



**Sa - Dhan**

The Association of  
Community Development  
Finance Institutions



# Side-by-Side

A Slice of Micro Finance Operations

2006

IN INDIA

**Sa-Dhan** constant endeavor is the provision of a facilitating environment and strengthening the mF sector. Standards Subgroup focuses on facilitating adoption of practices that ensure good governance, management, reporting and transparency within the sector.

### **The objectives of Standards Subgroup are:**

- To facilitate mf practitioners to be prudent and ensure their long term intervention in improving the access of millions of households to basic financial services in a sustainable manner
- To enhance the sector's credibility and improve its acceptability by formal financial sector
- To signal the serious intent of the sector and its ability to provide integrated financial services.

Members drive the process of identifying issues, developing the critical themes, field testing and building a framework of outputs for sectoral understanding and practice.

### **Some of the significant activities of the Sub-Group are:**

- Identifying a set of benchmarks for financial standards that would together, reflect the financial performance and robustness of microfinance institutions. An Operations Manual (Technical Tool Series-I) has been published to facilitate the process of adoption and practice of financial standards among MFIs.
- Identifying, in similar process, a set of benchmarks that would together, reflect the financial performance and robustness of Self Help Groups. The resultant output, the SHG Performance Measurement Tool (Technical Tool Series-II) is of substantive assistance to bankers and other providers of funds to SHGs.
- Sectoral reporting has been pioneered through assimilation and analysis of financial and operational data from MFIs. The annually published Side by Side reports cover financial and operational performance of MFIs. The reports have been able to project the trends, strengths and areas of concern among MFIs. An individualized comparative performance report is being provided to all contributing MFIs.
- Collaboration with The Institute of Chartered Accountants of India to facilitate the Institute to develop 'Guidelines on Accounting Standards and Disclosure Norms for Microfinance Institutions'. The ICAI guidelines will serve as technical guide to all statutory auditors and hence create uniform standards on accounting and disclosure in the sector.

### **The current thrust areas of the subgroup are:**

**Transparency** : Expanding the scope and depth of the annually published reports (Side by Side reports) to make increasingly meaningful analysis of MFIs available to stakeholders like bankers, donors and policy makers.

**Enhancing Quality of SHGs** : Expanding the application of the SHG Performance Measurement Tool among banks and MFIs.

**Institutional challenges** : Working on institutional issues concerning governance and ethical issues, evolving norms of cooperation and competition and developing client perspectives.

The data management tools on MFIs and SHGs would be made available on the website of Sa-Dhan. MFIs would be able to dynamically use the tools online to generate reports that would reflect their current performance.

New instruments of intervention in engaging with wider range of stakeholders such as RBI, NABARD, SIDBI, academicians and funders have been introduced. The instruments are the Advisory group, National Conference on Standards (STANCON) and Standards Quarterly Review (SQR).

**STANCON 2006** had active participation of 159 participants encompassing representatives from RBI, NABARD, and SIDBI, commercial and private banks, insurers, practitioners, donors, academicians and researchers and members, the conference was successful in sensitizing mF practitioners on the issues of governance, co-operation and competition and on developing client perspectives.

**SQR October 2006** meeting focused on the issues of governance, the practices on the ground, expectations within and outside the sector and the institutional measures that would collectively represent the robustness of institutions in the sector.



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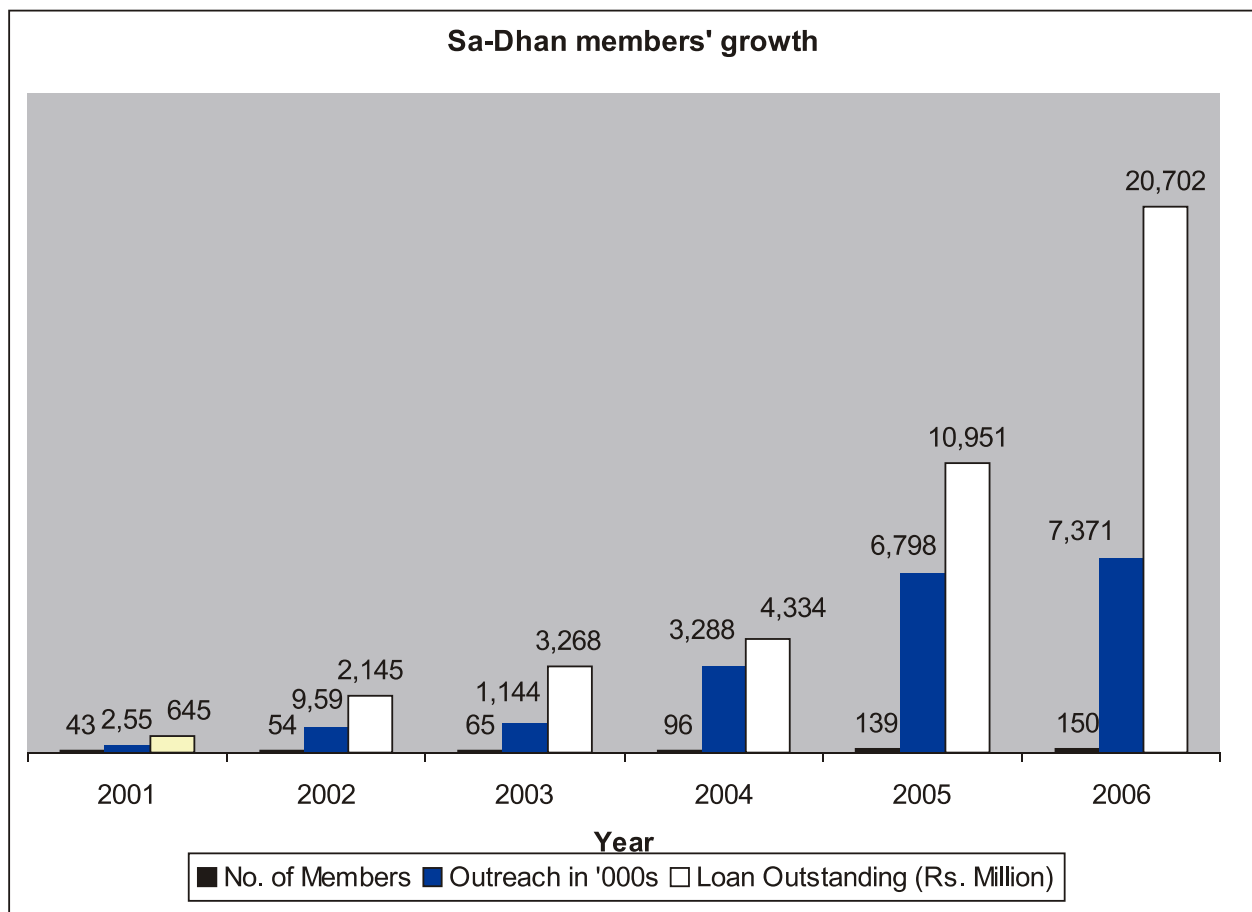
## **Side-by-Side**

A Slice of Microfinance Operations  
in India 2006



## Sa-Dhan members

Membership, in the period of FY 2001-2006 has grown by 250%; their aggregate outreach to clients has increased by 2791% and their GLP has increased by 3110%.



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### Members' Loan outstanding and outreach as on 31st March

Year	No. of Members	Outreach in '000s	Loan Outstanding (Rs. Millions)
2001	43	255	645
2002	54	959	2,145
2003	65	1,144	3,268
2004	96	3,288	4,334
2005	139	6,798	10,951
2006	150	7,371	20,702

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## Glossary of Terms

Active Clients	Clients regularly availing service(s) provided by MFI
Avg.	Average
CDFI	Community Development Financial Institution
Co-Op	Co-operative Society
CRR	Current Repayment Rate
EDP	Entrepreneurship Development Program
FPS	Financial Performance Standards
FY	Financial Year
GB	Grameen Bank (Refers to microfinance operating methodology)
GLP	Gross Loan Portfolio
JLG	Joint Liability Group
I	Individual (Refers to microfinance operating methodology)
INR/ Rs.	Indian Rupees
LAB	Local Area Bank
M.F.	Microfinance
MFI	Microfinance Institution (In the report MFI refers to both MFIs as well as NGOs involved in MF)
MIS	Management Information System
MFEDF	Microfinance Equity and Development Fund
NBFC	Non Banking Finance Company
NGO	Non-Government Organisation
OCR	Operating Cost Ratio
OSS	Operating Self Sufficiency
PAR	Portfolio at Risk
SBS	Side by Side (Reports)
Sec.25 Comp.	Companies registered as 'not-for-profit' under Section 25 of Indian Companies Act
S. No.	Serial Number
SHG	Self- Help Group
SIDBI	Small Industries Development Bank of India
TCR	Total Cost Ratio
USD	United States Dollars
W/w	Within which

### NOTES

1. Unless specifically mentioned otherwise, the years 2003, 2004, 2005 and 2006 refer to respective financial years (April to March of next calendar year). Therefore, FY 2003 denotes 2002-2003, FY 2004 denotes 2003-04, FY 2005 denotes 2004-05 and FY 2006 denotes 2005-06.
2. Indian Rupees is counted in LAKH and CRORE. Lakh stands for tenth of a million; Crore is equal to ten million.
3. Rupee to USD conversion rate is taken at Rs. 45.



# Classifications used in the report as peer-groups

MFIs have been classified into specific categories for analysis. These are given as peer groups. The peer groups are made for the sole purpose of the Side by Side report and do not in any way represent endorsement of Sa-Dhan as an association.

The peer groups are made on three parameters viz. (1) Gross Loan Portfolio; (2) Client Outreach and (3) Age of the MFI in terms of their years of experience in providing microfinance services.

The peer groups used in this report are as under.

GLP	Large	MFIs with GLP of over Rs.20.00 crores as on March 31, 2006
	Medium	MFIs with GLP between Rs.5.00 crores and Rs.20.00 crores as on March 31, 2006
	Small	MFIs with GLP of less than Rs.5.00 crores as on March 31, 2006
Client Outreach	Large	MFIs with client outreach of over 50,000 as on March 31, 2006
	Medium	MFIs with client outreach between 10,000 and 50,000 as on March 31, 2006
	Small	MFIs with client outreach of less than 10,000 as on March 31, 2006
Age (Organisational experience in microfinance)	A	MFIs with microfinance experience of 1 to 5 years (Calendar Year 2001 and later)
	B	MFIs with microfinance experience of 5 years to 10 years (Calendar Year 1996 to 2000)
	C	MFIs with microfinance experience of above 10 years (Calendar Year 1995 or earlier)



## Sa-Dhan recommended financial standards and their benchmarks

Sa-Dhan, as Association of Community Development Finance Institutions, took up the work of facilitating the setting of standards for financial performance of MFIs. This followed finalization of a set of six financial standards and their respective performance benchmarks with extensive engagement of members through national and regional workshops and field tests.

The set of six financial standards, recommended by Sa-Dhan cover three core elements of financial performance viz. Sustainability, Asset quality and Efficiency. This work has evolved into a composite set of financial performance benchmarks among MFIs across operating models, size of operations, legal forms and variety of services.

**The set of financial standards and their benchmarks are as under.**

S.No.	Indicator	Benchmark	Formula
1.	SUSTAINABILITY		
	Operational Self-Sufficiency	At least 100%	$\frac{\text{Operating Income}}{\text{Operating Costs} + \text{Loan Loss Provisions} + \text{Financing Costs}}$
2.	ASSET QUALITY		
	Portfolio at Risk > 60 Days Past Due	Less than 10%	$\frac{\text{Unpaid Principal Balance of Past Due Loans (with Overdue > 60 days of age)}}{\text{Total Gross Outstanding Portfolio}}$
	Current Repayment Rate	Greater than 90%	$\frac{\text{Total Amount (Principal) Collected for the Period} - \text{Prepayments}}{\text{Total Amount (Principal) Due (to be collected during period)}}$
3.	EFFICIENCY		
	Operating Cost Ratio	Less than 20%	$\frac{\text{Total Operating Costs}}{\text{Average Outstanding Portfolio}}$
	Total Cost Ratio	Less than 30%	$\frac{\text{Total Costs}}{\text{Average Outstanding Portfolio}}$
	Active Borrowers Per Credit Officer	Between 250-350	$\frac{\text{Average Number of Active Borrowers}}{\text{Average Number of Credit Officers}}$

## India map showing States in which CDFIs incorporated in the report, operate



India map not to scale



## List of 129 CDFIs contributing to Side- by- Side Report 2006

The list classifies the CDFIs by regions.

