601.580	96.817.283	120.791.179	150.701.491
SEDF	1	1	1	1	1	1	1	1	1	1
Number of Qualified Loans	900	1.170	1.404	1.544	1.699	1.869	2.056	2.261	2.487	2.736
Average Loan Size (US\$)	4.500	5.159	6.007	6.911	7.900	8.987	10.193	11.561	13.112	14.872
Total	4.050.000	6.035.829	8.434.143	10.673.905	13.421.432	16.793.917	20.952.427	26.140.667	32.613.618	40.689.403
Participating MFIs	4	6	8	10	10	10	10	10	10	10
Number of Qualified Loans	9.000	11.700	14.040	15.444	16.988	18.687	20.556	22.612	24.873	27.360
Average Loan Size (US\$)	400	459	534	614	702	799	906	1.028	1.166	1.322
Total	3.600.000	5.365.181	7.497.016	9.487.916	11.930.161	14.927.926	18.624.379	23.236.148	28.989.883	36.168.358
Grand Total	22.650.000	33.755.933	47.168.728	59.694.802	75.060.599	93.921.535	117.178.386	146.194.098	182.394.681	227.559.251



FINANCIAL PROJECTIONS (CONT)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Growth in use of guarantees		30%	20%	10%	10%	10%	10%	10%	10%	10%
Average Loan Term (months)	36	36	36	36	36	36	36	36	36	36
Guarantee percentage	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Guarantee Fee	1,75%	1,75%	1,75%	1,75%	1,75%	1,75%	1,75%	1,75%	1,75%	1,75%
Net Payout Percentage		5,00%	5,00%	4,00%	4,00%	4,00%	4,00%	4,00%	4,00%	4,00%
Leverage Factor	8,00	8,00	8,00	8,00	8,00	8,00	8,00	8,00	8,00	8,00
Interest Earned on Deposits	5,00%	5,00%	4,50%	4,00%	3,50%	3,50%	3,50%	3,50%	3,50%	3,50%
Tax Rate on Profit	16,00%	16,00%	16,00%	16,00%	16,00%	16,00%	16,00%	16,00%	16,00%	16,00%

CAPITAL ACTIVITY (US\$):	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Paid-in Capital:	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500
Banks	2.000									
GOY	1.000									
Non-bank Private Sector	500									
Guarantee Funds from donors:	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000
XXX	1.000									
YYY	3.000									
Total Capital Base:	7.500	7.500	7.500	7.500	7.500	7.500	7.500	7.500	7.500	7.500
Start-up/Replacement Costs	-136	-30	-30	-20	-20	-20	-20	-20	-20	-20
Retained Profits/(Losses):	0	182	504	621	857	1.041	1.269	1.555	1.925	2.406
Total Available Funds:	7.364	7.652	7.974	8.101	8.337	8.521	8.749	9.035	9.405	9.886



FINANCIAL PROJECTIONS (CONT)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
GUARANTEE ACTIVITY (Thousand US\$):										
Maximum Guarantee Capacity (leverage)	58.911	61.215	63.793	64.809	66.695	68.166	69.988	72.281	75.237	79.090
New Financial Institutions Lending (+)	22.650	33.756	47.169	59.695	75.061	93.922	117.178	146.194	182.395	227.559
Amount Repaid (-)	(3.775)	(13.176)	(26.663)	(40.699)	(53.757)	(68.434)	(85.806)	(107.242)	(133.844)	(166.986)
Bank Loans Outstanding year end (=)	18.875	39.927	61.430	81.655	104.591	132.171	166.187	208.462	261.182	326.979
New Guarantees Issued (+)	11.325	16.878	23.584	29.847	37.530	46.961	58.589	73.097	91.197	113.780
Claims Paid (-)	-	472	998	1.229	1.633	2.092	2.643	3.324	4.169	5.224
= Outstanding Guarantees	9.438	19.963	30.715	40.827	52.296	66.085	83.093	104.231	130.591	163.490
Remaining Guarantee Capacity	49.474	41.251	33.078	23.982	14.399	2.081	(13.105)	(31.949)	(55.354)	(84.400)
Actual Leverage Attained	1,28	2,61	3,85	5,04	6,27	7,76	9,50	11,54	13,89	16,54
							Cumulative Lending Amount:			1.005.578.014
							Cumulative number of loans:			33.136



FINANCIAL PROJECTIONS (CONT)

INCOME STATEMENT:	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenues:										
Total Fees	396	789	1.195	1.582	2.021	2.550	3.204	4.016	5.030	6.294
Fees on New Guarantees	396	591	825	1.045	1.314	1.644	2.051	2.558	3.192	3.982
Fees on Old Loans		198	370	537	707	907	1.153	1.458	1.838	2.312
Interest Earned	92	375	352	322	288	295	302	311	323	338
Total Income:	488	1.164	1.547	1.903	2.308	2.845	3.506	4.328	5.352	6.632
Expenses:										
Salaries	211	234	258	282	309	336	367	400	436	475
Admin expenses	96	107	118	129	141	153	167	182	199	216
Total Expenses:	307	341	375	411	449	490	534	582	634	691
Claims Paid		472	998	1.229	1.633	2.092	2.643	3.324	4.169	5.224
Total Expenses:	307	813	1.373	1.640	2.082	2.581	3.177	3.905	4.803	5.915
Profit before Taxes:	182	351	173	263	226	264	329	422	549	717
Taxes Paid:	-	(29)	(56)	(28)	(42)	(36)	(42)	(53)	(68)	(88)
Profit/(Losses) after Taxes:	182	322	117	236	184	228	287	369	482	629



NEXT STEPS

- Implement comments, observations, suggestions received from stakeholders at this workshop
- Confirm the interest of Banks, private sector and Government in participating in the creation of the National Guarantee Fund of Yemen
- Invite donors to participate with grants and TA
- Elaborate the By-Laws and the Guarantee procedures and regulations
- Organize the first General Assembly Meeting to collect the initial capital and create the new Entity



FINALLY



Is this the Yemen we want???





Or this one???





Shukran!!!
Thank you!!!