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List of Abbreviations

ACRONYM

APMAS	Andhra Pradesh Mahila Abhivruddhi Society
ARAVALI	Association for Rural Advancement through Voluntary Action and Local Involvement
BASICS (BASIX)	Bharatiya Samruddhi Investments and Consulting Services Ltd.
CmF	Center for microfinance
DWCD	Department of Women and Child Development
HVVS	Hanuman Van Vikas Samiti
IFMR	Institute of Financial Management and Research
MFI	Micro Finance Institution
NABARD	National Bank for Agriculture and Rural Development
NGO	Non-Governmental Organization
PEDO	Peoples Education and Development Organization
SHG	Self-Help Group
SHPI	Self Help Providing Institution
SHT	Spear Head Team
SMM	Shanti Maitri Mission
SRTT	Sir Ratan Tata Trust
SSV	Sakh Se Vikas

Chairperson's Reflections

It gives me immense pleasure to present the first annual report of the Centre for microfinance. CmF's emergence was in response to the growing needs of the microfinance sector in the State. The centre was formed out of the 'Sakh Se Vikas' initiative of Sir Ratan Tata Trust in the State of Rajasthan. Its promoters include eminent personalities from different financial institutions, academic institutions, practitioners and individual researchers. As a first step, the CmF has been registered under the Rajasthan Societies Act, 1958 giving shape to the idea of a support organization.



As CmF board our challenge is to provide support and guidance to CmF to manage organizational changes and to bring depth and balance in its operations. I wish to particularly highlight the initiatives of different members of board who left no stone unturned to make it a success.

In this journey of short time CmF's contribution to the microfinance sector stand out clearly and much has been gained and learnt. The centre through its thematic units has brought out various researches and studies building new knowledge. One of the most important studies that provided grounding to the centre has been the annotated bibliography compiling different existing studies upon the sector. In terms of venturing into new arena, the CmF took the initiative to provide insights into the micro insurance sector by documenting the micro-insurance products and sharing its learning through organizing state level workshop.

CmF has facilitated in the arena of capacity building and extended support to its partner organizations by organizing perspective building and skill building workshops enhancing their practices. It also shared new knowledge by disseminating its research findings thereby by strengthening relations with the civil society organizations. Many initiatives have been seeded in and few nurtured as well. Through its spear head team Bikaner, CmF has been able to establish linkages between communities and service providers.

I would like to take this opportunity to express gratitude to our donor SRTT, IIM Ahmedabad, CARE India, General Insurance Corporation, Basix- Indian Grameen Services, Institute for Financial Management and Research (IFMR), Bank of Baroda, NGOs and Civil Society groups for having supported us and standing firm in the past. We hope to receive their continuous support in the future as well.

Last but not the least; I would also like to make a special mention of CmF team whose collaborative efforts have made different ideas to become a virtual truth with hard work and commitment.

We have been able to initiate and build partnerships with organizations, financial institutions and communities as a whole. We look forward to exponential growth of the centre and in overcoming the challenges in tasks ahead.

N.S. Sisodia

October 2007

Genesis of Organization

Rajasthan has been experiencing the growth and widespread existence of diverse micro finance sector. Since 2005 ARAVALI & Sir Ratan Tata Trust (SRTT) were supporting local organization working on the issue of Micro finance. While working on the issue the discussion was carried out on the need to bring harmony in the diversity of the microfinance ventures in the State. The growth of the sector demanded congregation and also required regular skill building support. Such a discussion and debate was brought before the stakeholders such as the State Government, NGOs and SRTT, where in SRTT took lead to build some insights into the same. SRTT approached Dr. V.S.Vyas to undertake a study on how to synchronize the sector and build upon the growing needs of the sector. The findings of the Study were shared in the annual colloquium held at ARAVALI. The study received due appreciation from various microFinance practitioners present in the colloquium. It came out clearly from the discussion followed by the presentation that an organization should be set up, extending the capacity building support as well as building the forum for coordinating the efforts of these different organizations.