S.No.	EAST
1	Adarsa
2	Adhikar
3	Agradut Polly Unnayan Samity
4	Ajiwika Soceity
5	Akhandalamani Self Help Savings Cooperative Ltd.
6	Bandhan - Konnagar
7	Barahi Self Help Savings Cooperative Ltd.
8	Bharat Integrated Social Welfare Agency (BISWA)
9	Darbar Sahitya Sansad ( DSS)
10	Grameswar Self Help Savings Cooperative Ltd.
11	Institute of Integrated Resource Management (IIRM)
12	Kalighat Society For Development Foundation (KSDF)
13	Kalyanamayee Self Help Savings Co-operative Ltd.
14	Khandagiri Madhyamika Mahila Samabaya Sangha Ltd. (KMMSS)
15	Kotalipara Development Society
16	Ma Adishakti Prathamika Mahila Sanchaya Samabaya Ltd.
17	Ma Shakti Prathamika Mahila Sanchaya Samabaya Ltd.
18	Ma Tarini Prathamika Mahila Sanchaya Samabaya Ltd.
19	Maa Tarini Prathamika Mahila Sanchaya Samabaya Ltd.
20	Mahalaxmi Prathamika Mahila Sanchaya Samabaya Ltd.
21	Mahila Vikas Prathamika Sanchaya Samabaya Ltd.
22	Manab Sewa Sangha

X

S.No.	EAST
23	Mangalamayee Self Help Savings Cooperative Ltd.
24	Matrushakthi Self Help Savings Co-operative Ltd.
25	Nari Bikash Prathamika Mahila Sanchaya Samabaya Ltd.
26	Nari Jagruti Prathamika Mahila Sanchaya Samabaya Ltd
27	Nav Bharti Jagriti Kendra
28	New Modern Rural Savings Cooperative Ltd.
29	Nidan
30	Nuanai self Help Savings Cooperative Ltd
31	Organization for Rural Survival
32	Padmabati Prathamika Mahila Sanchaya Samabaya Ltd.
33	Pencode Self Help Thrift and Credit Cooperative Ltd.
34	Pragati Self Help Savings Cooperative Ltd.
35	Prochesta
36	Rajapur Seva Niketan
37	Rashtriya Gramin Vikas Nidhi (RGVN)
38	Rural Education and Action for Change ( REACH)
39	Sahara Utsarga Welfare Society
40	Samata Self Help Savings Cooperative Ltd.
41	Sanghamitra Self help Savings Co-operative Ltd.
42	Sangram Self Help savings Cooperative Limited
43	Shramajibi Bikash Prathamika Mahila Sanchaya Samabaya Ltd.
44	Social Action for Rural Community (SARC)
45	Social Welfare Agency and Training Institute (SWATI)
46	Sreema Mahila Samithi
47	Subhashree self Help Savings Cooperative Ltd.
48	Support
49	Surakshya Self Help Savings Cooperative Ltd.
50	Swayamshree Micro Credit Services (SMCS)
51	Tirupati Balaji Self Help Savings Cooperative Limited



S.No.	EAST
52	Ullon Social Welfare Society
53	Village Micro Credit Services
54	Village Welfare Society
55	Vivekananda Sevakendra o Sishu Udyan (VSSU)
56	Youth Volunteers Union

S.No.	WEST
1	Aamba
2	Chaitanya ( Grameen Mahila Swayam siddha Sangh.)
3	Gram Swaraj Seva Trust
4	Gram Vikas Smarthan Kendra, Becharji
5	Gramin Vikas mandal
6	Pustikar Laghu Vyaparik Pratisthan bachat Evam Sakh Sahakari Samiti Limited
7	Saath Charitable Trust
8	Seva Mandir
9	Vikas Centre for Development

S.No.	NORTH
1	Aajeevika
2	Bal Mahila Vikas Samiti (VAMA)
3	Cashpor Micro Credit
4	Deepalaya
5	Parmarth Samaj Sevi Sansthan
6	Project Concern International (PCI/India)
7	Satin Credit Care Network Ltd
8	Shramik Bharti
9	Sonata Finance Private Ltd

S.No.	SOUTH
1	A Society for Integrated Rural Development ( ASSIST)
2	Activists for Social Alternatives (ASA)
3	Acts Mahila Mutually Aided Co-op Thrift Society (AMMACTS)
4	Bharatha Swamukti Samsthe( BSS)
5	Bodhana- Tiruvalla Social Service Societies
6	Bullock-cart Workers Development Association (BWDA)
7	BWDA Finances Limited (BFL)
8	Community Development Centre (CDC)
9	Evangelical Social Action Forum (ESAF)
10	Grama Siri
11	Grameen Koota
12	Guidance Society For Labour Orphans & Woman (GLOW)
13	Guide
14	Hope Foundation
15	Indian Association for Savings and Credit (IASC)
16	Innovation Microfinance for Poverty Alleviation & Community Transformation (IMPACT)
17	Janodaya Public Trust
18	Krishna Bhima Local Area Bank Ltd (KBSLAB)
19	League For Education And Development (LEAD)
20	Mahasemam Trust
21	Mari - Adarsha MACs
22	Mari - Bhagyalakshmi MACs
23	Mari - Bharat Matha MACs
24	Mari - Janshe MACs
25	Mari - Jyothi MACs
26	Mari - Krushi MACs
27	Mari - Mahila Pragathi MACs
28	Mari - Pavithra MACs
29	Mari - Shree Chayathyane MACs



S.No.	SOUTH
30	Mari - Shree Dhanalakshmi MACs
31	Mari - Sammakka Sarakka MACs
32	Mari - Shree Shakthi MACs
33	Mari - Subhashini MACs
34	Mari - Swayam Krushi MACs
35	Mother Theresa Mahila MACs Ltd
36	Nanayasurabhi Development Financial Services (NDFS)
37	New Life
38	Outreach
39	Pragathi Seva Samithi
40	Rashtriya Seva Samithi (RASS)
41	Samuha
42	Sangamam Womens Multi Purpose Thrift and Credit Co-operative Society Ltd
43	Sanghamitra Rural Financial Services
44	Sarvodaya Nano Finance Limited (SNFL)
45	Search Kopsa
46	Semam Microfinance Investment Literacy & Empowerment Ltd (SMILE)
47	Sharadas Womens Association for Weaker Section (SWAWS)
48	Shri Kshethra Dharmsthal Rural Development Project(SKDRDP)
49	Social Education and Voluntary Action- Micro Foundation of India(SEVA)
50	South Indian Federation of Fishermen Societies(SIFFS)
51	Star Microfin Service Society (SMSS)
52	Swayam Krushi Sangham(SKS)
53	The Payakaraopeta Women's Mutually Aided Cooperative Thrift & Credit Society Ltd. (PWMACTS)
54	Thirumalai Charity Trust
55	Welfare Services Ernakulam



## Foreword

The work of preparing a collective picture of the sector that would analyze and inform stakeholders and practitioners on performance and progress of CDFIs with adequate details has now enabled us to bring this report. The 'Side by Side – A Slice of Microfinance Operations in India 2006' is fifth in its series since the work was initiated in the year 2004.

The report is contributed by 129 CDFIs, a quantum leap from 86 CDFIs contributing to the previous report (Side by Side - 2005). It is encouraging to note that CDFIs are consistently sharing their performance data with incremental depth. The report is enriched in depth with incremental data from CDFIs now covering three financial years. It is also encouraging to note that CDFIs that are not members of Sa-Dhan, are contributing to the report. We thank them all.

Preparation of the report threw new challenges that provided a learning experience for the standards team on several counts. The data acquisition sheet (DAS) underwent modifications to incorporate additional data sets and to facilitate reporting easier. The growth in number of contributing CDFIs and completion of annual statutory audit of larger constituency of CDFIs meant stretched time to obtain data. Analyzing data from CDFIs and resultant exercise of data validation was an increasingly complex task. The team undertook field visits to some CDFIs to facilitate the process. Work on web-enabled software was being undertaken concurrently. This software is being tested and would be available in the next round of Side by Side work of FY 2007.

The report analyses CDFIs in the aggregate and in the three peer groups of age, outreach and gross loan portfolio. This time the report has also looked at a core sample of CDFIs that have contributed their data for three years. The report has looked at top twenty CDFIs in terms of their gross loan portfolio and CDFIs that have highest growth rate in FY 2006 (compared to FY 2005). Findings of M-Cril and MicroBanking Bulletin have been incorporated for analyzing results of each of the analytical reports.

We introduced in the year 2005 a separate individual report to each of the contributing CDFIs that covers the financial performance of the CDFI in comparison with peer groups of similar CDFIs. This report has received encouraging feedback.

The responses we received from bankers, development agencies and members on our earlier reports have been very useful. We believe that this report will provide increased understanding of performance trends among CDFIs, across size, operating model, age and location.

We acknowledge the comments and suggestions from members including members of the standards Sub-Group on the draft report.

Congratulations to the Standards team comprising of Mr. R. K. Mukherjee, Mr. Pravin Kumar, Ms. Reshu Khattar, Ms. Samapika Pati and Ms. Deepa Adhikari in bringing out this report.

The work is made possible by support from The Ford Foundation. We thank The Ford Foundation for their encouragement and continuing support.

We look forward to hearing from you all on refining the work in days to come!

**Mathew Titus**  
Executive Director  
December 27, 2006



## Executive summary

The number of CDFIs contributing to the Side by Side reports since inception has increased steadily. The reporting is increasing as the database for MFIs for the Side by Side reports has increased from 46 in FY 2004 and 86 in FY2005 to 129 in the current work (FY2006). And over the years the quality of data is continuously improving which is reflected by the very small and decreasing proportion of the CDFIs contributing in the sample being excluded from financial analysis due to discrepancy in the data.

The increasing sample with more diversity and representation of the sector is making the report better capture the diversity and broader picture among CDFIs.

CDFIs are maturing on a year-to-year basis as their Operational Self Sufficiency (OSS) is improving and is above 100 percent. The core sample of twenty-five CDFIs across legal forms shows better results as their assets quality and efficiency has improved over years. PAR > 60 days for the core sample has declined from 3.06% in the FY 2004 to 1.55 in the FY 2006.

The overall sample of one hundred and seventeen CDFIs in this report shows that they are operationally sustainable with an OSS of 104.64%. They manage their assets well and are operationally efficient. The PAR > 60 days for the sample is 1.77% and CRR is at 94.04%, doing considerably well above the Sa-Dhan recommended benchmark for the sector.

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The analysis of CDFIs by their peer group based on their gross loan portfolio (GLP) shows that larger GLP signifies enhanced financial efficiency. They have PAR > 60 days of 0.92% with lowest total cost ratio at 21.85%. Greater outreach is consonant with better quality of assets. CDFIs of 'large' category based on outreach have PAR > 60 days at 1.02%. CDFIs therefore have to strive to achieve scale by clients outreach in order to become operationally sustainable.

Operating costs across CDFIs have apparently stabilized. The OCRs across the three categories of CDFIs based on GLP size are within the band of 15.36% to 15.60%. Total cost among CDFIs has gone up, especially in the aspect of financial costs and loan loss provisioning. While operating costs have increased marginally; total costs have steadily increased and significantly.

Growth needs tighter management. High growth is resulting in lower costs partially driven by credit officers handling larger number of clients. However the current repayment rates in high growth CDFIs is clearly under stress. The top 20 MFIs based on growth has CRR of 77.2% and the ratio active borrower per credit officer is considerably higher than that of the total sample. There is need for a longer-term strategy for CDFIs to manage their operations.

Organizational processes and systems are key to managing growth. Evidently, better repayment rate also result in higher costs. Institutional efficiency therefore implies higher costs that are necessary and unavoidable.

CDFIs clearly would need to focus on OSS as the key driver to plan and operate. A variety of operationally sustainable models are emerging within the sector. Large CDFIs provide one set of important learning on asset management and operational efficiency. MACs are emerging as an example of operational sustainability. It would be useful to examine the elements of processes of MACs from view to building localized and efficient CDFIs.

CDFIs would need to expand through systemic investments and long term planning that would involve operational as well as client service issues.

# Chapter 1

## INTRODUCTION

The sector is witnessing steady growth. There has been significant progress in terms of expansion across regions and outreach. With the growth, the sector is witnessing increased diversity in terms of operating models, legal forms, local contexts, regional imbalances etc.

While these are the existing realities of the sector today, this calls attention to issues related to managing growth as well as transparency. The collective picture of the sector requires to be put together to appreciate the complexities of expanding this service across the country. More importantly, performance of CDFIs has not been captured enough. Consequently, in absence of a broader picture of the sector, important stakeholders' viz. policy makers, investors, bankers etc. have not been able to capture the scenario in adequate details.

In India, unlike other countries microfinance is also delivered through the SHG-bank linkage programme apart from through the MFIs. Sa-Dhan brings together "the private, non-bank sector", made up of NGOs and NBFCs primarily – but includes even many doing the promotional activity of linking self-help groups to banks. The significant growth in the microfinance sector in last decade can be gauged from the table below.

Table 1: MFIs and SHG Bank linkage

Funding Sources	No of Non-Governmental Organisations/ Self-help groups -1996	No of Non-Governmental Organisations/ Self-help groups - 2006	No of Clients – 1996	No of Clients – 2006 (in million)	Cumulative credit disbursed in millions of INR-1996	Cumulative credit disbursed in millions of INR-2006
NABARD	4,757	2.23 million	50,000	22.3	60.58	113980
Sa-Dhan* members	19 (1998)	150	45000*	7.3	250.58*	81561

\* Data for Sa-Dhan members are from the year 1998, the year of inception of Sa-Dhan.

The mF sector in India is growing at a very fast rate since 1999-2000 onwards in both SHG bank linkage and microfinance undertaken by MFIs<sup>2</sup>. MFIs in India have lent about Rs. 37264 million in the last year and that SHGs have lent about the same amount. NABARD's bank loan under SHG- Bank Linkage Programme is growing in all regions. Recent years has seen the share of Eastern and Northeastern part of the country going up in annual loan disbursement to SHGs through Banks<sup>3</sup>. Growth is not just confined to one region. A similar trend is observed in the growth of outreach and outstanding of MFIs.<sup>4</sup> To sustain this growth,

<sup>2</sup>Total bank loan during the year in SHG bank linkage continues to grow at more than 50 percent with average annual growth rate around 100 percent. Gross Loan Portfolio (GLP) of all MFIs is growing at a rate 100 percent, which is a very conservative estimate based on Sa-Dhan members' outreach and outstanding.

