

Glimpse



A Newsletter of CSD, Nepal – December, 2014

CSD Convened 23rd Annual General Meeting

The 23rd Annual General meeting of the Centre for Self Help Development (CSD) took place on Wednesday, December 17, 2014 at its Training Hall, Thapathali. The meeting was attended by 20 members out of whom 13 were representing from different institutions.

Presenting the report on behalf of the Governing Board, the Chairman of the Board Mr. Shankar Man Shrestha highlighted on current situation of microfinance industry and future prospects in Nepal. He said that despite great achievement in outreach and operations, the microfinance sector has been facing numerous problems such as

duplication, over indebtedness of clients, high drop out of clients and staffs, etc. He said “MFIs can overcome the problems with unity, solidarity and concerted efforts”. He highlighted that during the year 2070/71 CSD completed 10 training programs with 226 participants from various institutions who learned Credit Appraisal, Basics of Microfinance, Microfinance Operations & Accounting, Branch Management and Risk Management. CSD also revised its vision, mission, goal and objectives in line with the idea of being a network organization of MFIs, financial moderator and capacity builder of the institutions as well as clients of the bottom end.

(contd. on page 2...)



A view of AGM



Newly elected governing board members

Integrated Development Foundation (IDF) Bangladesh Officials Impressed by Nepal Microfinance

CSD, Nepal organized an exposure visit for Integrated Development Foundation (IDF) Board Members from December 22-28, 2014. The IDF officials with their spouses and children arrived at Kathmandu on December 22, 2014. On the second day after visiting Kusadevi center of the Swabalamban Laghubitta Bikas Bank Ltd (SLBB) branch office Panauti namely the Sayapatri Swabalamban Mahila

Kendra, they visited Khadichaur to get acquainted with the clients of SLBB who are involved in micro-enterprises.

On the third day IDF board members visited Deepshikha Manushi Mahila Kendra of MANUSHI Nepal, Balaju to observe their center meeting process. Later on they made their presence at CSD office, at Thapathali and interacted with the Chairperson of CSD Mr. Shankar Man Shrestha about the current situation of microfinance in Nepal. Mr. Shankar Nath Kapali, Officiating Executive Director was also present during the interaction along with other staffs of CSD.

After CSD, they also visited the Rural Microfinance Development Centre Ltd (RMDC) in Putalisadak and SLLB head office in Lal Darbar where they interacted with their officials about their role in microfinance development in Nepal.

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Centre members of SLBB

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CSD Convened 23rd ...

The AGM approved the report of the Governing Board, the Balance Sheet as of July 15, 2014, other financial statements and the recent resetting of the policy to emerge it as the national level training and research institute of microfinance and cooperatives development. To this

institutional members. They also came out with the common proposition of future activities like designing new courses for training programs, creating and developing a sharing forum in regular interval, organizing exposure visits more often and exercising to build up strong lobbying mechanism for strengthening microfinance industry.



Felicitating the Ex-director of CSD



A view of AGM

As the tenure of the current members of the Governing Board has expired, the members re-elected the new members of the Governing Board unanimously. The elected members are Mr. Shankar Man Shrestha, Mr. Ganesh

Shrestha, former Director of CSD were felicitated for their contribution to the CSD. Mr Mukunda Bahadur Bista and Mr. Ram Kumar Shrestha could not attend the event due to ill health of former and visit to USA of later. Mr. Shankar Man Shrestha presented the token of appreciation to Mr. Keshar Bahadur Shrestha as recognition to his contribution in prosperity of CSD.

The newly elected members of the Governing Board of CSD re-elected Mr. Shankar Man Shrestha as the Chairman of the Governing Board in its first meeting held immediately after the AGM. Similarly the members elected Mr. Ganesh Ram Shrestha as the vice chairman and Ms. Shova Bajracharya as the Treasurer. The tenure of the officials will be for two years.

Ram Shrestha, Mr. Lumin Kumar Shrestha, Dr. Sumitra Manandhar Gurung, Mr. Yogendra Mandal (Jeevan Bikas Samaj, Morang), Ms. Shova Bajracharya (MANUSHI, Kathmandu) and Ms. Menuka Giri (Nepal Mahila Samudayik Sewa Kendra, Dang).

Former governing board members Mr. Keshar Bahadur Shrestha, first CEO of SLBB, Mr Mukunda Bahadur Bista, former ED of CSD and Mr. Ram Kumar

effect, Mr. Shrestha said, "The centre has extended its membership to microfinance and cooperative organizations, which numbered 22 at present and would be further extended to other MFIs and Cooperatives dedicated to the cause of the poor and micro entrepreneurs".