SRTT provided initial support and facilitated the setting up of such an organization. Rounds of meetings and discussions were carried out to decide upon the name, nature and activities of such an institute resulting in the setting up of the Center for microFinance in the year 2005. Over the years the center has grown and has been formally registered in February 2007. CmF performs various roles as per the needs identified in the feasibility study. Since its inception CmF has been actively engaging with local organization extending capacity building and onsite support.

Mission of CmF

CmF envisions that poor have sustainable access to microFinance services (that they need) on fair terms and with dignity which enables them to enhance their livelihoods. Our activities and mandate have been geared to promote active learning among organizations engaged with the objective of bringing about positive changes in the livelihoods of the rural poor.

In our ventures we are guided by set of principles and values which includes:

Focus on Poor

Our prime focus is to divest efforts towards improving the quality of life of poor.

Sustainability	We believe in 'sustainability' and ensure that any institution it supports (SHG, federation, NGOs, MFIs) are sustainable in the long run.
Proactive and Responsive	The sector growing rapidly demands innovative and quicker solutions to accommodate itself to newer situations. We are committed to come up with innovative solution and take proactive stance wherever needed.
Flexible	We are flexible in our approach to respond to emerging situations and do not comprise upon basic values of accountability, transparency and integrity.
Transparency	We believe in transparency in all its operations.
Excellence	It is core value in all its operations achieved through maintaining quality and abiding to the international standards.

Center for Microfinance works towards strengthening the microfinance initiatives in Rajasthan by:

- Extending capacity building and thematic support on different aspects of microFinance.
- Conducting research and impact assessment study to bridge the gap between existing knowledge and practices with the requirement of the poor communities/people.
- Alliance building through networking among stakeholders such as MFIs, NGOs, Banks, Government departments etc.
- Supporting feasible ideas and nurture them through partner organization and spear head teams on pilot basis.

Thematic Units

The Thematic Units constituted at the organizational level which are:

Thematic Units	Focus
Resource Agency	Improve the quality of community organizations (SHGs, SHG Federations) & to improve the efficiency of mF programmes (increased savings, credit, insurance etc)
Knowledge Hub	Collect, collate, generate and disseminate the required knowledge to the sector
Idea Incubation	Support new ideas to increase outreach of microfinance services to the neglected areas and segments
Networking and Advocacy	Develop and promote collaborations among various stakeholders and to promote cross learning

Major Activities Undertaken By Thematic Units

Resource Agency

CmF functions as resource agency in terms of providing technical and thematic support to organizations working on microfinance. It also provides planning and execution support to its partner organization. Since its existence, CmF has been extending support to its partner organization in terms of providing strategic planning support through impact assessment studies.

1. PEDO Impact Assessment Study

PEDO has been engaged in SHG programme since the last two decades. The impact assessment focused to examine the social and economic impact of microfinance programme of PEDO on SHG members' households. The Study was conducted in seven mandals namely Bichiwara, Deval, Dhambola, Gajji, Kauan, Mada, and Sabla. They fall into three blocks of Dungarpur. The

A major output of the study has been the development of the methodology and tools to undertake the impact assessment study of microfinance programmes. Such tools are now being

sample size taken was 2.5% of total members. Total 205 families were randomly surveyed in seven mandals. It was observed that PEDO has helped the rural poor especially women to overcome and reduce their vulnerability through becoming part of the SHG movement. It has not only enhanced the income of the poor by lowering the borrowings from informal sources as well as increased the accessibility of rural woman to government departments for services and assistance. At the individual level there is an increased self-esteem on account of improved living conditions and relative stability in income. However the external environment barriers did affect the extent of impact it created.

2. Impact assessment URMUL-SHG programme

URMUL Seemant Samiti is working in 37 panchayats of Kolayat Block in Bikaner. It has been working more than a decade with the SHG programme in these villages forming and managing 385 ICDS groups of various stages. In order to determine future course of action, URMUL in association with CmF conducted a study upon the SHGs formed by them and the works done so far.

During the impact assessment, it was observed that URMUL catered to the needs of socially marginalized communities (lower caste and women). The study revealed that members were gradually losing interest in the group and its activities, which reflected a dire necessity of developing strategy to resolve the problem. For this purpose, CmF recommended two fold processes of quality improvement (record keeping, utilizing the idle money for credit services) as well as designing livelihood enhancement programme. The systematization of the group records would increase accountability and transparency. There has been savings made by different groups but loaning is not duly encouraged therefore presently there is the idle money which could be utilized under the livelihood enhancement programme. Since the group member's are from marginalized communities, organizing them into cluster for networking and advocacy purposes is also important.