<sup>3</sup>The share of Northeastern region has increased from 0.12% in the year 1997-98 to 2.73% in 2004-05. The share of Eastern region for same periods has gone up to 8.61 from 4.17 percent.

<sup>4</sup>Side by Side, September 2005 shows that outreach of MFIs are growing in all regions with MFIs from south growing at 67.5 percent followed by east and west part of the country.



issues pertaining to financial and non-financial standards become significant.

Sa-Dhan, as Association of Community Development Finance Institutions, took up the work of facilitating the setting of standards for financial performance of CDFIs. This followed finalization of a set of six financial standards with extensive engagement of members through regional workshops and field tests. The set of six financial standards, recommended by Sa-Dhan cover three core elements of financial performance viz. Sustainability, Asset quality and Efficiency. This work has evolved into a composite set of financial performance benchmarks among MFIs across operating models, size of operations, legal forms and variety of services.

In taking the practice of financial standards to the next level, Sa-Dhan found the significance of public reporting by MFIs to build transparency and in turn increase flow of funds to the sector.

Sa-Dhan believes that reporting is an effective instrument to ensure transparency and performance. **Transparency and adherence to standards would hold the key for the microfinance sector and would enhance the flow of funds to these CDFIs.**

## 1.1 Positioning the Report

In order to showcase a broader picture of the sector, Sa-Dhan in its first attempt, (Side-by-Side – A Slice of Microfinance Operations in India) in September 2004, captured financial performance of CDFIs for FY 2004, by consolidating features among CDFIs across the country. The report covered 53 CDFIs in overall analysis of which 42 CDFIs were included in financial analysis.

2

Firstly, the work started with the assumption that it would significantly help other stakeholders to assimilate the broader picture of MFIs in India.

Secondly, that it would facilitate deeper understanding of their strategies and strengths by stakeholders like banks, who in turn could make necessary investments in MFIs.

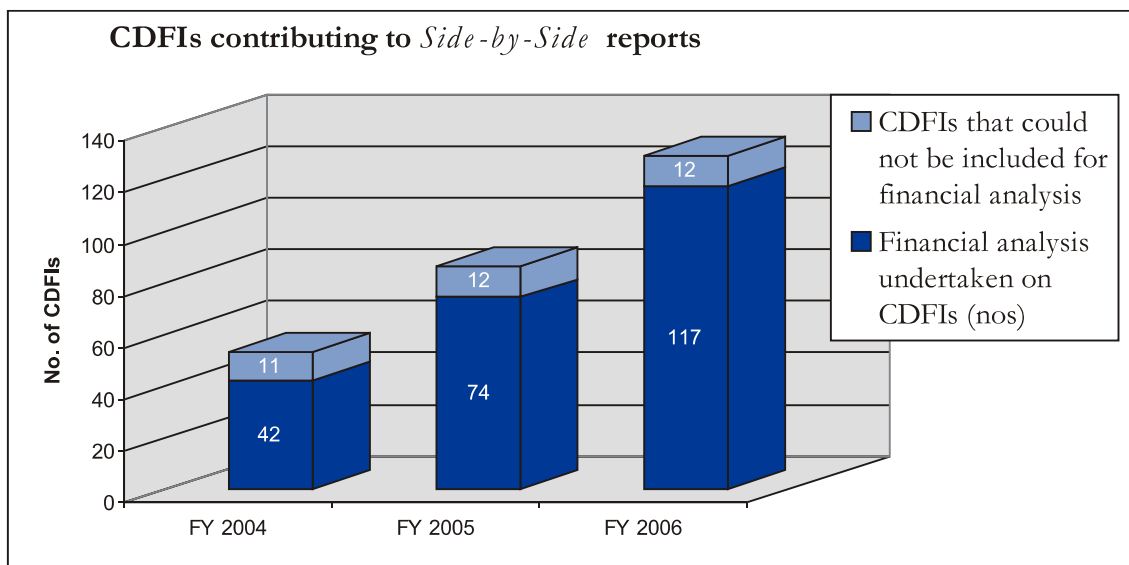
Thirdly, the report was thought to be most cost-effective mechanism of consolidating information on MFIs all across the country, for dissemination among stakeholders viz. public policy makers, commercial banks, Regional Rural Banks (RRB), donors and investors- Indian and international.

Primarily, the tasks of data compilation and analysis were achieved in a period of eight weeks. This indicates the transparency and readiness among MFIs to share their operational and financial details.

Two reports are being published in a year. The reports, alternatively, focus on operational performance and programmatic issues of CDFIs. The report on operational performance 'Side by Side: A Slice of Microfinance Operations in India' deals with broad three categories – Sustainability, Assets Quality and Efficiency. The second report 'Side by Side: A Slice of Microfinance Programs in India' on programmatic issues, capture the sectoral issues, growth, geographical spread, diversity in terms of models, products, operational policies, internal and external linkages and the non-financial impact.

The quality of data and reporting has improved over the years, which can be easily gauged from the lower number of MFIs that are not included for financial analysis due to inadequate or discrepancy in the data (See chart below).

Figure 1: Incrementing number of CDFIs contributing to 'Side by Side' reports since its inception



## 1.2 Methodology

In creating database on CDFIs, the attempt is to cover CDFIs of all regions, legal forms, age, operating methodology and size. Contributors to the report therefore cover small to large CDFIs in all regions and legal forms, working on SHG, Grameen, or JLG models and sizes.

The framework of the operational report has moved from analysis based solely on set of financial standards evolved by Sa-Dhan to a wider analysis that co-relates financial performance of CDFIs in three sets of peer groups. We examine performance of CDFIs in aggregate and secondly, by categorizing them by peer groups.

The peer groups are (a) CDFIs grouped by range of their gross loan portfolio (b) CDFIs grouped by their institutional age in microfinance and (c) CDFIs grouped by range of their size of client outreach. The three peer groupings evolved from an exercise that involved the Standards Sub-group and couple of bankers. The peer based analysis of CDFIs has resulted in greater depth in the quality of inferences drawn from the data of CDFIs.

### Process of Preparation of Report

The report is based on data voluntarily provided by CDFIs; the financial data coming from their annually audited financial statements.

The data of CDFIs cover period up to the latest financial year.

The report preparation process has been in the following stages.

#### Step 1

Sa-Dhan prepares a data acquisition sheet. The Data Acquisition Sheet (DAS) covers outreach, operating model, services and financial aspects of a CDFI.

Data of CDFIs that had contributed to the earlier reports are inputted in DAS of such CDFIs before it is sent to such CDFIs.

The DAS is sent to CDFIs engaged in providing microfinance services. This comprises of both Sa-Dhan CDFI-members and CDFIs that are not members.



The list of CDFIs is compiled from various sources like Sa-Dhan membership, other CDFIs that participate in Sa-Dhan events and partners of NABARD and SIDBI.

## Step 2

On receipt of DAS from CDFIs, data is verified for completeness and on co-relation among data-variables within a CDFI.

During the year 2006, the Standards team undertook field visits to select CDFIs. The CDFIs were strategically chosen in terms of their operating processes and growth history. These visits are used to study the CDFI with required details. The visits enabled on-site verification of data of the CDFIs. Elements of experiences gained from these field visits are incorporated in design of this report and programmatic learning would be included in the next report (Side-by-Side – A Slice of Microfinance Programs in India – 2007)

During the verification process, Sa-Dhan refers back to CDFIs for necessary clarifications and corrections, wherever necessary. This also resulted in exclusion of data of some respondents from the analysis.

## Step 3

The report, in draft form, is circulated among Sa-Dhan members and CDFIs that contributed to the report.

The report is finalized after necessary changes considering feedback on the draft report.

## 1.3 Aggregation methodology

The aggregation methodology primarily used in this report is **weighted average**. This means that the primary data of CDFIs is totaled up and then relevant ratios are derived.

## 1.4 Preparation of the *Side by Side – Operations Report 2006*

One hundred and twenty nine CDFIs contributed their performance data for this report. In course of validation, data of twelve CDFIs had to be excluded from the final analysis for reasons of incompleteness or inconsistency. This report therefore has contributions from one hundred and seventeen CDFIs.

The overall analysis in this report covers all the one hundred and seventeen CDFIs. The work on Side by Side reports is in its third year and has made it possible to build a year to year core data base covering 25 CDFIs that have been consistently contributing their performance data for the FY 2003 to now, FY 2006.

This core database has enabled us add a new section in our analysis that covers the trends of the 25 CDFIs that comprise of the core database.

The report analyses financial performance of CDFIs based on Sa-Dhan recommended financial performance standards. The analysis clearly shows effectiveness of the Sa-Dhan standards across CDFIs, diverse as they are by outreach, age, size and operating model.

Reference has been drawn to findings of M-Cril and MicroBanking Bulletin (MBB) reports wherever possible. These references would be useful to draw comparative conclusions though the samples of MFIs and of the periods covered vary among all the reports (Side by Side reports, MBB report and M-Cril report).

## 1.5 Performance of CDFIs

### 1.5A Comparative Analysis of financial performance of sample CDFIs as evident from Side by Side reports over three years (2004 to 2006)<sup>5</sup>

The sample in each of the reports over the years has been increasing. The first round (Side by Side – Operations Report 2004) covered 42 CDFIs. The sample size increased to 74 in the Side by Side – Operations Report 2005. This report covers 117 CDFIs. The sample size, with substantial increase over the years has consistent contribution from most of the larger CDFIs and has increasing share of smaller and younger CDFIs. The aggregate financial performance of CDFIs would, with the fact that the sample size is expanding, more evenly indicate financial performance of CDFIs across the sector. Major findings of all previous reports are given in the annexure 1.

The table 2 below would provide a comparative picture of the aggregate financial performance of CDFIs<sup>6</sup> over a three year period (2004 to 2006).

*Though the sample size of CDFIs in the Side by Side -Operations reports 2004 to 2006 have increased and consequently included smaller CDFIs over the years, performance of CDFIs based on the set of six financial benchmarks is encouraging.*

Table 2: Aggregate financial performance of CDFIs as evident from Side by Side reports over three years

Financial Performance of CDFIs As evident from Side by Side – Operations Reports: 2004 to 2006						
	Sustain ability	Asset Quality		Efficiency		
Side by Side – Operations Reports 2004, 2005 and 2006	OSS (%)	PAR> 60 days (%)	CRR (%)	OCR (%)	TCR (%)	Active Borrowers per Credit Officer (Number)
FY 2004 Sample of 42 CDFIs	72.8	4.5	90.4	20.0	34.9	164
FY 2005 Sample of 74 CDFIs	110.32	2.20	97.7	15.43	24.90	405
FY 2006 Sample of 117 CDFIs	104.64	1.77	94.04	15.43	23.39	239
Sa-Dhan recommended performance benchmarks	At least 100	< 10%	> 90%	< 20%	< 30%	A range between 250 and 350

### 1.5.B Year to year conclusions

The overall performance of CDFIs has been very positive and provides a healthy picture of improvements in financial performance. Quality of assets has improved; operational sustainability was achieved in FY 2005 and is maintained though at a lower level.

The current repayment rate (CRR) has been consistently to be above 90 percent in most of the peer groups though for Small CDFIs (by GLP and Age) have improved marginally.

CDFIs have consistently operational self-sufficient with OSS above 100 percent. CDFIs are therefore able

<sup>5</sup> Side by Side Operations reports are being published since the year 2004.

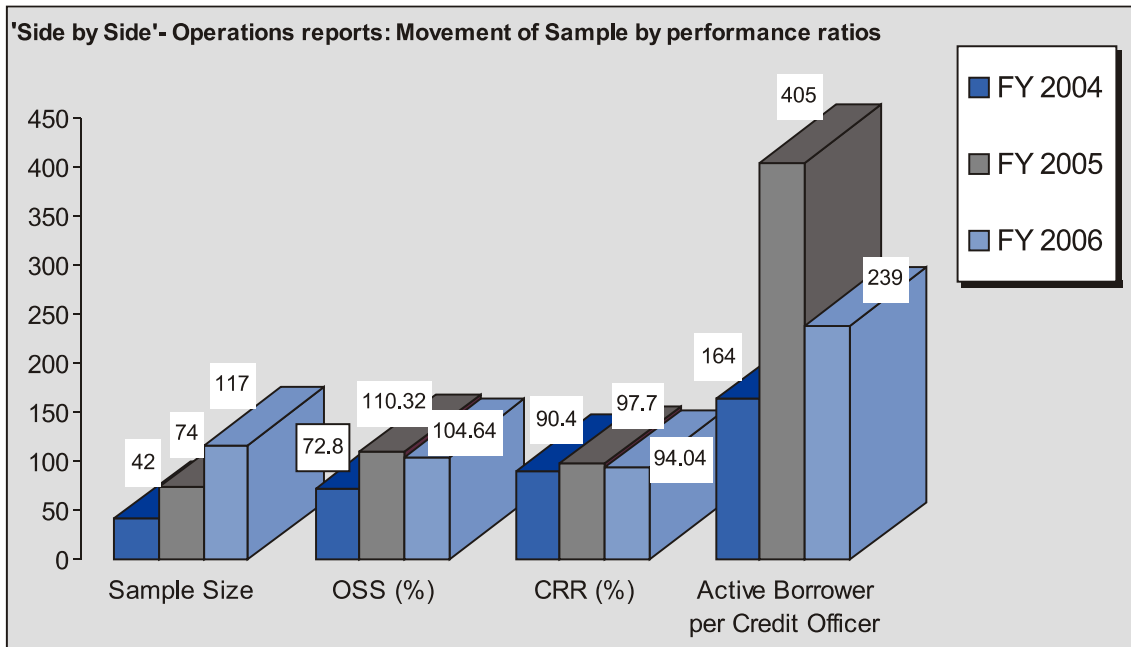
<sup>6</sup> The aggregate performance analysis is drawn from the Side by Side Operations Reports of 2004, 2005 and 2006 (the present).



to generate operational revenues to cover their total costs – operational expenses, financial costs and loan loss provisions.