The members agreed upon creating a Research Fund through collective contribution of NPR 5 per clients from

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Integrated Development ...

The delegates made their way to Pokhara to have a look at the microfinance program undertaken there. So, they visited the Srijana Bikas Kendra, a leading MFI in Gandaki Zone and its clients under Sirjanshil Srijana Mahila Bikas Kendra. During their stay at Pokhara they visited various tourist spots. They were very impressed with the discipline of microfinance clients and unique beauty of Pokhara Valley.

CSD hosted a farewell dinner in the honor of the delegation. Some of the guests shared their feelings regarding their stay in Nepal.

Mr. Zahirul Alam said "We are mesmerized by the beauty of Nepal and cordial behavior of Nepali people. I am

impressed with the functioning of microfinance institutions so nicely despite the geographical difficulties". He thanked CSD for the best management of the visit and hospitality.

Another member of delegation Prof. Afroza Khanam also expressed her gratitude to CSD and its members for making them feel at home and acquainting them with the operations of microfinance institutions in Nepal. She was touched by the cordiality of Nepali. She said, "I am very impressed by how Nepali women are empowered. I would like to take this positive development to my country. I want see Bangladeshi women being empowered like Nepali".

The dinner program ended with the distribution of token of appreciation and gifts to the guests by Mr. Shankar Man Shrestha.



Visiting team with Srijana Bikas Kendra, Pokhara



CSD's chairman with visitors

Training on Management: Manager as a Coach



Group photograph of Sahara participants

CSD recently organized two training programs on management with the title **Manager as a Coach** for the managers of Sahara Nepal Saving and Credit Cooperative Ltd. - Charpane, Jhapa on October 30-31 2014 at the Eastern Regional Training Centre of the Agricultural Development Bank Ltd. Letang, Morang and for the managers of Jeevan Bikas Samaj, Kathahari, Morang on November 2-3 2014, at the training hall of Jeevan Bikas Samaj, Kathahari Morang. The main objectives of the program were to enhance the professional skills of the managers, to lead and manage their staffs and clients and to realize the potentials of the same. The programs also facilitated the sharing of the experiences between the participants and gave opportunity to learn key coaching skills to become an effective manager. It was a great opportunity for the participating managers to explore their role as a

coach and develop their knowledge and skills to enhance the performance as well as develop their self-worth and wellbeing. The program was conducted with a view to build up the managers' professional skills and to capacitate them to manage their staffs and motivate clients effectively. A total of 71 branch managers participated in the training program, 36 from Sahara Nepal Saving and Credit Cooperative Ltd. and 35 from Jeevan Bikas Samaj.

The facilitators of the program were Mr. Shankar Man Shrestha- Chairman of CSD, Mr. Bikal Prasad Sherchan and Mrs. Usha Malla Singh. The facilitators conducted interactive sessions for the participants. The program included group discussions and experience sharing among the participants. At the end of the program, the participants got acquainted with concepts and fundamentals of coaching, mentoring, training, counseling, identification of the issues and challenges in coaching, benefits of coaching for the staff, manager and organization, elements of coaching, exercises in reframing our belief, self realization, review reflection and reporting, key coaching skills for effective manager etc. The participants have loudly appreciated the two day training programs. They mentioned that the overall program had been instrumental to bring changes in them.



Group photograph of JBS participants

Intra-Institution Self Evaluation Workshop of Sahara, Nepal

As per the request of Sahara Nepal Saving and Credit Cooperative Ltd. Charpane, Jhapa, CSD organized an Intra-Institution Self Evaluation

Workshop of Sahara Nepal Saving and Credit Cooperative Ltd on November 1, 2014 at the Eastern Regional Training Centre of the Agricultural

Development Bank Ltd. - Letang, Morang. The main objective of the workshop was to review the performance and achievements, analyze the strengths, weaknesses, opportunities and threats of Sahara Nepal Saving and Credit Cooperative Ltd, and to plan and design a policy and strategy to lead Sahara Nepal (SACCOS), to the best interest of all the stakeholders i.e clients, shareholders/ members, employees, community it has been serving and the Sahara Nepal (SACCOS), as a whole.



