



INSIDE THESE WALLS LIES A BRIGHTER TOMMORROW

*"It is not every day we find ourselves with the pleasure of completing a year of sharing factual proceedings of our Academy via virtual "Mirror". In this edition, we want to thank every reader for your encouragement, support, and feedback. We extend our hearty gratitude to our Chairperson, **Dr Kalpana Sankar**, for inspiring us to always think forward, our approachable board members who have guided us through the year, and our beloved team members for their contributions. We at the Academy believe in bringing sustainable solutions by getting ourselves well acquainted with the rhythm of working according to the changed circumstances and staying connected. We maintained our tempo with our training programs, online classes, webinars, and mobilization for our upcoming courses in place."*

## "The pandemic: An opportunity for Women Resilience & Leadership"

by **Ms Sahaana Sankar**

We at the Academy launched webinar series amidst the pandemic with a primary objective of disseminating knowledge on both topics of interest and that Hand in Hand India and its group entities work with closely. While the webinar series had topical discussions on farmer producers' organizations and delinquency management of microfinance institutions, generic management topics were also of interest. One of the areas of thrust was leadership with a focus on women. The pandemic has provided a level playing field for women leadership, proving their resilience and ability to adapt to varying situations. At Hand in Hand, we believe in the human capacity to find and co-create solutions to solve social problems that may erupt. Webinars on these topics brought women leaders, practicing entrepreneurs, and professionals from both the for-profit and the non-profit sectors together, where they set examples for adaptation, flexibility, and boldness.

The pandemic has pushed women to become more digitally literate with more access to information technology, which ensures equitable access. Women have also proved smooth adaptability to working remotely and yet maintain better communications with peers and external stakeholders.

# Reflections-A Grassroot Gazette Mirror 12

## November 2020

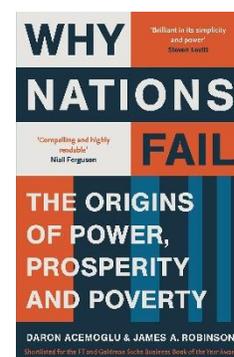
PANACHE

### Call for Action :

We are live with our CPMM and IBPS courses online. Now you can learn from anywhere and undergo field internship near your residence. Find the application form@ <https://bit.ly/3hWkqpu> and <https://bit.ly/3iUUEmR>

Know any photography enthusiasts who wants to build a career unravelling the basics of photography and videography from the professional experts? To save your seat contact us @ +91 9043943290 or mail us @ [info@hihacademy.edu.in](mailto:info@hihacademy.edu.in)

### "Booktopia - Recommendation"



Focusing on the BoP, the panelists highlighted that women entrepreneurs in rural India are horizontally expanding their businesses to cope with job losses. They are now trained at digital marketing to increase their reach without constraints of travel and the need to be physically present. Providing access and training on tools such as social media and WhatsApp have ensured sustained income for women that Hand in Hand India works with at the BoP.

While the internet has proved a baseline for communications, the women noticed that lack of personal interactions does lead to loneliness. The women panelists stated that helping others, reading, exercising, and keeping clear boundaries between work and leisure time helped in keeping loneliness and mental health at check during these difficult times. In conclusion, each panelist highlighted what would be their key leadership traits that women require to remain successful. Staying calm and positive with authentic and transparent communication while encouraging creativity would lead teams towards success. Motivating and collaborating with other women leaders and creating more platforms for women to voice their views without hesitation is also imperative for resilience and success.

### Training Activities for Belstar :

We began this month with two special training programs on “Email etiquettes and Digital collection” in addition to regular induction training programs. A total of 6 programs were conducted with 110 Regional Managers on Email etiquettes. Every session had both entry and exit tests to evaluate the level of improvement. The concluding result shows visible improvement in their knowledge. The Academy made a pilot training on Digital Collections session for 66 staff members.