Figure 2A: Performance of CDFIs by Sa-Dhan recommended financial standards over years:

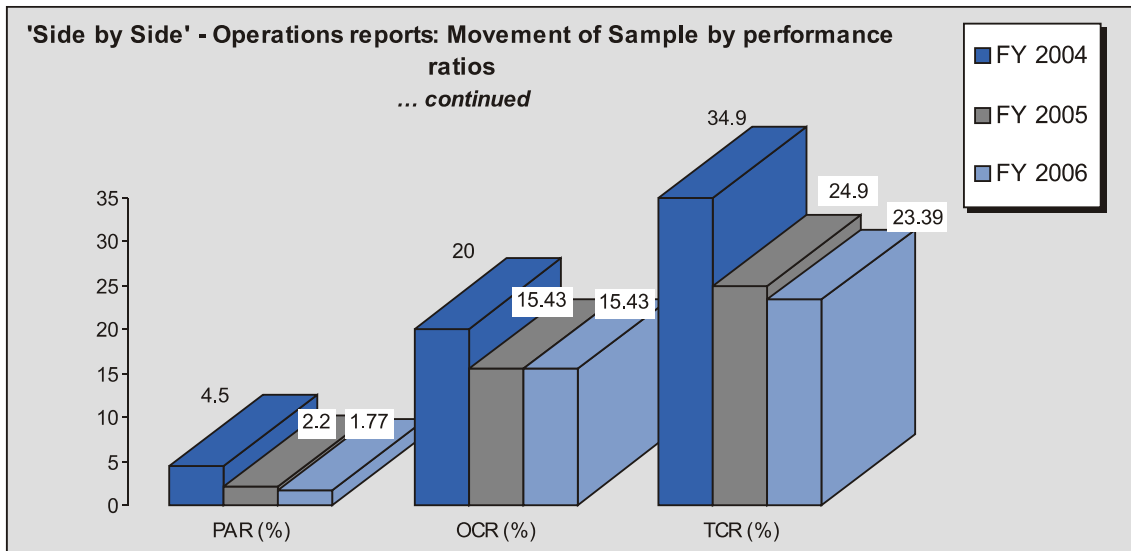
Part-A: Operating self sufficiency; Current repayment rate and Active borrowers per credit officer



6

Figure 2B: Performance of CDFIs by Sa-Dhan recommended financial standards over years:

Part-B: Portfolio at risk <60 days; Operating cost ratio and Total cost ratio



Operational efficiency captured by both OCR and TCR in aggregate registered continuous improvement, a decline over three periods and is well within the Sa-Dhan recommended benchmarks.

Portfolio at Risk > 60 days has undergone a secular decline and is much below the sector benchmark of less than 10 percent.

It can be broadly concluded that the sample, by its diversity fairly represents trends of overall performance among CDFIs in the sector.



## Chapter 2

### SAMPLE

The sample size in Side by Side reports is steadily going up over the three years of initiating the work.

Table 3: Number of CDFIs contributing to Side by Side reports

Side by Side reports and Database on CDFIs	Number of CDFIs contributing to the database	
	Overall sample	Within which Sample included for financial analysis
FY 2004	53	42
FY 2005	86	74
FY 2006	129	117

*The number of CDFIs contributing to the Side by Side reports, since the work was initiated in the year 2004, is increasing steadily. The increasing sample provides a wider canvas of CDFIs in terms of their age, outreach, gross loan portfolio, operating models and geographical locations. This results in ability of the report to capture diversity among CDFIs.*

7

### 2.1 The Overall Sample

This report has 129 CDFIs contributing their annual audited data for FY 2006. Data of 12 CDFIs could not be included in the sample for various reasons of incompleteness. The sample for this report therefore comprises of audited and validated data of 117 CDFIs.

**The 117 CDFIs in aggregate represent Client outreach of 2.75 million and Gross Loan Portfolio (GLP) of Rs.760,94.17 lakhs (169.10 m USD) as of March 2006.**

The sample represents diversity of CDFIs in terms of legal forms, GLP, client outreach and age in microfinance operations (Table 3).



Table 4: Diversity of CDFIs in the sample

CDFIs by specific categorisation	Nos.	Nos. divided by regions				
		East	West	North	South	
<b>By Legal forms</b>						
Society & Trusts	57	22	6	3	26	
MACs	41	24			17	
Co-operatives other than MACs	3	1	1		1	
NBFC	7	1		2	4	
Section 25 Company	8	2		1	5	
Local Area Bank	1				1	
<b>By Gross Loan Portfolio (GLP) As of March 2006</b>						
Small : GLP of less than Rs.5.00 crores	90	46	6	4	34	
Medium: GLP between Rs.5.00 crores and Rs.20.00 crores	13	2	1		10	
Large: GLP of over Rs.20.00 crores	14	2	1	1	10	
<b>By Outreach (As of March 2006)</b>						
Small : Client outreach of less than 10,000	70	38	7	4	21	
Medium : Client outreach between 10,000 and 50,000	33	9		1	23	
Large : Client outreach of over 50,000	14	3		1	10	
<b>By Age of MFI (As of March 2006)</b>						
A: 1 to 5 years	56	29	1	2	24	
B: > 5 to 10 years	48	17	5	2	24	
C: >10 and more	13	4	1	2	6	
<b>Regional bifurcation of CDFIs in sample of 117 CDFIs Nos.</b>						
As % to total sample	100	43	6	5	46	
M-Cril sample of 84 MFIs <sup>7</sup>	Nos.	84	18	10	6	50
As % to total sample	100	21	12	7	60	

Sample of 117 CDFIs

\* Age denotes number of years of working on microfinance services  
 Figures denote number of CDFIs in each category

<sup>7</sup> M-Cril Microfinance Review 2005. The report is based on MFIs rated by M-Cril over the period of January 2003 to December 2005.

Evidently, the sample has wide diversity in terms of legal forms, age in microfinance operations and their GLP. Most of the large CDFIs are included in the sample, as in the reports of earlier years. Participation from other CDFIs that are small and medium is increasing and is reflected in the diversity of the sample.

The regional spread of the sample is in consonance with spread of CDFIs found across the country. CDFIs in South comprise 46 percent of the sample followed by CDFIs in East (43%). 11 percent of the sample is from West and North regions of the country.

The sample has large diversity in terms of legal forms - society, trust, cooperatives, MACs, NBFCs, Section 25 Company and a Local Area Bank (LAB). In percentage terms, Society and Trust constitute 49 percent, Mutually Aided Cooperative constitute another 35 percent of the sample. NBFC and section 25 Company constitutes 13 percent of the sample. The Sample also has 3 Cooperatives and one LAB.

In terms of experience based on the years of microfinance operations of a CDFI, a large part of the sample falls under A and B categories i.e., 48 percent of the CDFIs have less than 5 years of experience and 41 percent of CDFIs falls under the category of 5 to 10 years of experience. 11 percent of the sample constitute of C category i.e. experience of more than 10 years of experience in microfinance.

Gross Loan Portfolio based categorization of CDFIs, as of March 2006, shows that 77 percent of CDFIs have gross loan portfolio of less than Rs. 5 crores. Medium and large CDFIs have near equal representation in the sample i.e., 11 and 12 percent respectively. Within the 14 'Large' CDFIs Society and Trust (6) have largest share followed by NBFC (4) and Section 25 Company (2) and one each of MACs and Cooperative.

'Large-GLP' CDFIs have average GLP of Rs. 3927.00 lakhs; the average GLP for 'Medium-GLP' CDFIs is Rs. 1078.00 lakhs; the average GLP of 'Small-GLP' CDFIs is Rs. 79.00 lakhs.

By client outreach, 60 percent fall under the category of 'Small' with outreach less than 10,000 and are mainly are of legal forms of MACs, Society and Trusts. 'Medium' CDFIs (with outreach between 10,000 and 50,000) constitutes 28 percent of the sample and are mainly in form of Society or Trusts, followed by Section 25 Company, NBFC and one cooperative and a LAB. A similar diversity is evident in the 14 'Large' category- Society and Trust (8), NBFC (3), Section 25 Company (2) and a MACs.

In terms of gross loan portfolio (GLP), the aggregate of the sample of 117 CDFIs is 76094.17 lakhs (169.10 m USD) as of March 31, 2006 (FY 2006). Within the sample, CDFIs that are Society/Trust (57 in numbers) have aggregate GLP of 41271.42 lakhs (91.72 m USD); MACs (41 in numbers) have aggregate GLP of 32,68.83 lakhs ( 7.26 m USD); NBFC (7 in numbers) have aggregate GLP of 193,00.24 lakhs (42.89 m USD); Section 25 company (8 in numbers) have aggregate GLP of 75,60.57 lakhs (16.80 m USD); Co-operatives other than MACs (3 in numbers) have aggregate GLP of 27,79.11 lakhs (6.18 m USD) and one Local Area Bank has GLP of 19,14.00 lakhs (4.25 m USD).

## 2.2 The Core Sample

The number of CDFIs contributing to the Side by Side reports, since the work was initiated in the year 2004, is increasing steadily. Expansion in database on CDFIs as a result, has two outcomes. Database expands by contribution from increasing number of CDFIs. Secondly, data of CDFIs over consecutive years are available. The data of CDFIs over consecutive years provide an insight into their performance over years.

The core sample comprises of data of CDFIs that have been contributing their data to the report since the year 2004. In this report, the core sample comprises of 25 CDFIs. These CDFIs are also included in the overall sample of 117 CDFIs.



Table 5: Core Sample of 25 CDFIs - composition

CDFIs by specific categorisation	Nos.	Nos. divided by regions			
		East	West	North	South
<b>By Legal forms</b>					
Society & Trusts	20	7	2	1	10
MACs					
Co-operatives other than MACs					
NBFC	2				2
Section 25 Company	2			1	1
Local Area Bank	1				1
<b>By Gross Loan Portfolio (GLP) As of March 2006</b>					
Small : GLP of less than Rs.5.00 crores	11	2	2	1	6
Medium: GLP between Rs.5.00 crores and Rs.20.00 crores	6	1			5
Large: GLP of over Rs.20.00 crores	8	4		1	3
<b>By Outreach (As of March 2006)</b>					
Small : Client outreach of less than 10,000	5	3	2		
Medium : Client outreach between 10,000 and 50,000	12	1		1	10
Large : Client outreach of over 50,000	8	3		1	4
<b>By Age of MFI (As of March 2006)</b>					
A: 1 to 5 years	3			1	2
B: > 5 to 10 years	15	4	2		9
C: >10 and more	7	3		1	3
Regional bifurcation of 25 CDFIs in core Nos.	25	7	2	2	14
As % to total sample	100	28	8	8	56

## 2.2.A Composition of the Core sample

The core sample consists of 25 CDFIs whose panel data we have for analysis over the period of three years starting FY 2004. A large part of the core sample is coming from southern part of the country (i.e., 56 percent), followed by East (7) and two each from north and west.

This pattern is very similar what we have in the total sample for all years except for the increase in representation from eastern part of the country that we have in the latest sample i.e., year 2006 sample.

The core sample has diversity in terms of legal form with Society and Trust constituting 76 percent of the

sample. The sample also has three Section 25 Company, two NBFCs and a LAB. Compared to the overall sample the core sample lacks presence of cooperatives and MACs.

In terms of experience based on the years of microfinance operations, core sample has maximum representation from category B (15) i.e., 60 percent of sample have 5 to 10 years of microfinance experience, followed by category C (7) of more than 10 years of experience and three are of less than 5 years of experience.

GLP based classification also shows diversity in the sample with 44, 32 and 24 percent of the core sample constituting small (11), large (8) and medium (6) CDFIs respectively. Outreach wise we have 48 percent of the sample falling in medium category followed by large (8) and small (5).

The CDFIs constituting the core sample have aggregate GLP of Rs. 335,05.46 lakhs (74.46 m USD) as of March 31, 2006 (FY 2006). By GLP, therefore the core sample represents 44% of the GLP of the overall sample of 117 CDFIs.

## 2.3 Top-20 CDFIs

CDFIs with largest GLP within the sample have been taken as a group to analyze their financial performance vis a vis financial performance of CDFIs in the overall sample. The Top-20 CDFIs in aggregate have GLP of Rs. 6,40,73 lakhs (142.38 m USD) with a range of Rs. 1,08,67 lakhs (24.15 m USD) and Rs. 10,35 lakhs (2.3 m USD) and median of Rs. 24,93 lakhs (5.54 m USD).

