

Glimpse



A Newsletter of CSD – December 2015, Issue 12

MSC Director Larry Reed Urges Nepal MFI Leaders to Reach the Poorest

One in five people in developing regions still live on less than \$ 1.25 a day. According to UN reports, 836 million people are still living in extreme poverty with a majority of this population residing in Southern Asia and sub-Saharan Africa. Universal efforts have been made to eradicate poverty worldwide and various countries have been successful in achieving their targets. However, much is yet to be done.

In this regard, on September 25, 2015 world leaders adopted the **2030 Agenda for Sustainable Development** drafted by the United Nations. Of which, its Goal 1 is: **End poverty in all its form everywhere** and in its target, it has mentioned the



Group photograph of the participants

power of microfinance in helping end poverty across the globe.

In Nepal, 23.8% of the population continues to live below the poverty line. Over the years, there has been a steady

decline in the poverty rate, as a result of various efforts from both governmental and non-governmental agencies. Microfinance has proven to be an effective tool in alleviating poverty worldwide and in Nepal this sector has

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Twenty Fourth AGM of CSD Convened

The 24th Annual General Meeting of the Centre for Self-help Development (CSD) took place on Saturday, October 10, 2015 at its Training Hall, Maitighar Height, Kathmandu. The meeting was attended by 23 members comprising of 10 individuals members and 13 institutional members.



Board Members at AGM

Presenting the report of the Governing Board, the Chairman of the Governing Board Mr. Shankar Man Shrestha highlighted on the paradigm shift on the approach of CSD after transferring its microfinance operation to the Swabalamban Laghubitta Bikas Bank Ltd (SLBBL). He shared that the current focus of CSD is on building up capacity of MFIs, conducting study/research and developing strong network of MFIs and Cooperatives. He mentioned that CSD has extended its membership to 28 different MFIs and Cooperatives at present and two more are on the pipeline.

In the report Mr. Shrestha also highlighted on the increasing popularity of microfinance and ever flourishing operation of MFIs in Nepal. He pointed out that with the increasing number of MFIs it is being overcrowded and it is high time that Nepal Rastra Bank should issue license judiciously to avoid overcrowding in the sector. MFIs should focus on delivering financial services, product diversification and in entrepreneurship development, he further said.

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MSC Director ...

made many achievements. Despite more than a decade and half's campaign of microfinance institutions all over the world, it is felt that there is a strong need to make deliberate efforts from each and every financial institution to outreach the poor with financial services and other social protection programs.

In this context, it was imperative to discuss and find ways to better serve the underprivileged sections of the society. Sighting this need, the Centre for Self-help Development (CSD) in joint collaboration with the Microcredit Summit Campaign (MSC), USA organized a workshop on 'Combating Extreme Poverty through Financial Inclusion and Social Protection Programs' on December 11, 2015 in Kathmandu.

The MSC is the leading organization which has been working towards increasing the outreach to the most vulnerable masses in the world and creating a poverty free society by bringing together all microcredit practitioners and stakeholders. The workshop aimed to raise awareness among the participants for providing microfinance services to the ultra-poor and launch social development programs to make them creditworthy.

Mr. Larry Reed, the Director of MSC, was the keynote speaker of the event. Highlighting the World Bank Goal of ending poverty by 2030, he said, "Financial inclusion is the stepping stone to reaching the poor who have been deprived of access to finance. It is very important to assess and find out who the excluded groups are, where are they located and the reasons behind their exclusion." He suggested using a tool to map the microfinance members and the poor which would include information on infrastructure available in the mapped region. This information could then be used as a baseline for developing strategies of financial inclusion. Mr. Reed

also spoke about the 6 Pathways that could be adopted by Microfinance Institutions (MFIs) that would help them expand the number of poorest clients they serve and increase the positive benefits their clients experience.

The workshop was chaired by **Mr. Shankar Man Shrestha, Chairman of CSD.** Mr. Shrestha congratulated the participating MFI leaders for the achievements they made in accelerating microfinance activities in Nepal in a very short period of time. He recommended them to use Participatory Rural Appraisal (PRA) method to dig out the extremely poor families living in their operational areas who have not yet been served by MFIs and to include them in their programs. Also, he encouraged them to venture out to remote areas to bring the poor into the fold of their services and help them become self-reliant and widen the framework of financial inclusion through credit plus programs. He advised MFIs to launch social protection programs by using a part of their profit. He said, "By protecting your clients, you are protecting yourselves."