Our RTMs continued regular training sessions for the newly recruited, who had joined Belstar in September. This month, we were able to cover 85 newly recruited staff with the common induction module as well as the role-based induction module. Being one of the leading MFIs in India, Belstar’s keen interest is towards achieving its mission of financially empowering women and helping them build and manage sustainable livelihoods. With the accelerated growth of the company, they set targets on practicing higher operating standards to serve their clients better. Hence it is quintessential to enhance staff potential, productivity, and performances in alignment with the company’s vision and strategies. It also becomes essential to reinforce organizational values, ensuring quality, competency skills, ethics, and value-practices. Nearly 493 staff members have been covered this month with the refresher training.

### Training Modules Development :

This month, we developed two exclusive training modules for Belstar focussing on 1. Customer Relationship Management and 2. Cyber Security. We developed both the modules by taking inputs from the respective vertical heads. The modules were shared and discussed with Belstar and finalized for circulation and delivery.

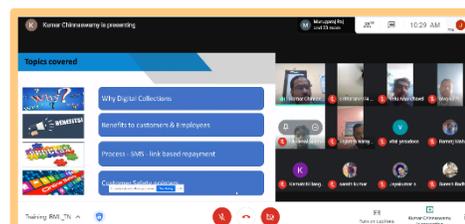
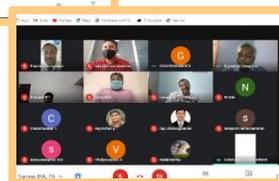
### Study on Digital Collections :

We initiated a study to understand how to reach the common man on Digital Collections ground. This is carried out through a structured questionnaire to the field team to check their level of understanding. The study will later reach out to the clients to understand their willingness, perceptions, and misconceptions about digital payments. The Academy and the Belstar operations team perceives that this study will provide some detailed insights on how to promote and inculcate digital payments into the system.

### Half-Yearly Report to Belstar :

Our report enlisted our progress and achievements made on the grounds of content delivery and training initiatives. This also covered attendance details, the scores of pre and post-tests, key learnings from the entire process, and finally the compilation feedback from the participants.

Topic	Oct-20	Year to date
Common Induction training	170	1110
Role based Induction training	100	430
Refresher training	493	4019
Training on Insurance	0	2417
Right Sourcing of clients	83	2711
E-mail etiquettes	110	110
Digital collection	66	66
	<b>1022</b>	<b>10863</b>



### Academia :

#### Certificate Program in Microfinance Management :

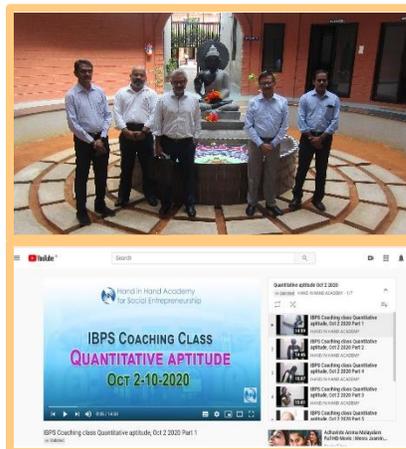
Our CPMM 5th Batch students completed their classroom sessions and were excited to start their field internships. The students were oriented on the same. They were detailed on the areas of visit for the field internship, key-learning agendas, documentation, and reporting requirements for their evaluation; more importantly, on the safety protocols to be followed when they are in the field.

#### Coaching for IBPS Exams :

We are now mentoring students closely to take up mock tests and assignments. We began our English modules this month alongside quantitative aptitude, reasoning, and current affairs. This mix of subjects will help students to escape the monotony. To improve attendance and facilitate learning at their convenience and timeframe, we are uploading our online sessions on our exclusive Academy YouTube channel.

### Promotion of Photography course :

We are excited to have designed and developed the promotional materials for the promotion of a new photography course. We are reaching out to the public through advertisements on Instagram. Our mobilization team is meeting prospective youth to facilitate a better reach of our course.



### Board Meeting :

Our second Board Meeting for the year FY 21 focussed on evaluating the progress and achievements of the second quarter. All the Trustees participated in the Board Meeting and guided us with valuable suggestions and ways forward. The audited financial statements for the year FY 20 were considered and approved by the Board.