## 2.4 High Growth CDFIs

The report has looked at financial performance of 'High-growth' CDFIs within the sample. Twenty CDFIs that ranked highest in the database by their year to year (between FY 2005 and FY 2006) growth in terms of their GLP have been included in this analysis. The median year to year growth rate among these CDFIs is 273%.



## Chapter 3

### Financial performance of CDFIs on basis of Sa-Dhan recommended financial performance benchmarks

Performance of 117 CDFIs are within all the six performance benchmarks. Performance of CDFIs is showing refinements with sustainability, asset quality and efficiency surpassing the benchmarks by comfortable margins.

The table 5 below gives the aggregate picture on financial performance of the sample of 117 CDFIs based on Sa-Dhan recommended financial performance benchmarks.

Table 6: Aggregate performance of CDFIs on Sa-Dhan recommended financial performance benchmarks

Financial Performance of CDFIs by Sa-Dhan recommended benchmarks						
	Sustainability	Asset Quality		Efficiency		
Performance of CDFIs comprising of the sample <sup>8</sup>	OSS (%)	PAR > 60 days (%)	CRR (%)	OCR (%)	TCR (%)	Active Borrowers per Credit Officer (Number)
Performance of 117 CDFIs for FY 2006	104.64	1.77	94.04	15.43	23.39	239
Performance of 25 CDFIs (core sample) for FY 2006	103.53	1.55	97.31	17.74	26.34	240
Sa-Dhan financial performance benchmarks	At least 100	< 10%	> 90%	< 20%	< 30%	A range between 250 and 350

Operational sustainability is healthy, with 4.64% over and above the benchmark of achieving at least 100% OSS. Quality of assets in terms of Portfolio at Risk (PAR > 60 days) at 1.77 % is good by Sa-Dhan recommended benchmarks as well as by industry trends. Current Repayment Rate at 94.04% is reasonable. Operating cost and Total cost ratios are well within the benchmarks. The Active borrowers to Credit officer Ratio is marginally below the recommended benchmark.

Within the overall sample of 117 CDFIs, performance of 25 CDFIs (core sample) is relatively similar. These CDFIs have better CRR and higher costs.

Combining the asset quality and CRR, the CDFIs reveal healthy operations. CDFIs are operationally sustainable; manage their assets well and are operationally efficient.

<sup>8</sup>The sample size for the report is 117. Within the sample, the core sample comprises of 25 CDFIs of whom, annual data for three consecutive years (FY 2004 to FY 2006) are available.

### 3.1 Peer group-based analysis

Comparative analysis of CDFIs based on peer-grouping reveals some distinct features.

The three categories of peer-groups used in this analysis are (a) Gross Loan portfolio (b) Client outreach and (c) Age (years of experience in microfinance).

#### 3.1.A Client outreach and financial performance

*Peer analysis based on outreach shows that greater outreach is consonant with better quality of assets but also entails higher costs (see table below).*

Table 7: Client outreach and financial Performance

Financial Performance of the Peer group based on Outreach							
Outreach wise Six ratios	No. of MFIs	Sustainability	Asset Quality		Efficiency		
		OSS (%)	PAR > 60 days (%)	CRR (%)	OCR (%)	TCR (%)	Activ Borrowers per Credit Officer (Number)
Small	70	110.67	3.78	94.65	7.61	17.66	169
Medium	33	114.38	3.09	94.38	14.01	21.28	213
Large	14	100.77	1.02	93.82	17.29	25.17	256
Aggregate	117	104.64	1.77	94.04	15.43	23.39	239

Large CDFIs are most efficient in managing their loan portfolio as evident from the low percentage of risky portion in loan portfolio (Portfolio at Risk > 60 days being at 1.02 %) but the Large CDFIs operate on the highest cost band (Operating cost ratio of 17.29% and Total cost ratio of 25.17%).

The difference between Total cost ratio and Operating cost ratio reflects the sum of financial costs and loan loss provisioning. This difference between Total cost ratio and Operating cost ratio is highest in the category of small CDFIs (10.05%, being the difference between their Total cost ratio and Operating cost ratio). Medium and Large CDFIs have the difference between Total cost ratio and Operating cost ratio at around 7.5%.



### 3.1.B Gross loan portfolio and financial performance

Peer analysis based on GLP size shows that larger GLP signifies enhanced financial efficiency.

Table 8: Gross Loan Portfolio and Financial Performance

Financial Performance of the Peer group based on GLP Size							
Gross Loan Portfolio wise Six ratios	No. of MFIs	Sustainability OSS (%)	Asset Quality		Efficiency		
			PAR > 60 days (%)	CRR (%)	OCR (%)	TCR (%)	Activ Borrowers per Credit Officer (Number)
Small	90	98.35	3.76	88.53	15.60	22.62	173
Medium	13	111.91	4.19	98.19	15.36	28.84	266
Large	14	102.75	0.92	93.66	15.42	21.85	255
Aggregate	117	104.64	1.77	94.04	15.43	23.39	239

Large CDFIs are most efficient in managing their loan portfolio (Portfolio at Risk > 60 days at 0.92 %) and have lowest Total cost ratio (21.85%). Medium CDFIs have highest operating self sufficiency at 111.91%, highest Total cost ratio of 28.84% and highest level of risky assets (PAR > 60 days at 4.19 %). Small CDFIs are marginally close to achieving operating self sufficiency (98.35%) and have lower Current repayment rate at 88.53%.

Operating costs across the three categories of CDFIs are within a band of 15.36% to 15.60%.

### 3.1.C Age and financial performance

Peer analysis based on age of CDFIs shows that age of CDFI is only partially a significant factor in financial performance.

Table 9: Age and Financial performance

Financial Performance of the Peer group based on Age (years of microfinance experience)							
Age wise wise Six ratios	No. of MFIs	Sustainability OSS (%)	Asset Quality		Efficiency		
			PAR > 60 days (%)	CRR (%)	OCR (%)	TCR (%)	Activ Borrowers per Credit Officer (Number)
0-5 yrs of mF experience	56	90.74	1.99	75.58	22.43	30.05	273
5-10 yrs of mF experience	48	107.77	1.46	97.08	14.44	22.16	233
> 10 yrs of mF experience	13	107.81	4.31	97.27	12.83	23.20	234
Aggregate	117	104.64	1.77	94.04	15.43	23.39	239

CDFIs across the three categories of age groups operate on closely similar bands of OSS and TCR.



'C' category CDFIs (experience of 10 years and more) have highest (PAR > 60 days at 4.31%) but also the highest differential rate (10.37 % being difference between Total cost ratio at 23.20% and Operating cost ratio at 12.83%).<sup>9</sup> 'B' category CDFIs (experience of between 5 and 10 years) manage their assets well (Portfolio at risk > 60 days at 1.46%). 'A' category CDFIs (experience of between 5 years or less) has poor Current repayment rate (75.58%) and highest ratio of Active borrowers to Credit officer (273).

**Operating costs across CDFIs have apparently stabilized.** The overall costs among CDFIs reveal that financial costs and loan loss provisioning are significant and have driven costs up. This is significantly true for Small CDFIs (Small by outreach and Gross loan portfolio). Managing risky assets remains a challenge.

## 3.2 Financial performance of the core sample

### How have CDFIs moved over years.

The core sample of 25 CDFIs reveal the trends over three year period of FY 2004 to FY 2006.

*There are clearly some good signals. Financial management has improved, readjustments have been achieved. This is reflected in quality of assets and operational efficiency. It is evident that process adjustments and refinements in costs and yield have been undertaken during FY 2005 and FY 2006.*

The table below captures financial performance of the CDFIs forming the core sample.

Table 10: Financial performance of CDFIs over three years (FY 2004-2006)

Core sample: Financial Performance of 25 CDFIs over three years ( FY 2004 – FY 2006)						
Core sample of 25 CDFIs	Sustain ability OSS (%)	Asset Quality		Efficiency		
		PAR> 60 days (%)	CRR (%)	OCR (%)	TCR (%)	Active Borrowers per Credit Officer (Number)
FY 2004	113.15	3.06	95.58	16.35	18.74	151
FY 2005	224.70	3.28	97.33	18.53	22.83	281
FY 2006	103.53	1.55	97.31	17.74	26.34	240
Sa-Dhan recommended performance benchmarks	At least 100	< 10%	> 90%	< 20%	< 30%	A range between 250 and 350

*CDFIs have maintained their operational self sufficiency, quality of assets and have apparently stabilised on operating cost.*

Year to year performance of CDFIs<sup>10</sup> shows operating self sufficiency doubling between FY 2004 and FY 2005, reaching a very high level that has petered down in FY 2006 to remain positive but a level lesser than the level of FY 2004.

Quality of assets have substantively improved as PAR > 60 days has halved from 3% to 1.55% This improvement in quality of assets is driven by improved recoveries. Current repayment rate has further improved from 95% to 97%.

<sup>9</sup> The sample of 13 CDFIs includes 9 CDFIs that have age of 10 years or more (age-wise 'C') and are also 'Small' by peer groups of outreach and GLP. The results of analysis of financial performance by client outreach and by age reveal that older but small CDFIs have highest difference between TCR and OCR.

<sup>10</sup> Chapter 4 provides in-depth understanding of financial performance of CDFIs in FY 2006 through analysis focused on each of the six benchmarks.



Cost has gone up, especially in the aspect of financial costs and loan loss provisioning.<sup>11</sup> While operating costs have increased marginally; total costs have steadily increased and significantly by 7.6% (Total cost ratio of 18.74% in FY 2004 to 26.34% in FY 2006).

Active borrower to Credit Officer Ratio increased significantly between FY 2004 and FY 2005 but has marginally come down in FY 2006. This reflects process adjustments during the FY 2006.

Asset quality and repayments have improved; costs have gone up and operating margins have come down. Clearly, the CDFIs are operating in increasingly competitive situations and are maturing on a year-to-year basis.

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<sup>11</sup> The Total Cost Ratio (TCR) comprises of operating costs, financial costs and loan loss provisioning.

## Chapter 4

### Performance of CDFIs by each of the six financial standards and the respective benchmarks

#### 4.1 Sustainability analysis

Sustainability of CDFIs is reflected by the operating self-sufficiency ratio.

##### 4.1.A Operating Self Sufficiency (OSS)<sup>12</sup>

The sample shows that operational self sufficiency among CDFIs is healthy, with 4.64% over and above the benchmark of achieving at least 100% of operating self sufficiency. Within the overall sample, CDFIs in the category of 'Medium' (by client outreach) have highest operating self sufficiency at 114.38%. 'Small' CDFIs, especially the MACs have performed significantly well in terms of operational viability.

The **Top-20 CDFIs**<sup>13</sup> have aggregate operating self sufficiency of 104.62%. This is close to operating self sufficiency of the overall sample. Three of the Top-20 CDFIs are young (Age < 5 years) and have Operating self sufficiency of 89.03%. Larger CDFIs (by Gross loan portfolio and Client outreach) have median Operating self sufficiency of 110%.

The Top-20 comprises of CDFIs with entire range of legal forms. Nine CDFIs in Society/Trust form have OSS of 103.53%. Non banking finance companies (5 in numbers) have operating self sufficiency of 112.06%. Co-operative and MACs (one each in Top-20) have operating self sufficiency of 150.42% and 135.32% respectively). *Clearly, legal form<sup>14</sup> is not significant determinant of OSS.*

The **High Growth** CDFIs within the overall sample show OSS of 122.71% with median of 110%. Operating self sufficiency s highest among Section 25 companies (156.10%) followed by Society/Trust (128.52%). The sample has one MACs and two co-operatives. These CDFIs have very low operating self sufficiency in the range of 64%.

<sup>12</sup> Operating self sufficiency (OSS) is the measure of the extent to which a CDFI is able to cover its costs from its operating income. Operating self sufficiency of 100% therefore signifies that the CDFIs is not generating any surplus, neither is it incurring any loss. OSS of more than 100% signifies surplus generated by a CDFI. The ratio is deduced from the following calculation.

$$\text{Operational Self-Sufficiency} = \frac{\text{Operating Income}}{\text{Operating Costs + Loan Loss Provisions + Financing Costs}}$$

Operating income comprises of income from microfinance operations and from other sources like investments made in connection to microfinance operations. Interest and other charges earned from on-lending to clients and on investments are principal components of operating income. Operating costs comprise of expenses incurred in microfinance operations. Loan loss provision signifies the provision made to cover actual and perceived risks in recovery of credit provided to clients. Financial costs represent interest and other charges paid to providers of funds (such as banks) that are in turn applied to on-lend to clients.

The Sa-Dhan recommended benchmark for Operating self sufficiency is that a CDFI should achieve Operating self sufficiency of at least 100%. This means that a CDFI should be able to cover all its costs from its income.

<sup>13</sup> Top-20 CDFIs are the top twenty CDFIs in the sample by their size of gross loan portfolio (GLP) as of March 31, 2006.

<sup>14</sup> The legal forms of CDFIs are Society, Trust, Mutually aided cooperative society (Macs), co-operatives other than Macs, Non banking finance company, Section 25 company and Local area bank.