Participants share their organization's strategies in ending extreme poverty

On the occasion, the **Executive Director of Microfinance Promotion and Supervision Department of the Nepal Rastra Bank (NRB), Dr. Binod Atreya** highlighted the accomplishments of the microfinance sector in Nepal and the challenges involved in the market. He said, "Tapping technology to introduce mobile banking would make financial services more accessible in remote areas.

Currently, 18% of the population is deprived of access to any kind of formal or informal financial services. The Central Bank intends on reducing this statistics to the minimum in the coming years." Stressing on the need of social protection programs, he drew attention to the recent NRB directive that requires all MFIs to spend at least 1% of their profits on social protection programs.

Mr. Shanker Nath Kapali, Acting Executive Director of CSD delivered his remarks on the need of financial inclusion in the present context of Nepal and the impact of the earthquake and the unofficial blockade on the sector. All the 46 microfinance practitioners and stakeholders present at the event found the workshop very stimulating and motivating. Floor discussions led to sharing of various experiences and perspectives of the participants regarding serving members of varied backgrounds such as Dalits (untouchables), migrant returnees (especially women returning from foreign employment), unemployed youth and so on. They also deliberated on the reasons for financial exclusion in

the country and vowed to reach the ultra-poor through microfinance programs.

The workshop concluded with Mr. Reed informing the participants about the **18th Microcredit Summit to be held in Abu Dhabi, UAE from March 15 – 17, 2016.** He encouraged the participants to attend the Summit and extended his good wishes in their journey to end extreme poverty.

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Twenty Fourth AGM ...

Mr. Shrestha presented the financial position of CSD which was found slightly improved compared to the last fiscal year. He highlighted on the programs of CSD like Clients' Summit, Scaling up Financing and Domestic Exchange Visit among MFIs. It was mentioned that MFIs have to develop their human resource base by continuously training their staff, sending them to exposures and study visits and helping them bring positive attitude toward their job for sustainability and safe microfinance.

The AGM approved the report of the Governing Board, the Balance Sheet and Income Statement of 2014/15. The members came out with the common proposition of future activities like promoting microfinance literacy in educational institutions, organizing exposure visits more often for staff and clients and exercising to build up strong lobbying mechanism for strengthening microfinance industry.

In the end, the General Assembly agreed upon appointing Sujan Kafle and Associates as the statutory auditor for the year 2015/16.

Microcredit Summit Campaign Director Among Nepal Microfinance Borrowers

Microcredit Summit Campaign Director Mr. Larry Reed after interacting with the officials of MFIs during a workshop on 'Combating Extreme Poverty through Financial Inclusion and Social Protection Programs' on December 11, 2015 took chance to visit and interact with MFI borrowers. He visited Manushi's microfinance borrowers residing in Thankot, Kathmandu on the morning of December 12, 2015.

The microfinance members of Manushi gave Mr. Reed a warm welcome. Mr. Reed showed his concern about the effect of recent earthquake and ongoing fuel crisis due to the blockade by India. He enquired about the past conditions of the members and changes brought about in their lives by the credit facility of Manushi. The members shared their life stories and how their living standard changed after joining the microcredit program and starting of microenterprises. They even

shared their dreams with Mr. Reed, the dream of having better life for their children through formal education and safe and convenient home complete with sanitation facilities.

After interacting with the borrowers Mr. Reed visited one of the clients Ms Meena Shrestha's household and vegetable farm

turned out after the use of loan facility. She earns Rs 30-40,000 per month after deducting all her expenses for growing vegetables and has been able to send her children to good school and college.