3. Impact assessment SHG programme of Hanuman Van Vikas Sansthan (HVVS)

HVVS Udaipur, in consultation and facilitation by CmF underwent an impact assessment study on SHG programme to examine the social and economic impact of microFinance on SHG member's households.

Major study findings:-

Social Impact

- SHG members have a greater say in decision making process at home than non members.
- Women SHG members are more aware of the local resources and its services than the non members.

Economic Impact

- Women who are members of SHG have developed their own source of easy credit and have better access to bank linkage.
- SHG members have a higher income level than non SHG members (Total average income per Household for sample group is Rs. 31979 which is higher than average income of control group at Rs. 29,502).
- SHG members have a better standard of living than the non members.

Overall, the study revealed a positive impact of the SHG program on the lives of the poor.

4. Partnering with Department of Women and Child Development (DWCD) for a pilot project

DWCD is the single largest SHG promoter in the state. CmF is collaborating with DWCD in 2 districts of Dungarpur & Alwar in order to develop suitable models of sustainable livelihood enhancement through strengthening SHGs. The focus of DWCD is on 'women empowerment' and microfinance is one of the strategies for mobilization of women and for economic empowerment. The project covers around 8400 poor families in 900 SHGs with a mix of old and new SHGs. The work encompasses providing intensive support to SHGs by identifying the areas of capacity building and providing relevant inputs through exposure visits, training programmes etc. Efforts will be made towards building linkages with financial institutions thereby getting support to initiate livelihood enhancement programme ensuring sustainability of programmes. The local organizations have initiated need assessment of the SHGs. The CmF's role is to coordinate, provide technical support, document the process and facilitate reviews etc. It is an innovative model for GO-NGO partnerships and the learning's from the project shall be replicated in other districts.

5. Bench Mark of 10 NGO partners of ARAVALI

SRTT funded a 3 years project to ARAVALI for strengthening livelihoods of 10,000 poor families in Rajasthan. The project is proposed to be implemented through 10 NGO partners. ARAVALI approached CmF to prepare and conduct a benchmark study of the families proposed to be covered under the project so as to be able to adjudge impacts of the programme towards the end in an analytical and scientific manner. CmF designed the 'Bench Mark' study and the data collection has been completed. The benchmark study covers household details in terms of social, demographic and economic details such as current level of incomes, sources of income, indebtedness, their need for microFinance services etc. The data entry is in progress and the report is expected to come out soon.

6. Technical Services to Shanti Maitri Mission (SMM)

Shanti Maitri Mission works with 180 SHGs in Pugal Block of Bikaner district. SMM intends to initiate lending to SHGs and individuals by taking loan from ICICI bank. Before that there is a dearth for quality staff/ human resource as well as official procedure and systems in place to facilitate the same. Therefore, SMM contacted CmF for providing technical

assistance and capacity building over a substantial period of time. The technical support comprised of the strategy development for strengthening their SHGs and development of MIS for effectual documentation and reporting. The team members of SMM shall be provided capacity building (training programmes and workshop) support involving perspective building on microfinance as well as skill building on handling microfinance projects. With all this it is envisioned that SMM shall be in a better position to take up the project. SSM and CmF have signed the Memorandum of Understanding clearly stating the above mentioned objectives and sets of inputs to be provided within a given time frame of a year.

Knowledge Hub

Realizing the importance of information sharing and knowledge building, CmF has set up knowledge hub with the objective of synthesizing different experiences and innovations of different project areas and partners. The hub undertakes focused studies and researches to bring in new knowledge by theorizing practices of organizations and communities. Different activities undertaken in the hub are:

1. Study on quality issues of microfinance (SHG) in Rajasthan

SHG movement has become popular and widespread to all parts of the country. Rajasthan remains no exception and hosts about 1.75 lakhs. SHGs formed either under government initiative or through NGOs. Experiences and primary overview of SHG shows that it is highly effective for social and financial mobilization exhibited through some of the best practices and models developed by the NGOs etc. Yet the movement is threatened by poor quality groups.