**MBB**<sup>15</sup> reported operating self sufficiency of 120% from sample of its data for the year 2004 on MFIs in the Asia region. This is well above the performance of the CDFIs in this sample, but close to the performance of the High-growth CDFIs.

Operating self sufficiency is an excellent indicator of overall financial performance of a CDFI. Our analysis for this report has therefore attempted to look at financial performance of CDFIs categorised by range of levels of operating self sufficiency.

Three categories have been used viz. CDFIs with Operating self sufficiency of 100% and more; CDFIs with Operating self sufficiency in the range of 99% and 85% and CDFIs that have Operating self sufficiency of 84% or less.

The analysis of financial performance of CDFIs by the range of operating self sufficiency provides important insights. Productivity, cost issues and asset quality are reflected by operating self sufficiency.

The sample has seventy six CDFIs with operating self sufficiency of 100% or more. Thirteen CDFIs have operating self sufficiency between 99 and 85%. Remaining twenty eight CDFIs have operating self sufficiency of 84% or less.

The CDFIs with operating self sufficiency of 100% or more have Portfolio at risk > 60 days at 1.33%, Current repayment rate 93.61%, Operating cost ratio at 14.16% and Total cost ratio at 22.84%. The Active borrowers to Credit officer ratio in the CDFIs is 253. Most of these CDFIs are in category 'B' by age meaning they have microfinance experience between 5 and 10 years.

CDFIs with operating self sufficiency between 99% and 85% have Portfolio at risk > 60 days at a very high level of 14.66%, Current repayment rate at 93.96%, Operating cost ratio at 12.18% and Total cost ratio at 26.38%.

The Active borrowers to Credit officer ratio in the CDFIs is 182. Most of these CDFIs are in category 'A' by age meaning they are 1 and 5 years. The CDFIs with operating cost ratio of 84% or less, are performing very low in all the parameters.

The contrasting scenario emerging from CDFIs based on their operating self sufficiency is clear. **The CDFIs that have achieved operating self sufficiency of 100% or more have performed well on all parameters.** Importantly, performances of these CDFIs are evenly comparable across all of the performance parameters of asset quality and efficiency besides being operationally self-sustainable.

**CDFIs clearly would need to focus on operating self sufficiency as the key driver to plan and operate.**

## 4.2 Analysis of Asset Quality

The asset portfolio of a CDFI is its Gross Loan Portfolio (GLP). There are two ratios that together show the quality of its assets i.e. the gross loan portfolio.

<sup>15</sup> MicroBanking Bulletin April 2006

<sup>16</sup> The ratio is calculated as under.

$\frac{\text{Portfolio at Risk > 60 Days Past Due}}{\frac{\text{Unpaid Principal Balance of Past Due Loans (with Overdue > 60 days of age)}}{\text{Total Gross Outstanding Portfolio}}}$
--

'Unpaid principal balance of past due loans of over 60 days' is the aggregate amount of loan outstanding in loan accounts that have repayments past due for over 60 days. 'Total gross loan portfolio' is GLP of the CDFI as of the date, in this case, March 31, 2006. Lower the PAR > 60 days, the better, as this signifies that GLP has low or no risk of repayment as on the date.

The Sa-Dhan recommended benchmark for PAR > 60 days is that such percentage should be less than 10% of the GLP. The legal forms of CDFIs are Society, Trust, Mutually aided cooperative society (Macs), co-operatives other than Macs, Non banking finance company, Section 25 company and Local area bank.

Portfolio at Risk (PAR) as a ratio shows the portion of the gross loan portfolio that has risks of not being repaid by clients. Lower PAR signifies low percentage of risky loans within the Gross Loan Portfolio. Current Repayment Rate shows the promptness of recovery of due repayments from clients. Higher current Repayment Rate means better recovery.

The Sa-Dhan recommended standard for Portfolio at Risk covers that risky part of Gross Loan Portfolio that has been due for repayment for over 60 days. This is represented as Portfolio at Risk > 60 days.

## 4.2.A Portfolio at risk (PAR)

### PAR > 60 days<sup>16</sup>

Portfolio at Risk > 60 days in the overall sample is 1.77%.

Combining the peer-groups of CDFIs by their GLP and Client outreach, it is found that 'Large' CDFIs are most efficient in managing their loan portfolio. Medium CDFIs have highest level of risky assets. Small CDFIs are marginally better than medium CDFIs.

M-Cril has reported Portfolio at Risk >60 days at 4.7%. The Portfolio at Risk >60days of the sample in this report is 1.77% and is therefore significantly varying from the M-Cril finding. The sample of this report (Side by Side) comprises of many small CDFIs. The wide variation in the Portfolio at Risk >60days between the two samples can be explained by the varied composition of the samples in M-Cril report (large CDFIs) and of this report (Side by Side) that comprises of large medium and small CDFIs.

Clearly the comparative findings of reports of M-Cril and this Side by Side report show that growth has serious impact on quality of assets.

**MBB<sup>17</sup>** reported Portfolio at Risk > 30 days at 1.2% and Portfolio at Risk > 90 days at 0.8% from sample of its data for the year 2004 on MFIs in the Asia region. These findings are relatively comparably close to finding of this report.

The **Top-20 CDFIs** have Portfolio at Risk >60 days of 1.58%. This is marginally less than 1.77% of the overall sample of 117 CDFIs. However, Large-GLP CDFIs have Portfolio at Risk >60 days at 5.73%. This is significantly high. Medium-GLP CDFIs have Portfolio at Risk >60 days at 0.92%. CDFIs with lesser outreach have higher Portfolio at Risk >60 days at around 3%.

The 'Large-GLP' CDFIs are in the category of 'Medium' by their client outreach. Within all CDFIs, these CDFIs clearly have a larger size of average loans.

The High Growth CDFIs manage their assets well. Their aggregate Portfolio at Risk >60 days is 0.41%. The range of Portfolio at Risk >60 days is between zero and 5.70% with median of 2.39%.

Clearly, portfolio at risk has direct relation to combination of both gross loan portfolio and client outreach.

## 4.2.B Current Repayment Rate (CRR)<sup>18</sup>

### Age matters !

<sup>17</sup> Micro Banking Bulletin April 2006

<sup>18</sup> The ratio is calculated as under.

Current Repayment Rate	$\frac{\text{Total Amount (Principal) Collected for the Period} - \text{Prepayments}}{\text{Total Amount (Principal) Due (to be collected during period)}}$
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The principal amounts due and collected correspond to a period. The period is taken as a financial year (FY 2006 in this case). CRR reflects efficiency in collection of due installments and therefore higher the CRR, the better. The Sa-Dhan recommended benchmark for CRR is that more than 90% of repayments due during the period should have been collected



Aggregate current repayment rate of CDFIs is 94.04%. Combining CDFIs by the dual peer groups of GLP and Client outreach, the 'Large' CDFIs have current repayment rate in the range of 88% and 97% with median of 93%.

By age, the young ('A' group) CDFIs have current repayment rate of 50%. This group of CDFIs also has lower bands of costs (both operating costs and total costs).

The **Top-20** CDFIs have current repayment rate of 94.28%, compared to 94.04 of the overall sample. The range of current repayment rate among the Top-20 is between 93.53% and 99.09% with median of 96%.

The performance of Top-20 CDFIs is therefore similar to that of the overall sample.

The **High Growth** CDFIs have aggregate current repayment rate of 77.20%. This is substantially lower than current repayment rate of 94.04% in the overall sample and Sa-Dhan benchmark of current repayment rate > 90%. The range of current repayment rate is between 32% and 100% with median of 74%. Society/Trust have current repayment rate of 93.73%, the lowest being 59% from Section 25 Company. Though aggregate performance in the sample is weighed down by some of the CDFIs but clearly, high growth (annual growth rate of 50% or above) affects repayment rates.

Young CDFIs need substantive improvements in their operations. High growth CDFIs need to keep their repayment rates in check.

**There is a co-relation emerging from the combined factors of current repayment rate and low cost. Low costs reveal lower current repayment rate; CDFIs with better current repayment rate also incur higher costs. The largest segment of costs of CDFIs is on staff compensation and training. Therefore the institutional efficiency of CDFIs is clearly driven by their investments on their staff.**

## 4.3 Efficiency analysis

Operational efficiency of a CDFI is reflected by its cost ratios. The two ratios to gauge costs are Operating costs ratio and Total cost ratio. In the context of microfinance where CDFIs operate with small loans and large number of clients, the Active borrowers to credit officer ratio reflects ability of credit officers to serve their clients, this also reflects staff efficiency in field operations.

### 4.3.A Operating cost ratio (OCR)<sup>19</sup>

#### Size is important !

Operating costs ratio of CDFIs at 15.43 % is about 25% better compared to upper limit of less than 20% given in Sa-Dhan recommended benchmark. The median Operating costs ratio is 13.16%.

M-Cril analysis of 84 MFIs, based on ratings undertaken by M-Cril during the period of January 2003 to December 2005, have shown operating expense ratio of 15.6%. This is very close to operating cost ratio of

<sup>19</sup> The ratio is calculated as under.

Operating Cost Ratio	$\frac{\text{Total Operating Costs}}{\text{Outstanding Portfolio}}$
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Operating costs comprise of expenses incurred in microfinance operations. The components of operating costs are salaries and honorariums, administrative expenses, travel and training costs. 'Average outstanding portfolio' is the average GLP of a CDFI over period of the financial year. This analysis has GLP by four quarters of the FY to arrive at the Average outstanding portfolio of each CDFI in the sample.

The Sa-Dhan recommended benchmark for OCR is that it should be less than 20%.

15.43% in this sample of 117 CDFIs. In the earlier Side by Side reports of 2004 and 2005, the operating costs ratio of sample CDFIs were 20.0% and 15.43%. There is apparently improvement in CDFIs achieving operating self sufficiency.

**MBB**<sup>20</sup> reported Operating expense / Loan portfolio ratio of 18.7% from sample of its data for the year 2004 on MFIs in the Asia region.

**The India sample from M-Crill and this report (Side by Side) show that Indian CDFIs are performing comparatively better with operating costs of about 20% less than operating costs of MBB-Asia MFIs.**

CDFIs that are 'Large GLP' have operating cost ratio of 15.42%, while 'Large Client outreach' CDFIs have operating cost ratio of 17.29%. There is probably an indication to average size of loans as the differentiator to explain this difference of 1.87% in operating cost ratio among large CDFIs by gross loan portfolio and by client outreach.

Small CDFIs have operating cost ratio in the range of 7.61% and 15.99%. The sample comprises of MACs that are small. MACs are operationally sustainable.<sup>21</sup>

The core sample of 25 CDFIs shows higher operating cost ratio at 26.34% with median of 24% in FY 2006.

Operating cost ratio of **Top-20** CDFIs is 15.25%, close to operating cost ratio of 15.43% of the overall sample. The range of operating cost ratio in Top-20 CDFIs except of one MACs and one Co-operative, is 13.58% and 18.86% with median of 15.70%. The Top-20 has one MACs and one Cooperative that have operating cost ratio of 8.66% and 1.06% respectively.

**The operating cost ratio across CDFIs is evidently around 15.70%.**

The co-operatives show a lower cost and operationally viable model coming from their concentrated outreach.

The **High Growth** CDFIs have operating cost ratio of 12.66% that is substantially lower to operating cost ratio of 15.43% in the overall sample. Within the high growth CDFIs, Society and Trust have lowest operating cost ratio at 10.26%; NBFC have highest operating cost ratio at 17.48%.

Among high growth CDFIs, expansion on loan portfolio is driving operating costs down. Society/Trusts are able to keep their operating costs low due to multi-tasking staff. NBFCs have higher costs due incremental investments in skill development and higher staff compensation.

Average size of loans and concentration of clients in an operating area are apparently pivotal to keep costs under check.

### 4.3.B Total cost ratio (TCR)<sup>22</sup>

*TCR increases with client outreach while larger GLP drives TCR down.*

The Total cost ratio in the sample is 23.39%. 'Small-Client outreach' CDFIs have total cost ratio of 17.66%.

<sup>20</sup> MicroBanking Bulletin April 2006

<sup>21</sup> A separate section looks at features of MACs as a group.

<sup>22</sup> The ratio is calculated as under.

$$\text{Total Cost Ratio} = \frac{\text{Total Costs}}{\text{Average Outstanding Portfolio}}$$

Total costs of a CDFI comprises of operating costs, loan loss provisions and financing costs. Average outstanding portfolio is the average GLP of a CDFI over period of the financial year. This analysis has GLP by four quarters of the FY to arrive at the Average outstanding portfolio of each CDFI in the sample.

The Sa-Dhan recommended benchmark for TCR is that it should be less than 30%.



This increases to 21.28% in case of 'Medium-Client outreach' CDFIs and further to 25.17% in case of 'Large-Client outreach' CDFIs.

By GLP, the results are different. 'Medium GLP' CDFIs have highest total cost ratio at 28.84%, 'Small-GLP' CDFIs have total cost ratio of 22.62% and 'Large-GLP' CDFIs have total cost ratio of 21.85%.

The reasons for the variations can be explained through operating cost ratio and its difference with total cost ratio. 'Small-Client outreach' CDFIs have low total cost ratio but have very low operating cost ratio too. For other CDFIs this is not true.