Mr. Reed expressed his happiness in getting the opportunity to meet such empowered women who were



Mr. Reed with the members of Manushi

where she has been growing organic vegetables which have been on increasing demand in Kathmandu. She not only sells them in the vegetable market in Kalimati but also supplies them to few hotels. She said her life has been changed drastically after she got associated with Manushi. She said, "I started in a small land but today I grow vegetables in 10 ropanies." She is extremely happy with how her life

determined to change their life and earn a better living on their own. He was very impressed with the fact that the suffering women who were once fully dependent on their husbands are now have become independent economically and socially. He thanked them for their kind support and wished them all the best in their endeavors.

Nepalese MFI Officials' Visit to Bangladeshi MFIs

CSD organized an exposure/ study visit to Bangladesh in collaboration with the Integrated Development Foundation (IDF), Bangladesh from December 19 - 27, 2015. Ms. Abhilasha Poudel- Training Officer of CSD coordinated the team of nine MFI officials- Mr. Dammar Prasad Aryal-Chairperson of EDCOL, Mr. Rajendra Bahadur Pradhan- Executive Director of SOLVE-Nepal, Mr. Rabindra Narayan Pradhan- Board Member and Mr. Nil Kantha Poudel- Senior Manager of Swabalamban Laghubitta Bikas Bank Ltd, Mr. Pawan Raj Pathak- Senior Manager and Mr. Yub Raj Bartaula- Senior Manager of the Deprosc Laghubitta Bikas Bank Ltd., Mr. Radha Krishna Timilsina- Senior Manager and Mr. Bharat Raj Panta- Branch Manager of Chhimek Laghubitta



Nepali Delegates visit Grameen Head Office

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Nepal MFIs Delegation Visits SRI LANKAN MICROFINANCE INSTITUTIONS

CSD in collaboration with the Lanka Microfinance Practitioners' Association (LMFPA) organized an exposure cum study visit to Sri Lanka for ten board members from five member MFIs of CSD from December 5-12, 2015. The team led by Mr. Satish Shrestha, Deputy Director of CSD comprised of officials – Mr. Laxman Khatiwada, Assistant Director, Mr. Arjun Kumar Chudal, Ms. Pabitra Limbu, Ms Shanti Devi Khatiwada and Mr. Tek Nath Khanal, Board Members of Sahara Nepal SACCOS, Mr. Khadananda Sapkota, Chairman of Kisan Bahuudeshiya Sahakari Sanstha Ltd, Mr. Om Prakash Poudyal, Board Member of CYC-Nepal, Mr. Sanjay Kumar Mandal and Mr. Biso Lal Mandal, Board Members of Jeevan Bikas Samaj and Mr. Pasang Mahatara, Board Member of Bauddha Grameen Bahuudeshiya Sahakari Sanstha Ltd.

The main purpose of the visit was to get hands on experience on overall microfinance best practices in Sri Lanka. The visit program exclusively focused on exposure of the participants to the individual/group activities of microcredit at the grassroots level for learning and exchanging views /ideas and information along with the monitoring and functional aspects of microfinance at the corporate levels.

The delegates had interactions with the beneficiaries as well as the officials of different renowned MFIs like SANSa Credit Federation, SANSa development Bank, Berendina Microfinance Institute, Janamithu Lanka, Silvereen Microfinance



Nepali Delegates with LMFPa Officials

Institution and SARVODAYA Development Finance. They also visited the host Institution LMFPa and were briefed on its activities. They also got acquainted with the process and procedure of Agriculture Insurance of SANSa General Insurance Company in Colombo.

All the participating delegates were happy to gain insight and understanding of the functioning and process of microfinance in Sri Lanka. They were overwhelmed by the hospitality and culture of the Sri Lankan people and were very happy that CSD had organized such a fruitful study/exposure visit efficiently.

Mr. Khadananda Sapkota, one of the delegates, said, "We learnt a lot from this visit and there are many things that we can adopt in our program." Similarly, others also commented that the overall program was good and they will apply good things observed and learnt from Sri Lanka in their own program.

UPCOMING EVENTS

- **Exposure Visit to Sri-Lanka:** In collaboration with Lanka Microfinance, CSD has planned study/exposure visit to various Cooperatives and financial institutions of Sri-Lanka in the month of February of 2016. This visit will give the participants with the insight of renowned MFIs practices in Sri-Lanka.
- **Training on Credit Appraisal:** CSD has planned to organize Training on Credit Appraisal from January 29 to February 1, 2016. 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.