In its mission to catalyze the microfinance sector in the state, SHG quality improvement and availability of quality human resource becomes the Center's focus for designing interventions. For identifying the major quality issues, CmF undertook a study jointly with APMAS on the same. The data collected from 200 SHGs in 75 villages of 15 blocks and 5 districts, provided a roadmap for addressing capacity building and growth related requirements in the SHG movement in the state. It also generated a baseline data on quality of different MFIs.

The specific areas of study includes

- Explore the quality issues of SHGs, SHG federations, promoters, banks in the SHG movement
- Understand issues constraining improvement in quality, growth and spatial distribution
- Identify Capacity building needs of groups
- Accumulate information over current sources of technical services
- Propose possible strategies for addressing emerging gaps and role of CmF therein

2. Study on cash flow of Rural Households.

The study was undertaken with the objective to understand the existing pattern of cash flow, acquisitions and investments and credit in the rural areas of the State of Rajasthan. The findings of the study hosted 1604 households of 36 villages in 6 blocks of 5 districts.

Major findings of the cash flow study are

- Formal finance institutions (nationalized banks & cooperatives have an outreach to about 30 % of the households (HH). Private banks are yet to venture into these areas
- A meager population of 11% has insurance cover comprising of life insurance and other assets bought under government schemes or bank loans
- Diverse source of cash income has been reported by many households ranging from agriculture, sale of milk and milk products and other non-agricultural Labour.
- Major heads of expenditures remain universal among the selected households wherein food, fodder for cattle, travel, health and alcohol in the decreasing order of amount under each head. Litigation and life events such as marriage, birth and death etc too form some of the substantial expenses of an individual
- Around 80% HH save money (approx Rs. 4000 p.a) either in the form of cash (75% of total saving) or as loans to a third party. Preference has been made to cash over savings in cash due to low accessibility and non availability of ready money when required.
- Money lenders still remain as the major credit provider to rural HH providing about 37% of the total credit. Most interestingly they provide loans without any collateral as against the pre-conceived notion about demanding big collateral for the loan
- Due to low coverage of SHGs there is not significant amount exchanged as loan/ credit
- Most prevalent rate of interest is 24% p.a. the banks charge 12 %p.a. despite the low interest rate of bank loan, individual prefer to borrow from other sources as prioritizing over access to credit over cost of the credit itself.
- Credit needs vary from social expenses (37%), health expenditure (16%),

The study serves as a key instrument highlighting major savings and credit needs of the rural households.

CmF made specific recommendations for meeting the credit and saving needs of the rural HH in the studied districts:

- Investment in agriculture infrastructure sector is required specially in water harvesting, water management etc to boost income arising out of agriculture through increasing production
- Animal husbandry and 'non agricultural business' too have immense potential for providing additional employment and in bring cash flow

- Key challenge is to provide suitable saving product within the limited cost of access to credit. For this purpose the networks of post offices should be activated. Banks should expand their outreach to rural areas through making provision of mobile banking etc
- Social campaigns should be launched for enhancing awareness to curb non-productive expenditure and also for bringing in more participation of woman in income generation activities.

3. Annotated bibliography of the microfinance studies in Rajasthan

There are numerous studies conducted time and again by individuals, organizations, academic institutions, banks and donor agencies on the microfinance sector. The availability of these studies in the public arena is limited. CmF developed the bibliography to develop an understanding over existing studies and avoid any duplication in future. Prof. Surjit Singh from IDS Jaipur was commissioned to prepare the bibliography. A publication was brought out containing an annotated bibliography of all the major studies and researches conducted on microFinance in Rajasthan so far. He has reviewed about 23 research studies/ reports. The bibliography has received appreciation from different groups. From the study future research areas have also been identified. This also served as the tool for initial linkage building among different stakeholders.