Group photograph of workshop participants

The special guest for the workshop was the chairperson of CSD Mr. Shankar Man Shrestha. There were altogether 67 participants. The participants included board members, various committee members, branch managers, area managers, senior officials and operational staffs of Sahara Nepal Saving and Credit Cooperative Ltd. The branch managers shared their experiences and opined their feeling for working at Sahara Nepal (SACCOS) and serving the disadvantaged segment of societies in rural Nepal under their jurisdiction. The board members expressed that they feel honored to lead an institution like Sahara Nepal (SACCOS) which is one of the largest microfinance institutions in Asian region.

The Chairperson of CSD Mr. Shankar Man Shrestha in his closing remarks, urged all the branch managers to be familiar with their clients and regularly visit their household and try to work



A view of group exercise

for their benefit. He said Sahara Nepal (SACCOS) will be stronger only if clients are stronger and urged them to focus on the development of each of the clients and help them get out of poverty.

The chairperson of Sahara Nepal Saving and Credit Cooperative Ltd. – Mr. Tara Nath Sanjel thanked CSD and the Chairperson of CSD- Mr. Shankar Man Shrestha for making the workshop a grand success and urged all the participants to use their

knowledge and skills for uplifting the living standard of poor people. Mr. Mahendra Kumar Giri, the CEO of Sahara Nepal, thanked all the participants, CSD, and acknowledged the Chairperson of CSD- Mr. Shankar Man Shrestha for his continuous inspiration, blessings and guidance from the initial phase to till date. Mr Giri, in his closing remarks, urged all the participants to focus on the poorest of the poor with the mission to eradicate poverty of their clients.

Training on Credit Appraisal



CSD's chairman with participants

CSD organized **Training on Credit Appraisal** from November 9 to 12, 2014. It was held to help the branch managers and senior employees of MFIs, FINGOs and cooperatives to systemize the process of credit appraisal to safeguard their loan portfolio and minimize risk.

This training intended to improve credit decisions, collateral valuation, disseminate ideas of required information, legal consideration and documentation as well as effective monitoring and supervision of loan disbursed. This training was designed in order to address the emerging operational issues and challenges faced by the microfinance and rural cooperative sector like identifying potential clients, clients literacy, credit appraisal, collateral valuation, record keeping and accounts keeping, governance etc.

The participants were given opportunities to observe the operations and various products of Swabalamban

Laghubittiya Bikas Bank (SLBB) and visited clients for credit analysis. They visited Kirtipur and Shankhu branch offices of the same.

There were altogether 8 classroom sessions with 2 practical exercises; one was on cash flow of individual client/enterprise and the other was on loan delinquency management. The training was designed in such a way that the participants could acquire conceptual as well as practical knowledge. The participating institutions are Swabalamban Laghubitta Bikas Bank Ltd., Deprosc Laghubitta Bikas Bank Limited, Nirdhan Utthan Bank Limited, Chhimek Laghubitta Bikas Bank Ltd., Jeevan Bikas Samaj, Laxmi Laghubitta Bittiya Sanstha Ltd., Reliable Microfinance Bittiya Sanstha Ltd., UNYC Nepal, National Microfinance Bittiya Sanstha Ltd., Grameen Swoyam Sewak Samaj and Nawa Pratibha Saving & Credit Cooperative Ltd.



A view of training

Training on Branch Management



A group photograph of participants

Training on Branch Management was organized by CSD at its training hall, Maitighar Height, Kathmandu from December 11 to 14, 2014. There were 29 participants from various MFIs, FINGOs and cooperatives. All the participants were branch managers of their respective organizations.

The main objective of the training was to acquaint the participants with basic norms of microfinance and equip them with tools for managing branch. In the training program conceptual knowledge on management was disseminated to the participants and all the sessions were designed to be participatory to increase effective learning.

The training basically focused on the key issues regarding roles and responsibilities of a branch manager, financial analysis, planning and budgeting program, implementation, monitoring and supervision, credit management, client's management and risk management.

There were altogether 13 classroom sessions with 3 practical exercises and one case study; exercises were also conducted on PAR, FSS and Ratio analysis plus case study on risk

management. The first day of the training began with expectation collection from the participants. When analyzed, almost all of their expectations had been covered by the training program except for their wish to get acquainted with risk management knowledge. So it was added later to their benefit.

Thus, this training helped the participants to learn not only management practices, financial management and team building but also helped acquire insight of motivational and leadership skills. Care was also taken to ensure that they can transfer their learning into practice back to their workplace.