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Nepalese MFI Officials' ...

Bikas Bank Ltd and Ms. Neela Malla Pradhan- Board Member of Mahila Sahayogi Bachat Tatha Rin Sahakari Sanstha Ltd. Mr. Harun Rashid was the coordinator from IDF, Bangladesh.

The way of doing microfinance operations have changed with the passing of time and the team got exposed to how Bangladeshi MFIs have evolved themselves through time. They got acquainted with a variety of models and methods of MF operations mainly on products and services diversification, processing of loan application, collections of payments and savings in well known

microfinance institutions like IDF, Grameen Bank, ASA and BRAC.

The team also visited the head Office of IDF and Grameen Bank in Mirpur- Dhaka, branch offices of Grameen Bank, BRAC and Central Coordination Office (CCO) of IDF in Chittagong and branch offices of ASA and IDF in Cox's Bazaar.

The team observed different centre meetings of all four organizations, interacted with the members, visited their households and had discussions in their branch, area and zonal offices where the team learnt about different strategies adopted by all the four organizations in order to differentiate themselves from each other and standing strong on their

own. The team was able to visit two centre meetings of IDF where members belonged to tribal community. They were touched by the plight of those members and got impressed with IDF working with such deprived community.

The team appreciated Grameen Bank providing shares to its members, BRAC for its accounts management, ASA for its health and sanitation awareness program and IDF for its solar and health programs. They found that Grameen Bank is popular because it is the pioneer and biggest microfinance bank, BRAC is renowned as the biggest Financial Intermediary NGO, ASA is famous for its low cost management and IDF is popular for its credit plus programs in Bangladesh.

CSD Conducts Attitude Building Programs

With a motive to build positive attitude in the managers of MFIs that will eventually help them become more effective and efficient, CSD organized "Training on Self Development Management" for the participation from different MFIs from Nov 6 to 7, 2015 in ADBL, Regional Training Centre, Pipari, Banke and from Dec 26 to 27, 2015 in ADBL, Regional Training Centre, Birendranagar, Chitwan. In the first training at Pipari, Banke, there were 32 participants who were representing 8 different MFIs namely- Kisan Bahuudeshiya Sahakari Sanstha Ltd, Bauddha Grameen Bahuudeshiya Sahakari Sanstha Ltd, Grameen Mahila

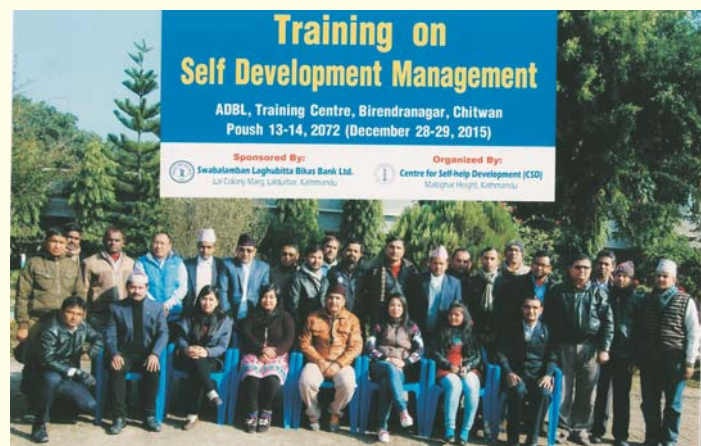
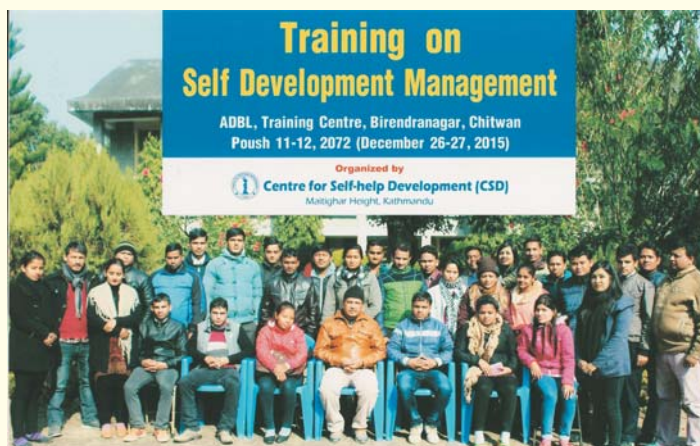
Womi Laghubitta Bittiya Sanstha Ltd, Nerude Laghubitta Bikas Bank Ltd, CYC-Nepal and Mirmire Microfinance Development Bank Ltd.