4. Status Report on mF sector in Rajasthan

CmF is preparing 'Rajasthan micro Finance Sector Report 2007' covering all major aspects of microfinance sector. Being first of its kind, it shall act upon as the benchmark of the sector. Thematic experts have been chosen to collaborate upon and write articles for the report. As a feed in to this report the centre has initiated 5 research studies on the following themes:

1. Study of SHG clusters and Federation in Rajasthan
2. Study on informal sources of credit and savings
3. Training systems for SHGs- and capacity building needs of SHGs
4. Livelihood Opportunities for SHGs

The framework of the report has been finalized as well as different experts have been contacted to provide their valuable inputs for the report.

5. Building database of Self-Help Groups in Rajasthan

Indian Grameen Services (IGS) has supported CmF to prepare a Database of Self Help Groups in three districts. The purpose of the project is to have a system where the information on Self Help Groups is available at one place and government, banks, insurance companies, voluntary agencies and others can use the information. The SHG database could be accessed by SHPIs, MFIs, state government and district administration. The data thus collected shall be fully automated through software developed exclusively to maintain the database. Presently the database of only Bhilwara district is prepared; the work is in progress in the remaining two districts of Bikaner and Dungarpur.

The SHG data is compiled at District Level Core Committee on SHGs. In Bikaner, total 5713 SHGs are reported in which 3523 SHGs are reported by DWCD, 1388 Groups by NGOs and 802 under SGSY and Dhino Dhapo project (Special Project under SGSY). We took this data as base line to approach SHPIs for data collection. So far data of 2127 SHGs have been collected, in which 1817 are from DWCD, 278 are from NGOs and 32 from SGSY and Dheeno Dhapo project.

The records of SHGs pose a great problem specially as the financial data is not available with the SHPIs and SHG do not have such tracking mechanism like records mentioning the total internal loan outstanding, repayment etc.

6. Compilation of micro Insurance products

In the array of building database on the microfinance sector, CmF has taken an initiative to compile the details of different micro insurance products being offered by various insurance companies. It will be shared with NGOs and other agencies that are working with poor to generate awareness about micro insurance.

Idea Incubation

The Idea Incubation wing of CmF is set up to support new and innovative ideas to scale up innovation in the microFinance ambit. It encourages all micro Finance players to come up with new ideas to be piloted and scaled up in unventured locales. Many new ideas are identified from among the partner organizations and also through the Spear Head Teams (SHT) based in Bikaner and Dungarpur.

1. Initiating mF services to migrants

CmF has partnered with Aajeevika Bureau to initiate an MFI for providing microFinance services to migrant labourers in south Rajasthan. Under this initiative, Aajeevika Bureau has launched a Not for Profit Company – Shram Saarthi Association under Section 25 of Company Act to take up microFinance services to migrants that would cater to about 1500 migrants in year 2007-08.

2. Certificate course on Micro Finance Development and Management

The centre has designed a 6-month Certificate course (3 months class room and 3 months field work) for young local graduates in microFinance Development and Management (mFDM), the first programme of its kind in the State to address the need for skilled human resource in the microFinance sector in Rajasthan. The course module has been prepared in close consultation with organizations working on microFinance and with individuals. The course shall be conducted in Hindi. The academic institutions are also being contacted for possible collaborations.

It will also provide an opportunity to young graduates to become gainfully employed in a growing sector, and derive tremendous satisfaction by working for the poor and disadvantaged sections of the society. The course aims to develop grassroots micro finance professionals competent in enhancing the quality, systematization, and productivity of the micro finance sector, leading to its sustainable and pro-poor growth. The course shall commence from February 2008 and in all about 20 students would comprise the first batch. There shall be a written test, group discussion and personal interview for the screening of the candidates. CmF has tied up with academic institution for hosting of the course lectures and stay arrangements. The emphasis in the course

shall be upon mix of classroom and field based learning through mutual sharing and exchange of thoughts.

Networking & Collaboration

1. Helping hands to partners of 'Sakh se Vikas (SSV)'- development through credit

SSV is a microfinance initiative of SRTT in the State of Rajasthan, launched in the year 2003. The programme is a composite package of livelihood enhancement through networking among stakeholders. A major component of the programme is human resource development and organizational development. For all this purpose, SRTT promoted CmF as the nodal agency for this initiative. Being the nodal agency, the CmF provides technical support, undertake field visits to assist onsite, monitor the progress of the programme as well as enhance linkages with local level stakeholders.