The branch managers of UNYC Nepal, Vijaya Laghubitta Bittiya Sanstha Ltd, Nirdhan Utthan Bank Ltd, Swabalamban Laghubitta Bikas Bank, Bauddha Grameen Multipurpose Cooperative Society, Laxmi Laghubitta Bittiya Sanstha Ltd, Nawa Pratibha Saving & Credit Cooperative Ltd, Mirmire Microfinance Development Bank Ltd, Jeevan Bikas Samaj, Kisan Bahuudeshiya Sahakari Sanstha Ltd, Mahuli Samudayik Laghubitta Bittiya Sanstha Ltd, ILFCO Microfinance Bittiya Sanstha Ltd, FORWARD Community Microfinance Bittiya Sanstha and Sahara Nepal Saving & Credit Cooperative Ltd had participated in the branch management training program.



Resource person facilitating the training

Member Institutions Corner

SAHARA NEPAL AWARDED ITS BEST CLIENT WITH PROF. YUNUS AWARD

Sahara Nepal, a member of CSD has started awarding its best performing microfinance member from this year. The award is named after the Bangladeshi social entrepreneurship promoter and pioneer of microcredit Nobel Laureate Prof. Muhammad Yunus who was awarded the Nobel Peace Prize for founding the Grameen Bank. The prize named **Prof. Muhammad Yunus Sahara Award** carries Rs. 51,000.



A view of award function

Sahara has given its first award to Ms. Dhana Kumari Katwal of Jhapa, Gauradaha, Ward No: 3 on the occasion of 18th AGM which was held on 2071-07-09 B.S.

At the age of 17 on 2047 B.S. Dhana Kumari got married to Dan Bahadur Katwal who was employed in Indian Army. But when she gave birth to her first daughter on 2054 B.S. her husband was disappointed with her and eloped with another woman. With an infant and aged in-law to look after, she was struggling to survive. At the time when people were leaving the country for working abroad she decided to have her own business but didn't have a penny. So she along with other fellow women organized a group and got involved in Sahara Nepal. Her first loan was Rs. 5000. With that money, she bought a cycle and opened a small shop. On 2064 B.S. she took training on making Chatpate under Road Network Development Project which was



Award winner
Ms. Dhana Kumari

organized by Sahara Nepal. She started her Chatpate business with the loan money, which helped her, built a home and has helped to pay for her daughter's education. Her daughter Samjhana scored 84% in SLC and Dhana Kumari is determined to provide her with higher education. With time she is increasing her loan amount as required. She not only sells Chatpate but also has a shop in Everest Boarding School which runs till lunch time. She is also involved in fish and poultry farming.

Sahara Nepal has revived her life and she has come a long way to attain prosperity and bright future. Sahara Nepal salutes her hard-work and determination and recognized her excellent work with Prof. Muhammad Yunus Award.

JEEVAN BIKAS SAMAJ (JBS) EDUCATIONAL PROGRAM

JBS established Jeevan Bikas Public School in the year 2064 B.S. under the legal system of Educational Trust with the patronage of Jeevan Bikas Samaj. It is being run with the motto of "Quality Education for All". It aims to provide the modern and quality education to the underprivileged children of remote villages of Morang where the parents are still unable to afford admission to private schools of urban Nepal. It is situated at Kadmaha V.D.C in the South- East Morang. JBS is the major trustee of the educational trust, and has been leading the school since its inception.

This school was started with 51 students of primary level of the local two VDCs with its 5 teachers in the year 2065 B.S. with formal permission of the District Education Office, Morang. It surprisingly became successful to enroll 216 students in Lower Secondary Level in the year 2066 B.S. Currently it has 706 students and 30 teachers, and has encompassed its service area to 9 different VDCs of South- East Morang. Moreover, it is gaining popularity among the Indian

students of the border side VDCs of Bihar State as well. The students are primarily from the marginalized and underprivileged castes of Nepal such as Dalit, Aadibasi, Janjati, Muslims (i.e. Rishidev, Dhobi, Chamar, Paswan, Sonar, Badhi, Godhi, Santhal, Gangai, Kebrat, Nuniya, Kewat, Thakur, Dhanuk, Amaty).

This school has been providing scholarships to the needy and talented students of poor families since its inception to promote the quality and modern education among the poorest of the poor, and in order to encourage enrollment of such students this school has been increasing the number of scholarships every year. It is an English medium school which is located away from the noisy towns making school premise peaceful and attractive. This has fascinated and won the belief of the students and the parents. While visiting the school, the Chairman of CSD Mr. Shankar Man Shrestha was very surprised to see the Musar and other dalit children who were not able to speak fluent Nepali, were speaking in English to outside visitors.