In the same context, CSD organized a customized "Training on Self Development Management" from Nov 8 to 9, 2015 in ADBL, Regional Training Centre, Pipari, Banke and from Dec 28 to 29, 2015 in ADBL, Regional Training Centre, Birendranagar, Chitwan, exclusively for the branch and area managers of the Swabalamban Laghubitta Bikas Bank Ltd. There were 27 participants in Pipari, Banke and 24 participants in Birendranagar, Chitwan.

deficiency they have and develop the skills they need to set life goals which will enhance their employability prospects, raise their confidence and lead to a more fulfilling, higher quality life in their profession.

The resource person Mr. Prakash Kumar Pokhrel gave the concept of perception, attitude and behavior through very interactive and participatory sessions. Mr. Pokhrel used more of Audio/Visual materials and group work in this training.

Mr. Pokhrel made the participants aware about their own attitude and behavior and provided few tips on how to encourage



Group photographs of the participants of four different training programs held in Banke and Chitwan

Utthan Kendra, Udaydev Multipurpose Cooperative Ltd, UNYC Nepal, EDCOL, Mahila Upakar Munch and Shree Gangamala Swabalamban Bachat Tatha Rin Sahakari Sanstha Ltd.

In the training held in Birendranagar, Chitwan, there were 30 participants who were the area managers and branch managers of nine different MFIs namely- Nawa Pratibha Bachat Tatha Rin Sahakari Sanstha Ltd, National Microfinance Bittiya Sanstha Ltd, Swaroggar Laghubitta Bikas Bank Ltd, Chhimek Laghubitta Bikas Bank Ltd, Vijay Laghubitta Bittiya Sanstha Ltd,

The main objective of the training was to develop self management skill and build positive attitude in participants and provide them with the ways of becoming effective manager. In this training, the participants learnt that today's manager must not be traditional and autocratic one but be more of participatory, motivating and valuing team work. A manager must be able to touch the pride button of his/ her staff. An effective manager appreciates others, communicates properly and has positive thinking. This training has provided the participants opportunity to identify the

positivity in life. He said, "One has to raise the standard of thinking to raise the standard of living. One should always talk about positive things that will shape better future and going ahead in career." Mr. Pokhrel urged all the participants to think positively, share their learning with others, put themselves in client's shoes, motivate others and use more of appreciative management in the office."

Overall the training was appreciated by the participants and shared that they look forward to participate in more of such training programs.

Member's Corner



Profile of Kisan Bahuudeshiya Sahakari Sanstha Ltd. Kailali

The Kisan Bahuudeshiya Sahakari Sanstha Ltd. popularly known as KISAN is the first organization to provide microfinance in the Kailali district. It started microfinance operation for the poor people in Kailali from the year 2008 and is the first Multipurpose Cooperative to get limited banking operation license from Nepal Rastra Bank in the Far West Region. Since then it has been working in the remote areas of the district, providing financial services as well as several credit plus services to its members. The organization is a recipient of the "Best Cooperative" award from the Department of Cooperatives, Nepal for its exemplary performance.

VISION

Develop itself as a sustainable organization helping the members and disadvantaged communities attain economic and social independence through its financial services.

MISSION

Help improve the living standards of the members and disadvantaged communities of Kailali through microfinance and enterprise development programs.

GOAL

Serve 40,000 families of Kailali with microfinance programs and help them achieve a better quality of life by the year 2020 AD.

OBJECTIVES

- Providing microcredit and micro enterprises loans as per the need of its members
- Encourage its members to undertake micro enterprises.



Building of Kisan Bahuudeshiya Sahakari Sanstha Ltd.