Workshop with SSV partners

In order to assess the needs and prepare a joint work plan, a meeting was organized with SSV strategic partners (PEDO, IBTADA, HVVS, PRADAN, and SRIJAN) on 11-12 Oct 2006. The workshop focused upon developing a shared understanding of each other's programmes for which different partner NGO made presentations highlighting their works, achievements and best practices in mF. After building an initial understanding over the partner's programme a future

Roadmap and Goal for 2009...

- Expanding the geographical coverage of the programme
- Bringing stakeholders together for enhancing the income and livelihood
- Acknowledged as a 'resource agency'
- Development of the benchmark for the partner organizations
- Enhancing sharing among partners and other organizations through joint studies, annual colloquium etc
- Resource mobilization for investment in the sector.

envisioning was done jointly through which five year road map was prepared for SSV. It was jointly agreed upon in the meeting that the programme is highly effective at the local level and that its geographical coverage should be expanded but cautions should be made about the quality. Realizing the importance of sharing and information exchange, it was proposed that annual colloquium and workshops should be organized regularly. Efforts should be made to develop linkages with banking institutions etc.

A film on Sakh se Vikas and microFinance

During the workshop with SSV partners several best practices were identified from amongst member organization. Need was felt to document these best practices and disseminate widely to different stakeholders thereby positively contributing to the development of the sector. For this purpose it was decided to disseminate the best practices through various mediums like written document, action films and others. A filmmaker has been identified to produce a 30 minutes film on SHG programme of Sakh se Vikas partners (PEDO, IBTADA, ARAVALI, PRADAN, SRIJAN, and Kallanjium Foundation). The film will cover the best practices adopted by these NGOs in SHG promotion and their livelihood enhancement programmes through SHGs. The film would serve dual purpose of communicating to stakeholders about best practices as well as serve as resource material during capacity building events.

2. Micro Finance Discussion Forum (mFDF)

Modern age is being referred to as the 'information age'. Realizing the significance of information and sharing for the growth of the microfinance sector, CmF initiated an e-discussion forum via internet. It is an electronic communication platform acting as networking tool amongst different stakeholders and all those who are involved in the promotion of sustainable livelihoods through micro-Finance. It brings mF promoters, donors, practitioners, financial institutions etc on a common platform to share ongoing works and achievements, debating on critical issues, seeking answers to emergent queries, building coordination with the ultimate objective of development of mF sector in Rajasthan. The e-discussion forum was launched in May 2006 and presently has a membership of about 180.

The moderator facilitates the discussion by posting queries raised by different members, providing relevant reference material, initiating new queries and overall providing links among different players to enquire, initiate and suggest some collective action. Most of the members are actively involved and frequently send queries that are resolved by CmF and other forum members. People also inform each other about an upcoming seminar, review of any mF books, job opportunities etc. News items related to microFinance are regularly posted on the forum. This initiative is very helpful as even small NGOs are coming forward and putting their comments and queries in the forum. In future this platform can be very effective for disseminating information and spreading awareness about microfinance. We also plan to develop this platform as a problem redressal system, where people send the problems faced

by them which get forwarded to the concerned authorities for noticing the concern and taking appropriate action.

3. State level workshop on Quality issues in Self-Help groups in Rajasthan

A state level workshop was organized by CmF on 18-19 Jan 2007 to share the findings of the study of quality issues in Self Help Groups in Rajasthan and This workshop was a great success as it facilitated discussions upon several aspects of SHG formation and management, and developing SHPI level grading tool. A major outcome of the workshop has been the development of the list of key indicators for the grading of the quality of SHGs.

