

## Innovations

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As a way to encourage more clients to open saving accounts, **BRI** launched bi-annual lotteries for SIMPEDES accounts' holders in 1984. Each saver receives free lottery ticket depending on their minimum monthly account balances. As the lotteries are held in the branches, winners are located within a small area so most people either won or know someone who won and it makes these lotteries very popular.

BRI also introduced unlimited withdrawals for savers in Indonesia after field studies showed that a limit on the number of withdrawals was the main obstacle preventing people to open saving accounts in rural banks. Contrary to what many people feared, the number of withdrawals did not increase as a result. It showed that savers didn't want to withdraw more frequently but simply to have the freedom to do so.

**Bina Swadaya**, one of the leading NGOs in Indonesia, is importing some of the successful features of ASA from Bangladesh.

- Modest offices, situated in target group location
- Limited number of staff, with operational staff undertaking administrative tasks
- Manual and simple recording and monitoring system
- Standardised human resources management, branch structure, costs, equipments, and financial services
- Decentralization of branches
- Quick and cheap recruitment process
- Working manual for operation, accounting, and audit
- Very strong monitoring and supervision
- Break-even point of new branches should be met in 6-9 months
- Financial services are offered at reasonable price

## Sources

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- The microfinance revolution. Volume 2: Lessons from Indonesia. Marguerite Robinson. 2002. World Bank and Open Society Institute.
- Interviews with Bina Swadaya managers