- Boosting up confidence and dignity of disadvantaged people
- Uplifting the economic status of the members and the poor.
- Contribute to alleviation of poverty in Kailali through extension of financial resources to the needy family.

SERVICES

Savings Products

- Personal Savings
- Special Savings
- Daily Savings
- Employee Savings
- Institutional Savings
- Women's Savings
- Housing Savings
- Center Fund Savings
- Grihini Savings
- Welfare Savings

Loan Products

- General Loan
- Seasonal Loan
- Housing Loan
- Sewa Loan
- Hire-purchase Loan
- Agriculture Loan
- Business Loan
- Small Industries Loan
- Micro-enterprises Loan
- Social Loan
- Foreign Employment Loan

Protection Scheme & Plus Activities

- Client life and loan insurance
- Spouse Insurance
- Housing Insurance
- Shareholder's Insurance
- Maternity Allowance (for two children)
- Scholarship for poor and bright children of client.

OPERATIONAL STATUS (As of December 2015)

- Area Coverage : 32 VDCs and 6 municipalities in Kailali
- Share Capital: Rs. 5,22,89,600
- Reserves: Rs. 4,49,93,266
- Members (Microfinance): 28,907
- Borrowers (Microfinance) : 13,565
- Outstanding Loan: Rs. 480,067,662
- Savings from Clients: Rs. 205,338,316
- Profit as of July 2015: Rs. 21,475,639
- Overdue Loan amount: Rs 1,07,52,000 (Non Microfinance)
- Operational Self Sufficiency: 160 % (Microfinance) & 130% (Non Microfinance)
- Repayment Rate: 100% (Microfinance) & 90% (Non Microfinance)



Mr. Khadananda Sapkota
Chairman



Mr. Dambar Shah
Chief Manager

Nepal Microfinance Leaders come together to discuss **STRATEGIC LEADERSHIP**

The microfinance sector in Nepal has been growing in leaps and bounds in the past decade. Many new microfinance stakeholders have stepped in and those who have been established since long have grown and developed into model institutions. This sector understands that the microfinance goal of alleviating extreme poverty in the country by providing financial access coupled with credit plus services is achievable only under prudential leadership. Addressing the need of the hour, the Centre for Self-help Development (CSD) organized a two-day 'Strategic Leadership Workshop' for its member organizations in Kathmandu from December 12 – 13, 2015.

The workshop was attended by the Chairpersons and Chief Executive Officers of all the member organizations of CSD. CSD believes that they are the key persons holding the reins of the organizations that lead MFIs to greater heights along with simultaneous growth and development of the clients. The objective of the program was to make the participants realize their true potential as leaders and the central role that they occupy in building and strengthening their institutions.

The two-day workshop acted as a portrait of the microfinance sector across the country. It was a great occasion for each of the MFIs to demonstrate their



Group photograph of the participants

strengths and achievements. The workshop was a forum of gallery presentations. Each member organization had prepared a presentation highlighting its achievements, unique services, success stories and stories of its best branch and staff through pictures, graphs and maps in the gallery. Additionally, they shared with one another their strategic plan for the future and provided a learning platform for all microfinance practitioners present therein. The first day was a brilliant exhibition of all the inspiring work carried out by the MFIs to better serve their respective microfinance members. Ms. Padmasana Shakya, Chairperson of Manushi, Kathmandu applauded CSD's efforts in bringing together all the member organizations and allowing each one to showcase their hidden talent of creativity. While Chairman of SOLVE – Nepal, Dhankuta, Mr. Narayan Joshi said, "The first day showcased a many-in-one presentation."

On the second day, an open discussion was carried out to bring to light the various challenges faced by the sector. Some of those highlighted in the forum were; the country's political instability, lax regulatory body, difficulty in penetrating the hilly regions, mission drift among some MFIs, inability to graduate clients etc. Mr. Shankar Man Shrestha, Chairman of CSD, said, "We need to understand that microfinance is a social business. We have been gradually deviating from our mission and are being guided by the interest of share traders rather than the interest of our valued customers who have raised us to this level."