Some of the quality indicators as discussed during the workshop

- Size of the group
- Membership
- Written norms
- Meetings
- Record keeping
- Savings
- Loan usage
- Awareness level about social issues and other government

4. State level workshop on micro-insurance in Rajasthan - issues, experiences and challenges (reaching the unreached)

Microfinance sector has been expanding in the state with mainly savings and credit products. Micro-insurance- a major area of microfinance sector has not caught much attention in Rajasthan. From the poor perspective it becomes highly relevant to get insurance coverage expanded to rural areas. In order to bring such discussion on to a forum a two-day workshop was organized on 25-26 April 2006 by CmF, which included participants from insurance sector, practitioners, service providers, MFIs, NGOs. The major point of discussion during the workshop includes:

- Sharing and evaluating the experience of micro-insurance initiatives
- Analyzing the factors for success and failures
- Devising appropriate policies and products for the poor
- Examining the challenges of extending insurance products to urban and rural poor
- Deliberating on strategies for increasing the outreach

The major outcome of the workshop was development of a roadmap to ensure the expansion of micro-insurance. For this purpose all the key players agreed to some commonly action points:

- IRDA was entrusted with the task of promoting micro-insurance through pilot projects in selected areas. It should issue guidelines for smooth and quicker functioning.
- MFIs and NGOs should target existing community groups for spreading awareness upon micro-insurance
- Simple publications in Hindi should be made available at the local level for access to panchayat and Gram Sabha members
- CmF needs to create a database with different product details and analysis for comparison and selecting the best product. Some pilot studies shall be taken up on community based health micro-insurance etc

5. A network of Support Organizations in microfinance sector

Ford Foundation has decided to take up a pilot project – A network of support organizations in microfinance- in which 5 organizations have come together to take up some collaborative programmes. These organizations are APMAS, Indian School of microFinance for Women, Reach India, Chaitanya in Maharashtra and CmF. Ford Foundation has decided to provide a consolidated sum to each organization for exploring initiatives in microFinance. We are planning to take up collaborative initiative with APMAS to offer Management Development Programme on Promotion and Management of SHG Federation in Rajasthan.

6. Review of CmF (as part of SRTT's Strategic Plan 2011)

SRTT has been supporting CmF under Rural Livelihoods and Communities portfolio. During the strategic planning of SRTT, a review of CmF was undertaken by a panel of experts comprising of Mr. Y C Nanda, Dr. R S Tolia and Prof Tusar Shah. Mr. Nanda visited CmF and field partners and appraised the activities and achievements of CmF. In the report it was stated that the CmF should be nurtured and developed into a centre of excellence with quality manpower, (competent professionals), strong research support and dynamic leadership. CmF should think of having a research agenda for next 3 to 5 years. The CmF could also consider taking up or organizing longitudinal studies for better assessment of socio- economic impact of microfinance initiatives.

The panel recommended building stronger linkages with NABARD and State Lead bank in order to be more effective and expanding its outreach. This

would also facilitate CmF's role in policy advocacy and further programme development.

SpearHead Teams (SHT) in Bikaner and Dungarpur

CmF selected two districts (Bikaner and Dungarpur) for carrying out some field based pilot interventions keeping in mind the mix of different agro-geo climatic conditions, areas where some prior interventions are going on through different local organizations and also is low on development indicators. The review of these criteria helped in finalizing upon Bikaner and Dungarpur district. The centre carries out its intervention through the SpearHead teams in pilot field areas. These interventions are closely intertwined with the present roles and activities of the centre. The field based interventions provide relevant and in-depth insights to different research and studies being carried out by the centre. The mfDF gains a grounded reality through realizing working in field settings. The work is in progress with joining of teams at the district level.

Bank of Baroda, lead bank in Dungarpur, is actively engaged in providing micro credit to poor through women Self Help Groups and also directly to its clients through a network of its branches. It has taken up Dungarpur as its pilot district to support integrated development in the district under its Centenary Year Celebration Initiatives. CmF and Bank of Baroda wish to join hands together to strengthen microFinance and livelihoods of poor in Dungarpur. Common work areas have been jointly identified and agreed upon. The primary tasks includes training and orientation of bank managers on microFinance and rural livelihoods, preparing a detail Project Implementation Plan (PIP) & Undertaking specific research studies to design need based products and services for poor, impact assessment of bank's microFinance and other programmes.