He said "teaching the children of playgroup in Montessori Method has helped to access the modern education to the remote corners of Nepal. The school's additional facilities such as modern computer lab, science lab, dance and music class, library and sports have contributed a lot to enhance the quality of education and help the physical and mental growth of the students". For the purpose of providing transport facility to the students the school has three buses and provides hostel facility as well so that the poor people living in distant places have the access to its service.



A view of JBS School

Nepal MFI Officials' Study Visit to Bangladesh



Visiting Nepali team with Prof. Yunus

CSD in collaboration with the Integrated Development Foundation (IDF) organized an Exposure Visit to Bangladesh from Oct 28 –Nov 05, 2014. An Eight member delegation comprising Board Members/ CEOs from five different MFIs participated in the 9 day visit program. The exposure visit aimed to familiarize the visiting members with the best practices of microfinance in Bangladesh.

The team comprising Mr. Mahadev Chaudhary of UNYC Nepal, Bardiya, Mr. Prakash Bahadur Shrestha and Mr. Deepak Khanal from Deprsoc Development Bank Ltd., Mr. Pancha Singh Rokaya and Mr. Bishal K.C from Boudha Grameen Multipurpose Cooperative, Surkhet, Mr. Ram Prasad Pandey from Swabalamban Laghubitta Bikas Bank Ltd and Mr. Arjun Chudal from Sahara Nepal SACOOS, Jhapa was coordinated by Mr. Satish Shrestha, Deputy Director

of CSD. The team visited in Dhaka, Chittagong, Bandar Ban, Rangamati and Cox's Bazaar to observe the microfinance operation of renowned MFIs like Grameen Bank- Bangladesh, ASA, BRAC and IDF; all of which belonged to the top 50 MFIs in the world according to Forbes 2014.

Towards this CSD team visited the Head Office of Grameen Bank at Dhaka, where the participants were briefed on Grameen's progress and achievements as well as briefing on various services it provides to its members. The team also keenly visited the Yunus Museum located at the Grameen premises and had the opportunity to meet Nobel Laurate Prof. Mohamed Yunus, founder of Grameen Bank. Despite his busy schedule he was kind to accept the request from CSD and met the team and also posed a photograph with the team.

The study visit team found the visit very fruitful. They said it had been a great learning experience for them.

UPCOMING EVENTS

See you at the top: This Women Leadership Program is a 2-Day workshop exclusively aiming at the aspiring women to lead in various professional fields. It is to be held on January 8-9, 2015. This program acquaints participants with secrets of successful men that women want to know.

Training on Branch Management: CSD is organizing the Second Training on Branch Management. With the objective to develop another group of MFI's branch managers capable to manage the challenges and problems facing by today's managers. The training will acquaint the participants with basic norms of microfinance and equip them with tools for managing branch effectively and efficiently.

Exposure Visit to Bangladesh: CSD in collaboration with Integrated

Development Foundation (IDF) is organizing an exposure study visit to various MFIs of Bangladesh in January, 2015.

Exposure Visits of Cooperative Officials: CSD has planned to commence an exposure visit of cooperative officials of Dadeldhura, Doti, Achham and Bajura Districts to best practiced cooperatives in Kanchanpur and Kailali districts in cooperation with Safal Project UK Aid implemented by Samridhha Pahad, UK in January, 2015.

Self Evaluation Workshop of Kisan Multipurpose Cooperative Society: CSD has planned to provide technical support to the Kisan Multipurpose Cooperative Society, Lamki, Kailali to organize an intra institutional self-evaluation workshop in the month of January.

Exposure Visit to Sri-Lanka: In collaboration with Lanka Microfinance, CSD has planned study/exposure visit to various MFIs of Sri-Lanka from February 6-13, 2015. They will be visiting various MFIs located in cities like Colombo, Kandy and Nuwara Eliya. This visit will give the participants with the insight of microfinance practices in Sri-Lanka.

Training on Credit Appraisal: CSD has planned to organize Training on Credit Appraisal in the month of February, 2015. This training will help to systemize the process of credit appraisal to safeguard their loan portfolio and minimize risk. This training will address the emerging operational issues and challenges faced by the microfinance and rural cooperative sector.