Despite the many years that microfinance has been in existence in Nepal, till date, there has been no proper mapping of the growth of microfinance clients. Addressing this challenge, Jeevan Bikas Samaj (JBS), Morang on the advice of Mr. Shankar Man Shrestha developed a growth monitoring card that enables them to chart the progress or regress of microfinance members. Deputy Director of JBS, Mr. Sanjay Mandal, delivered a presentation on the 'Growth Card' designed on the basis of some indicators from the PPI (Progress out of Poverty Index) Indicators of the Grameen Foundation, USA. The participants were very appreciative of the lead taken by JBS in this direction. As said by Mr. Shrestha, "It is imperative that we be able to track the record of our members. That way we can learn of better ways to serve them."



Participants engaged in the Gallery Presentations



A view of Day One of the Strategic Leadership Workshop

The next session was taken by Mr. Prakash Pokhrel, Chairman of BICODEC, on the importance of strategic leadership in the institutional development of microfinance institutions. He discussed the various types of strategies, strategy planning process, tools and traits of leadership and provided questions to the participants for further group discussions. As mentioned in his presentation, 'a leader is one who knows the way, who shows the way and who goes the way'.

In recent times, it has been realized that microfinance programs have not been able to impact the lives of the families served and bring about social changes around them as envisaged. Lately, microfinance has become more of a routine money business of loan disbursements and collections. Hence, efforts need to be made to take a complete package of financial and social development to the microfinance served villages through credit plus programs.

To this effect, Mr. Rajendra Pradhan, Executive Director of SOLVE – Nepal, Dhankuta gave a presentation displaying his concept of a model village. In his presentation he talked about an ideal village, where the basic needs of every villager was met right from a proper roof over their head, kitchen garden, proper sanitation and hygiene facility, solar powered homes, access to education, health services and use of appropriate technology along with financial services. Mr. Chandi Prasad Sharma, Chairman of Chartare Youth Club, Baglung also gave his

views regarding a model village. In addition to the presentation, he said that integrating micro-hydro power and micro-irrigation projects in the model village would make the villagers self-sustainable. He added, "In such cases, MFIs can provide technical and financial assistance that is required by them."

Towards the end, Mr. Shrestha summarized the Model Village Concept. With the earthquake destroying numerous villages and the need for a better standard of living among our microfinance members, CSD together with its member organizations intends to develop model villages in each of the districts that they have been working in so far. The village will become a model for other villages to learn from and develop such communities by themselves. It will be a complete village integrating social, economic and financial dimensions together.

Towards the end of the program, the best gallery presentation was awarded on the basis of secret ballot by each of the participants for the best presenter. The



Mr. Uday Raj Khatiwada, CEO of Swarojgar Laghubitta Bikas Bank Ltd., Kavre being awarded with the Best Gallery Presentation Award by Mr. Shankar Man Shrestha, Chairman of CSD

award went to the Swarojgar Laghubitta Bikas Bank Ltd. of Kavrepalanchok. Mr. Shrestha congratulated the winner and thanked all the participants for sharing their enthusiasm and their contribution in making the event a grand success. He concluded, "In the coming days, CSD together with its members will achieve greater heights in the sector's development. Through our diligence we will be able to improve the lives of our ultimate beneficiaries and achieve our mission of poverty alleviation."

WORKSHOP RESOLUTIONS

The Workshop participants agreed upon the following resolutions:

- ▶ **Conducting a Participatory Rural Appraisal (PRA)** in each of the working area of MFIs for identification and mapping of the location of the left out or excluded ultra-poor population, prepare their list, assess the reasons for their exclusion and chalk out plans and strategies to include them in their services,
- ▶ Setting up a target to **include 100% of the poor** in the area of operation of each MFI within year 2018 and set up a **monitoring and follow-up** mechanism to this effect,
- ▶ Introducing a **Growth Card** to measure the social, economic and financial progress of microfinance clients,
- ▶ Preparing and publishing a **list of graduated clients** each year by each MFI,
- ▶ Introducing a **special client card** to graduated clients who will be provided with some distinct facilities,
- ▶ Launching a **Model Village** in each of the branches of MFIs,
- ▶ Launching suitable **social protection programs** to safeguard the interest of the clients and
- ▶ Conducting **exchange visit programs** among MFIs in coordination with CSD.

Centre for Self-help Development (CSD)

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