#### Veritas finance team visit :

A high profile team comprising of Mr D Arulmany, MD & CEO, Veritas Finance, Mr Venky Natarajan, Co-Founder & Partner, Lok Capital, and Mr Kumareshan Sivam, Vice President – HR, from Veritas Finance Private Limited, visited our Academy campus. Our Director Mr N Ramaswamy presented an overview of the Hand in Hand India group and Mr C Kumar, Dean presented the courses, training programs, and other activities of the Academy. The visiting team indicated a possibility of collaboration with the Academy for courses and training.

### Webinars :

Webinars have been our new routine, we extended our support and promotion of Webinar 7.0 - "The Future of Farmer Producer Organizations in India" on 1<sup>st</sup> October 2020, Webinar 8.0 - "Mitigating Vulnerability – Micro Insurance at the BoP" on 16<sup>th</sup> October 2020. Both the webinars recorded more than 200 participants out of which nearly 50 percent were from external organizations.

#### Key Takeaways of Webinar 7.0 :

- 1.FPOs can start focusing on providing access to better input supplies as one of the entry-level or early phase activities at rates and quality comparable to what they accessed hitherto to joining the FPOs.
- 2.Engaging in processing and other value addition activities is very important in bringing them all together as a collective.
- 3.FPCs must be statutory compliant.
- 4.Most linkages with FPCs can happen only if the FPCs are compliant with their requirements. This is not just for financial linkages with banks and financial institutions, but with other market actors as well.
- 5.FPOs enhance the opportunities for women to participate as its primary members. Also, there is an opportunity for increased participation of youth in the activities of the FPOs by leveraging the role of technology, which will entice them to participate.





### Key Takeaways of Webinar 8.0 :

1. India as a market is majorly focused around cities but the real Indian markets are in the towns. Also, the focus is majorly drawn towards enrollment and not about servicing, awareness, or even educating the customer.
2. Attracting the customers into the voluntary model will be a game-changer. Small videos/gifs can be shared with customers with smartphones.
3. Piggybacking on the MFIs is a real option that one must consider while working alongside the technology.
4. There is a need for more comprehensive schemes that can take care of wellness and preventive care rather than reimbursement.
5. A comprehensive change in reinsurances can extend this product to a large scale with specific customer segments that are being targeted.

## Microfinance Mania: - Excerpts from the 'Bharat Microfinance Report 2020' by Mr M Balakrishnan

1. By the end of Mar 2020, the client outreach by MFIs decreased by 1%, loan outstanding grew by 8% and loan disbursements declined by 3% over the previous year.
2. In response to the pandemic, MFIs are more responsive and sensitive to the needs of the clients and project a high focus on maintaining a sound client relationship, to adopt a "cooperate with the MFI" strategy.
3. MFIs, especially the medium to large, are doing well on the liquidity front.
4. Belstar Microfinance Limited comes under the top 10 MFIs operating in "Number of Indian States/Union Territories" having its operation in 17 States/UTs.
5. Top 10 MFIs account for over 43% of the industry Branch Network. Satin Credit Care is the first with the largest number of branches in 1140.
6. As of March 2020, the total loan portfolio outstanding of MFIs has reached Rs.1,01,663 crore. GLP in 2019-20 has increased to Rs.1,01,663 crore from Rs. 94,391 crores, showing a growth of 8%.
7. The average ticket size of NBFC-MFIs is Rs. 28,943.
8. As of 31<sup>st</sup> March 2020, the total workforce stood at 1.52 lakh, there is a growth of 10%.
9. Distribution of MFIs as per various levels of PAR shows that over 68% of MFIs have PAR <1% for 30 days, 21% of MFIs have PAR in the range of 1-3%, and 7% of MFIs have a PAR of more than 5%. Approximately 4% of MFIs have PAR in the range of 3-5%, The overall delinquency ratio of NBFC-MFIs stood at 1.47%.
10. ROA and ROE for NBFC-MFIs stand at 1.88% and 8.01% respectively. As per the data as of Mar 2020, 13 MFIs have the loan outstanding to lenders with a level more than Rs.1000 crores. Belstar Microfinance Limited comes under the list of MFIs with a loan portfolio of more than Rs.2000 crores.