Dialogue Program on Current Issues of Microfinance in Nepal



A view of program

CSD organized a dialogue program on December 16, 2014 where the leading MFIs officials gathered together to discuss current issues; problems and challenges of the industry and come out with common understanding on strategies to overcome them to develop microfinance as a sustainable poverty alleviation tool. A total of 12 different senior level Executives, CEOs and Chairperson gathered and exchanged views on burning issues of microfinance. Dr. Sumitra Manandhar Gurung, *CEO of Mahila Sahayatra*, Mr. Sharada Prasad Kattel, *CEO of Deprosc Bank*, Mr. Bijendra Suwal, *Chairperson of SLBB*, Mr. Naresh Man Pradhan, *CEO of SLBB*, Mr. Dambar Pd. Aryal, *Head of Batabaran Cooperatives*, Ms. Janaki Dalit, *member of UNYC Nepal*, Ms. Shova Bajracharya, *General Manager of MANUSHI*, Mr. Raju Poudel, *Chairman of Srijana Bikas Kendra*, Mr. Yogendra Mandal, *the Executive Director of Jeevan Bikas Samaj (JBS)*, Mr. Thakurnath adhikari, *Manager of Aarthik Bikas SACOOS*, Ms. Menuka Giri, *Joint Secretary of Mahila Samudayik* and Ms. Rajani Malla, *Chairperson of Mahila Sahayogi Bachat Tatha Sahakari Sanstha* were present at the dialogue program.

The dialogue program was carried out with a short note on the program by the moderator of the event, Mr. Shankar Man Shrestha, *Chairperson, CSD*. He quoted the event as a "family gathering" where each and every member could comfortably share their concerns regarding microfinance issues. Mr. Shrestha shared his experience about how he managed to start CSD and making it a pioneer institution that raised the notion of "self-sufficiency" and "self-dependent" to enable the population of the base of pyramid to be self sufficing, both economically and socially.

CSD has now put itself as healing agent of microfinance industry. It has vowed to bring both right and wrong doings of MFIs to the community of microfinance.

Mr. Yogendra Mandal, the Executive Director of Jeevan Bikas Samaj (JBS) preceded the dialogue with a brief introduction of JBS and its vision of poverty free Nepal. JBS provides financial services and has also taken social initiatives such as the establishment of Jeevan Bikas Public School and health center. It is cultivating livelihood and entrepreneurial habits among its school children by teaching them farming practices.

Dr. Sumitra Manandhar Gurung, CEO of Mahila Sahayatra posed an issue of retaining staffs. Addressing the duplication issue she suggested an implementation of a proper Credit Information Bureau from apex level institution.

Mr. Sharada Prasad Kattel, CEO of Deprosc Bank expressed that MFIs and their operating branch offices lacked physical facilities and the current staffs training modules are also not adequate. He explained that the need of hour is to revise and re-equip both the old staffs and new ones with suitable module of training program.

Mr. Bijendra Suwal, Chairman of SLBB came up with an idea of bringing in technological revolution in the MF industry. He said introducing technology in microfinance can change the face of microfinance and will make it more efficient in service delivery.

Mr. Dambar Pd. Aryal, Head of Batabaran Cooperatives said, "Every duplicated loan is a risk". The depth and dimension of such risk must be checked on time.

Ms. Shova Bajracharya, General Manager of Manushi expressed her satisfaction in reaching out to the virgin clients of virgin areas. She debated on preparing 'Member Information System' rather than 'Credit Information System' so that the overall microfinance, i.e, 'credit plus' aspects are also covered and a detail information regarding clients' social and economic status could be transparently shared among all MFIs.



Group photograph of participants

The moderator for the program, Mr. Shankar Man Shrestha quoted that MF industry should adopt "*Single Institution Total Loan Approach*". He said that a set of code of conduct should be drafted. MFIs should form a consortium where every single institution takes on solidarity and communion.

The dialogue program was successful in brainstorming and recognizing few immediate actions that needs to be taken by the MFIs. Summing up the discussion few common points everyone agreed were the implementation of credit appraisal system with focus on cash-flow of clients and repayment capacity to avoid duplication and risk; staffs to be provided with both internal and external training; utilize technology to improve efficiencies and reducing cost; to avoid duplication MFIs to extend to the remote areas and deepen down to the poorest; to conduct few researches in problem areas and develop a survey format to trace out the progress of the clients out of poverty.

Centre for Self-help Development (CSD)

- Institute of Microfinance & Cooperative Development

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