Total cost ratio of **Top-20** CDFIs is 23%, close to total cost ratio of 23.39% in the overall sample. The range of operating cost ratio in Top-20 CDFIs except one MACs and one Co-operative, is 15.54% and 23.84% with median of 21%. The Top-20 has one MACs and one Cooperative that have total cost ratio of 18.73% and 10.72% respectively.

Total cost ratio of **High Growth** CDFIs is 19.33%. This is substantially below the total cost ratio of 23.39% in the overall sample. The range of total cost ratio among high growth CDFIs is wide and between 14.32% and 37.21% with median of 22%.

**In percentage terms, total cost ratio across CDFIs is around 21%.**

The inference from the figures is that loan loss provision and financing costs are together in the range of 13% and 7%. Composition of incremental sources and costs of funds and the extent of loan loss provisioning are therefore the key issues.

### 4.3.C Active borrowers to Credit Officer (ABCO)<sup>23</sup>

At 239, Active borrowers to credit officer ratio is below the range recommended by Sa-Dhan as the benchmark. This is significant in context of the findings of the earlier report (Side by Side Operations 2005) that Active borrowers to credit officer ratio of seventy four CDFIs in the sample of FY 2005 were 405. It was highlighted in the report that the high level was not a good indicator to overall efficiency in financial performance.

M-Cril analyzed staff productivity on the basis of borrowers to total staff while the Sa-Dhan analysis covers loan officers within total staff. The borrower / staff ratio as per M-Cril is 201 that are comparable to the Active borrowers / loan officer ratio of 239 in this report.

MBB<sup>24</sup> reported Borrowers per Loan officer at 245 from sample of its Asia data of the year 2004. This is closely similar to finding of this report.

Large and medium CDFIs<sup>25</sup> have Active borrowers to credit officer ratio around 250 with median of 255. Small CDFIs have lower Active borrowers to credit officer ratio at 169. Since small CDFIs comprise of increasing share in the sample, the aggregate results have been driven down by Active borrowers to credit officer ratio of such CDFIs.<sup>26</sup> Young (Age < 5 years) CDFIs have high Active borrowers to credit officer ratio of 361% and very low current repayment rate (50.06%).

The sample has twenty four CDFIs that have Active borrowers to credit officer ratio of over 350 with median of 605. The concern of high ratio of Active borrowers to each credit officer therefore remains true.

<sup>23</sup> The ratio is calculated as under.

Active Borrowers Per Credit Officer	$\frac{\text{Average Number of Active Borrowers}}{\text{Average Number of Credit Officers}}$
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Active borrowers are defined as clients who borrow regularly. Credit officers are that portion of staff that has direct responsibilities of providing and collecting loans.

The Sa-Dhan recommended benchmark for ABCO is that it should be in the range of 250 and 350.

<sup>24</sup> MicroBanking Bulletin April 2006

<sup>25</sup> Sizes defined by both Client outreach and GLP

<sup>26</sup> Many of the small CDFIs are MACS. They operate on close locations. A separate section below deals with financial features of MACS.



The **Top-20** CDFIs have aggregate Active borrowers to credit officer ratio of 258. This is within the Sa-Dhan recommended range of 250 to 350. The range of Active borrowers to credit officer ratio among Top-20 CDFIs is between 144 and 548 with median of 258. The Top-20 CDFIs has one Macs and one Co-operative. The Macs has Active borrowers to credit officer ratio of 141 while Cooperative has Active borrowers to credit officer ratio of 548.

The **High Growth** CDFIs have Active borrowers to credit officer ratio of 310 with median of 298. This is considerably high compared to Active borrowers to credit officer ratio of 239 in the overall sample. Clearly, issues of location, client services and process controls are important.

CDFIs would need to consider the aspects of staff productivity, client servicing and location strategies (saturation, deepening, urban/ rural centres) as co-related issues in achieving financial efficiency. Methodology and client coverage would be the key to providing services to clients adequately and achieve financial efficiency.

#### 4.4 Mutually Aided Cooperative Society (MACs)

*The MACs, small and localised institutions, are distinct by their operational sustainability.*

The sample of 117 CDFIs comprises of 41 MACs. These MACs are located in the States of Andhra Pradesh and Orissa. One MACs falls in the peer group of 'Large' by GLP; all other MACs are small and young.

The performance of MACs as a group within the overall sample is depicted by the table below.

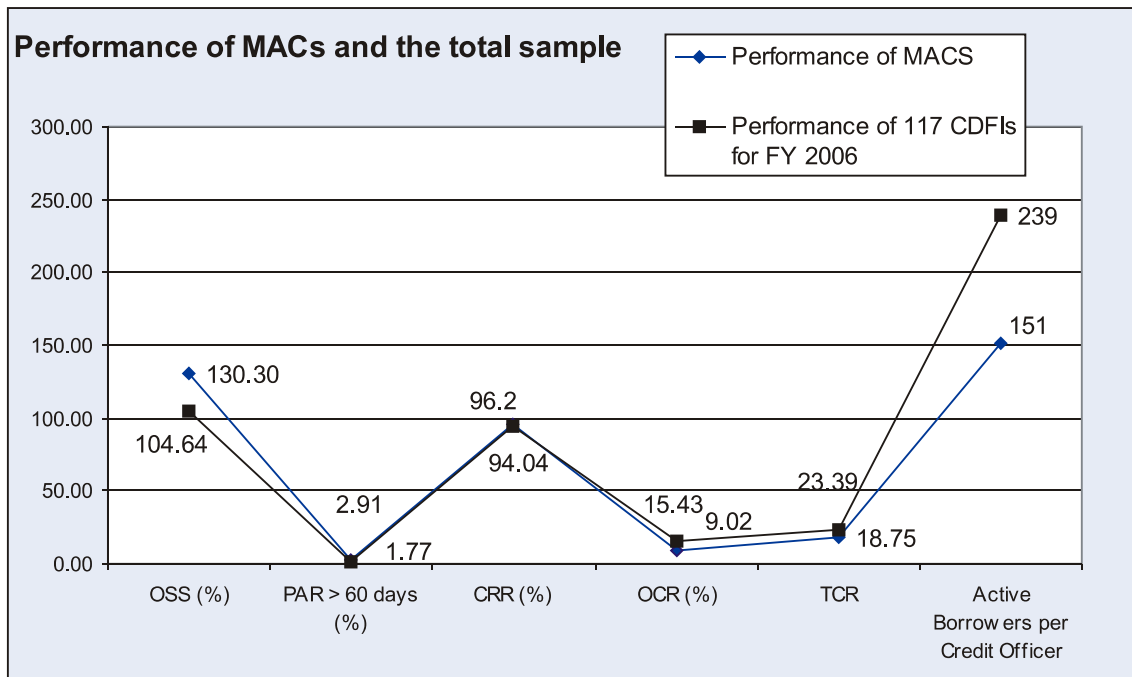
Table 11: Aggregate performance of MACs on Sa-Dhan recommended financial performance benchmarks

Financial Performance of MACs by Sa-Dhan recommended benchmarks						
Performance of 41 MACs within the overall sample	Sustainability OSS (%)	Asset Quality		Efficiency		
		PAR> 60 days (%)	CRR (%)	OCR (%)	TCR (%)	Active Borrowers per Credit Officer (Number)
Performance of MACs	130.30	2.91	96.20	9.02	18.75	151
Performance of 117 CDFIs for FY 2006	104.64	1.77	94.04	15.43	23.39	239
Sa-Dhan financial performance benchmarks	At least 100	< 10%	> 90%	< 20%	< 30%	A range between 250 and 350

The Macs as a group show operating self sufficiency at a very comfortable level of 130.30% as compared to operating self sufficiency of 104.64% in the overall sample. 25 out of the 41 Macs have positive operating self sufficiency in FY 2006. The other Macs have varied levels of operating self sufficiency ranging between 21% in one Macs to 99%.



Figure no.3: Financial performance of Mutually aided Cooperative societies as compared to aggregate financial performance of all CDFIs in the sample



24

Asset quality is relatively depressed at Portfolio at risk > 60 days at 2.91% (1.77% in overall sample); repayments are better, current repayment rate being 96.20% compared to 94.04% in overall sample; the Active borrower to Credit officer ratio is low at 151.

The costs are low (Operating cost ratio and Total cost ratio being 9.02% and 18.75% respectively) as compared to operating cost ratio of 15.43% and total cost ratio of 23.39% in the overall sample. The financial costs and loan loss provisioning among Macs is higher at 9.73% compared to 7.96% in the overall sample. The MACs incur lower operating cost ratio apparently because their operating costs are limited to salaries and they save on other operating costs.

The MACs operate with concentration of locality and of clients; they garner share capital from their members (also their clients), provide both savings and credit services, operate on individual model and have lean management tiers.

While asset based risks and consequently loan loss provisioning is higher, repayments are better. Operating costs are low, financial and loan loss costs are higher.

Comprehensively, MACs are emerging as a financially viable model centrally driven by concentration of clients and low operating costs.

## Chapter 5

### Assets and Liabilities Structure of CDFIs

Financial structure of CDFIs can be understood through their assets and liabilities allocations. Balance sheets of the sample of 117 CDFIs as on March 31, 2006 has been applied to bring out the pattern of assets and liabilities among CDFIs.

Table 12: Pattern of Assets and Liabilities Structure of CDFIs

Assets and Liabilities of CDFIs (Sample of 117 CDFIs) Figures in Lakhs of Rupees					
CDFIs	Assets		Liabilities		Sum total of Balance Sheet
	Gross Loan Portfolio	Other assets	Equity/Corpus	Borrowings	
All CDFIs <sup>27</sup>	76094	23062	23769	75387	99156
In percentages	77%	23%	24%	76%	100%

*CDFIs are providing loans entirely on borrowed funds.*

Correlation between GLP and borrowings of larger CDFIs across the sample are almost similar. This means that the other source of funds viz. equity/corpus of CDFIs is applied to create fixed assets and more importantly to investments such as margins provided to bulk funders.

The 'Large' CDFIs (by both GLP and Client outreach) have borrowing closely equal to their GLP. The 'Medium-GLP' CDFIs have borrowings that is marginally higher (by 2%) of their GLP. 'Small-GLP' CDFIs have borrowings comprising of 82% of their GLP. Small CDFIs, mainly MACs have garnered share capital that serves as low cost and long term source of funds.

The nature and terms of obtaining bulk loans has bearing on efficiency of CDFIs.

Across all peer-groups of CDFIs, the share of short term borrowings (due for repayment within one year or less) to total borrowings is 16%. Among 'Large-GLP' CDFIs the share of short term borrowings is 12%; among 'Medium-GLP' CDFIs the proportion is 25% while in 'Small-GLP' CDFIs the proportion is 24%.

The above findings bring out, for CDFIs, the nature and intensity of funds management and cyclical engagement with bulk funders. Large CDFIs have longer term sources and this allows them to spread their on-lending risks through wider range of products and of clients. The Medium size CDFIs have to balance tightly between their borrowings and on-lending to clients. The Small CDFIs have short term funds (deposits) acting as a permanent source of funds.

**In the growth trajectory of CDFIs, the management of assets and liabilities and of flow of funds are crucial instruments leading to smoothening the processes of obtaining incremental bulk loans, enhancing operational efficiency and planning for healthy and steady growth . Increased tenure of bulk loans and mix of long term and short term sources are the means to achieve increased efficiency in managing funds.**

<sup>27</sup> In the sample, 'Large-GLP' CDFIs have average GLP of Rs. 3927.00 lakhs; the average GLP for 'Medium-GLP' CDFIs is Rs. 1078.00 lakhs; the average GLP of 'Small-GLP' CDFIs is Rs. 79.00 lakhs.



## Chapter 6

### CONCLUSIONS

#### Key findings from the report

Analysis of the sample of 117 CDFIs provides important trends and findings.

1. The overall performance of CDFIs, on a year to year basis shows a healthy picture of improvements in financial performance. Quality of assets has improved; operational sustainability was achieved in FY 2005 and is maintained though at a lower level. CDFIs have maintained their operational self sufficiency, quality of assets and have apparently stabilised on operating cost. There are clearly some good signals. Financial management has improved, readjustments have been achieved. This is reflected in quality of assets and operational efficiency. It is evident that process adjustments and refinements in costs and yield have been undertaken during the FY 2005 and FY 2006.
2. Performance of 117 CDFIs in FY 2006 is within all the six performance benchmarks. Performance of CDFIs is showing refinements with sustainability, asset quality and efficiency surpassing the benchmarks by comfortable margins. Operational sustainability is healthy, with 4.64% over and above the benchmark of achieving at least 100% operating self sufficiency. Quality of assets in terms of Portfolio at Risk (PAR > 60 days) and Current Repayment Rate are good. Operating Cost and Total cost ratios are well within the benchmarks. The Active borrowers to Credit officer Ratio is marginally below the recommended benchmark.
3. By Gross loan portfolio, Large CDFIs are most efficient in managing their loan portfolio (Portfolio at Risk > 60 days at 0.92 %) and lowest Total cost ratio (21.85%). Medium CDFIs have highest operating self sufficiency at 111.91%, highest Total cost ratio of 28.84% and highest level of risky assets (Portfolio at Risk > 60 days at 4.19 %). Small CDFIs are marginally close to achieving operating self sufficiency (Operating self sufficiency 98.35%) and have lower Current repayment rate at 88.53%.
4. CDFIs across the three categories of age groups operate on closely similar bands of operating self sufficiency and total cost ratio.
5. 'C' category CDFIs (experience of 10 years and more) have highest (Portfolio at Risk > 60 days at 4.31%) and also have the highest differential rate (10.37 % being difference between Total cost ratio at 23.20% and operating self sufficiency 12.83%).<sup>28</sup> 'B' category CDFIs (experience of between 5 and 10 years) manage their assets well (Portfolio at Risk > 60 days at 1.46%). 'A' category CDFIs (experience of between 5 years or less) has poor current repayment rate (75.58%) and highest ratio of Active borrowers to Credit officer (273).
6. Within the overall sample, CDFIs in the category of 'Medium' (by client outreach) have highest operating self sufficiency at 114.38%. 'Small' CDFIs, especially the MACs have performed significantly well.