Some of the initial activities undertaken include:

1. Creation of SHG database in the district
2. Establish contacts with NGOs, Banks and district officials to understand the local situation and issues
3. Conducting training programme- Training of Trainers,
4. Visiting SHGs in field and assess the capacity building needs
5. providing technical assistance to the local organizations
6. organizing district level microfinance discussion forums

Future Course of Action

Resource Agency

- Immersion Program for Bankers and microFinance Orientation Program.
- Immersion program on MF for bankers supported by NABARD.
- MDP on SHG federation.
- Orientation program on Micro Finance for NGOs, MFIs, Donors, Entrepreneurs.

Knowledge Hub

- Launch of 'Rajasthan microFinance Sector Report 2007'.
- Research studies to be undertaken.
- Publication of Quarterly mF update.
- Two short films –One on SSV program and another on best practices of SHG promotion and management.

Idea Incubation

- Scouting new ideas for incubation and supporting them on urban poor, Micro Insurance, Social Security, New Savings products, microFinance Entrepreneurs and others.
- A Six Months Course on microFinance and Development Management to be launched in mid- November 2007.

Networking and Collaboration

- 'Annual microFinance Colloquium2007' to be held in December
- MoU with Bank of Baroda
- Part of the national network of Resource organizations – G5, supported by Ford Foundation

Our Team

The CmF team comprises of professionals with relevant experience in the microfinance sector.

A profile of our team members is given below:

Name	Designation	Qualification
Jai Pal Singh	Executive Director	MBA rural Management, Institute of Rural Management, Anand (IRMA)
Sachin Bansal	Programme Officer	PGDFM from Indian Institute of Forest Management, Bhopal. (IIFM)
Pon. Aanath	Programme Officer	Msc in Agri-Economics- University of Agri and Technology, Kanpur.
Radha Thakur	Programme Officer	Program Officer, Rural Management from XIDAS.
Pankaj Kashyap	Programme Associate	MSW, Indore School of Social Work
Manish Saxena	Office Assistant	MCom, PGDCA

Governing Board

CmF governing board members comprise of eminent personalities from related sectors. At CmF the board has been very active which is evident from the board meetings. The board has been meeting regularly to discuss the progress and suggest future work and priority areas.

Chairperson

- Shri N. S. Sisodia, Former Secretary, Government of India

Members

- Prof V.S. Vyas, Academician
- Additional Chief Secretary (Development), Government of Rajasthan
- Principal Secretary, DWCD, Govt. of Rajasthan
- Dr Ashok Agarwal, Trustee IHMR, Jaipur
- Prof M.S Sriram, Indian Institute of Management, Ahmedabad IIM (A)
- Chief General Manager, NABARD
- Mr. Vipin Sharma
- Ms Vartika Jaini, Representative of Sir Ratan Tata Trust
- Executive Director, ARAVALI
- Sh Devi Lal Vyas, PEDO
- Sh Sachin Sachdeva

Member Secretary

- Executive Director, CmF

Executive Committee

Chairperson

- Dr Ashok Agarwal, Trustee Institute of Health management and Research (IHMR), Jaipur

Members

- Ms Alka Kala, Principal Sec. Department of Women and Child Development (DWCD), Govt of Rajasthan
- Sh. R. Narayan, CGM, NABARD
- Sh. Devi Lal Vyas, PEDO
- Ms Vartika Jaini, SRTT
- Sh. Jai Pal Singh, Executive Director, CmF

Resource Providers

We take this opportunity to thank our resource providers for having supported us in our ventures...

Resource Provider	Projects	Opening Balance	Funds Received (Rs)	Expenditure (Rs)	Balance (Rs)
Sir Ratan Tata Trust	Establishment Of CmF- Core Project	-	52,38,000	36,09,822	16,28,178
IIM Ahmedabad	Cash Flow Study	(58,224)	1,30,000	13,054	58,702
CARE India	SHG Quality Study	(6,359)	3,60,000	3,57,391	3,750
General Insurance Corporation	Workshop on micro insurance	-	3,27,750	2,72,927	54,823
BASIX- Indian Grameen Services	SHG Database	-	1,25,000	31,445	93,555
Institute for Financial Management and Research(IFMR)	Impact Assessment of Micro Finance study.	-	1,75,500	1,04,672	70,828
Total		64,603	63,56,350	43,89,311	19,02,336



Centre for microFinance (Jaipur)
Centre for micro Finance
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