<sup>28</sup> The sample of 13 CDFIs includes 9 CDFIs that have age of 10 years or more (age-wise 'C') and are also 'Small' by peer groups of outreach and GLP. The results of analysis of financial performance by client outreach and by age reveal that older but small CDFIs have highest difference between TCR and OCR.

7. Clearly, legal form is not significant determinant of operating self sufficiency.
8. Year to year performance of CDFIs<sup>29</sup> shows operating self sufficiency doubling between FY 2004 and FY 2005, reaching a very high level that has petered down in FY 2006 to remain positive but a level lesser than the level of FY 2004.
9. Within the overall sample of 117 CDFIs, performance of 25 CDFIs (core sample) is broadly similar. These CDFIs have better current repayment rate but higher costs.
10. On a year to year basis, the core sample of 25 CDFIs show that quality of assets have substantively improved as PAR > 60 days has halved from 3% to 1.55% and current repayment rate has further improved from 95% to 97%. Cost has gone up, especially on the aspect of financial costs and loan loss provisioning.<sup>30</sup> Operating costs have increased marginally; total costs have steadily increased and significantly by 7.6% (Total cost ratio of 18.74% in FY 2004 to 26.34% in FY 2006). Active borrower to Credit officer ratio increased significantly between FY 2004 and FY 2005 but has marginally come down in FY 2006. This reflects process adjustments during the FY 2006.
11. Operating costs across the three categories of CDFIs are closely similar with a band of 15.36% to 15.60%.
12. Cost has gone up, especially in the aspect of financial costs and Loan loss provisioning. The operating costs have increased marginally; total costs have steadily increased and significantly by 7.6% (Total cost ratio of 18.74% in FY 2004 to 26.34% in FY 2006).
13. Active borrower to Credit Officer Ratio increased significantly between FY 2004 and FY 2005 but has marginally come down in FY 2006. This reflects process adjustments during the FY 2006.
14. Combining the peer-groups of CDFIs by their gross loan portfolio and client outreach, it is found that 'Large' CDFIs are most efficient in managing their loan portfolio. Medium CDFIs have highest level of risky assets. Small CDFIs are marginally better than medium CDFIs. Portfolio at risk has direct relation to combination of gross loan portfolio and client outreach. Larger CDFIs are able to manage asset risks very efficiently.
15. The contrasting scenario emerging from CDFIs based on their operating self sufficiency is clear. The CDFIs that have achieved operating self sufficiency of 100% or more, have performed well on all parameters. Importantly, performances of these CDFIs are *evenly comparable* across all of the performance parameters of asset quality and efficiency besides being operationally self-sustainable.
16. CDFIs with incremental age show better repayment rates. Aggregate current repayment rate of CDFIs is 94.04%. Combining CDFIs by the dual peer groups of Gross loan portfolio and Client outreach, the 'Large' CDFIs have current repayment rate in the range of 88% and 97% with median of 93%.
17. Evidently, the analysis of High-growth CDFIs reveals that high growth affects repayment rates.
18. Size is important in controlling costs. Operating costs ratio of CDFIs at 15.43 % is much a quarter better compared to upper limit of *less than 20%* given in Sa-Dhan recommended benchmark. The median operating costs ratio is 13.16%.
19. CDFIs that are 'large – GLP' have operating costs ratio of 15.42%, while 'Large – Client outreach' CDFIs have operating costs ratio of 17.29%. There is probably an indication to average size of loans as the differentiator to explain this difference of 1.87% in operating costs ratio among large CDFIs.

<sup>29</sup> Chapter 4 provides in-depth understanding of financial performance of CDFIs in FY 2006 through analysis focused on each of the six benchmarks.

<sup>30</sup> The Total Cost Ratio (TCR) comprises of operating costs, financial costs and loan loss provisioning.



20. Small CDFIs have operating costs ratio in the range of 7.61% and 15.99%. The sample comprises of MACs that are small. MACs are operationally sustainable.<sup>31</sup>
21. Total cost ratio increases with client outreach while larger gross GLP drives TCR down.
22. The TCR in the sample is 23.39%. 'Small-Client outreach' CDFIs have TCR of 17.66%. This increases to 21.28% in case of 'Medium-Client outreach' CDFIs and further to 25.17% in case of 'Large-Client outreach' CDFIs. By GLP, the results are different. 'Medium -GLP' CDFIs have highest TCR at 28.84%, 'Small-GLP' CDFIs have TCR of 22.62% and 'Large-GLP' CDFIs have TCR of 21.85%. The reasons for the variations can be explained through OCR and its difference with TCR. 'Small-Client outreach' CDFIs have low TCR but have very low OCR too. For other CDFIs this is not true. The inferred conclusions are that loan loss provision and financing costs are together in the range of 13% and 7%. The source and costs of concessional and commercial funds and the extent of loan loss provisioning are the key issues.
23. The analysis shows that large and medium CDFIs<sup>32</sup> have ABCO around 250 with median of 255. Small CDFIs have lower ABCO at 169. Since small CDFIs comprise of increasing share in the sample, the aggregate results have been driven down by ABCO of such CDFIs<sup>33</sup>. Young (Age < 5 years) CDFIs have high ABCO of 361% and very low CRR (50.06%). The other segment of the sample is of 24 CDFIs that have ABCO of over 350 with median of 605. The concern of high ratio of active borrowers to each credit officer therefore remains true.
24. The MACs as a group show OSS at a very comfortable level of 130.32% as compared to OSS of 104.64% in the overall sample. Asset quality is relatively depressed at 2.91% (1.77% in overall sample); repayments are better, CRR being 96.20% compared to 94.04% in overall sample; the Active borrower to Credit officer ratio is low at 151.
25. The costs are low (OCR and TCR being 8.66% and 18.73% respectively) as compared to OCR of 15.43% and TCR of 23.39% in the overall sample. The financial costs and loan loss provisioning among MACs is higher at 10.07% compared to 7.96% in the overall sample. 25 out of the 41 MACs have positive OSS.
26. The MACs operate with concentration of clients; they garner share capital from their members (also clients), provide both savings and credit services, operate on individual model and have lean management tiers. While asset based risks and consequently loan loss provisioning is higher, repayments are better. Operating costs are low, financial and loan loss costs are higher. Comprehensively, MACs are emerging as a financially viable model centrally driven by concentration of clients and low operating costs.
27. The GLP and borrowings of CDFIs across the sample are almost of similar level. This means that the other source of funds viz. equity/corpus of CDFIs is applied to create fixed assets and more importantly to investments such as margins provided to bulk funders. The 'Large' CDFIs (by both GLP and Client outreach) have borrowing closely equal to their GLP. The 'Medium-GLP' CDFIs have borrowings that is marginally higher (by 2%) of their GLP. 'Small-GLP' CDFIs have borrowings comprising of 82% of their GLP. Small CDFIs, mainly MACs have garnered share capital that serves as low cost and long term source of funds.
28. Clearly, the nature and terms of obtaining bulk loans has bearing on efficiency of CDFIs. Large CDFIs have longer term sources and this allows them to spread their on-lending risks through wider range of products and clients. The Medium size CDFIs have to balance tightly between their borrowings and on-lending to clients. The Small CDFIs have quick cycles of rotation of funds.

<sup>31</sup>A separate section looks at features of MACs as a group.

<sup>32</sup>Sizes defined by both Client outreach and GLP

<sup>33</sup>Many of the small CDFIs are MACs. They operate on close locations. A separate section below deals with financial features of MACs.

29. For CDFIs, the nature and intensity of funds management and cyclical engagement with bulk funders is becoming a critical management issue.

In conclusion, the analysis shows that –

- Operational self sufficiency is driven by geographic concentration of clients and financial costs.
- Repayment from clients can be improved only through measures and investments that invite higher costs. CDFIs that have better CRR also incur higher costs.
- MACs are emerging as a financially viable model centrally driven by concentration of clients and low operating costs.
- Managing portfolio quality remains critical. CDFIs with PAR >60 days at around 3% have good financial performance on other parameters. Keeping Portfolio at risk > 60 days within manageable limit of 3% would be a good strategy.
- Medium size CDFIs have distinct set of issues to deal with. This ranges from asset-liability matching to operational improvements. Clearly, managing growth is crucial to maintain operational sustainability.
- The high-growth CDFIs show that high rate of growth affects repayment (CRR). Concentration of institutional focus on achieving high targets for disbursement probably results in less staff time in ensuring that repayment rates are maintained.
- The nature and intensity of funds management and cyclical engagement with bulk funders is becoming a critical management issue.

As the sector grows, CDFIs expand their client outreach and loan asset portfolio systemic improvements would be the key drivers to financial efficiency.



# Annexure 1

## MAJOR FINDINGS OF PREVIOUS REPORTS

### The First Report

Focus of the first report (*Side-by-Side – A Slice of Microfinance Operations in India – September 2004*) was to collect financial and operational data of CDFIs for the financial year 2003-04. The data of 53 CDFIs was analyzed by peer-groups - lending model, operating region and legal form - in the background of the set of six financial standards recommended by Sa-Dhan. The report was a snap shot of the financial performance of 42 participating MFIs for the FY 2003-04, on the core six financial performance indicators.

The financial analysis grouped the 42 MFIs into peer groups based on Lending Model, Operational Region and Legal form.

The principal findings on financial performance were -

Across all models, financial performance was quite encouraging. Barring the Individual (I) model, all other models have portfolio at risk of below 5%. Current Repayment Rate (CRR) in all models, except the Individual (I), is above 90%.

Overall Operational Self Sufficiency (OSS) among MFIs was 72.8% for the financial year ended on March 31, 2004. OSS, however across the different models was very varied starting from 109.1% and extending on the lower band to 55.66%.

Portfolio At Risk among MFIs stood at 4.5%. Across models, PAR was highest among Individual (I) (9%) and lowest in Grameen model (1.6%).

The average Operating Cost Ratio (OCR) and Total Cost Ratio (TCR) of 42 MFIs was 20% and 34.9% respectively.

OCR was high in JLG (34.3%) and Individual (24.1%) models. In GB and SHG models, OCR was 19.2% and 17.7% respectively.

The sample average on 'Active Clients per Credit Officer' was 164. This was higher in GB (277) and lowest in SHG (119) models.

In conclusion, the report showed that

- Regional features were significant across operating models.
- MFIs are graduating towards self sustainability while grappling with the twin issues of outreach and loan asset quality
- Reporting by MFIs on their performance was good but broadly, appreciation of the Sa-Dhan recommended financial performance standards were limited.



## The Second Report

The second report (*Side-by-Side – A Slice of Microfinance Programs in India – January 2005*) focused on programmatic features of MFIs as logical extension of the first report on financial performance. This report attempted to cover some of core programmatic features of MFIs. The report captured data from 62 MFIs across regions.

The analysis in this report was around issues such as products, services, outreach, staff productivity, accounting policies, MIS, cost control etc. The report provided interesting insights on the impact of credit or credit plus approach on growth rate, outreach, range of services etc.

The report showed that

- MFIs are innovating on appropriate products for various segments of clients, based on livelihood and life cycle needs of the clients
- MFIs are undertaking cost control measures by optimizing their outreach penetration and internal management systems.

## The Third Report

The third report (*Side-by-Side – A Slice of Microfinance Operations in India – 2005*) focused on operational features of MFIs. The sample is contribution from 83 MFIs. The outreach analysis covers 83 MFIs. The financial analysis covers 74 MFIs.

The analysis in this report was around issues such as products, services, outreach, staff productivity, accounting policies, MIS, cost control etc. The report provided interesting insights on the impact of credit or credit plus approach on growth rate, outreach, range of services etc.

The principal findings on financial performance were -

- Financial performance of MFIs is improving steadily. Overall, financial performance of MFIs is correlated to size of loan portfolio. Large MFIs are self-sustaining. The medium size MFIs have high costs but are closer to attaining operational self-sufficiency as compared to small MFIs. Small MFIs have low costs but have to fathom a way forward to reach operational self-sufficiency.
- In terms of operating costs, MFIs that are providing credit services only, are the leanest. MFIs that provide credit, insurance and savings services, too are lean. MFIs providing credit and insurance services work on a higher bandwidth of costs. There is therefore indication of issues of recovering the costs, independently for each type of service.
- MFIs provide small loans and are sustainable. Larger loans are provided by MFIs as they acquire credit history of clients through successive loans.
- Larger MFIs (by loan portfolio) are more efficient in use of funds. The loan asset to total assets correlation among large MFIs is high at 81%; small and medium MFIs with the co-relation at around 75% have larger proportion of their assets (21%) as investments and current assets. The larger MFIs evidently use their funds more effectively towards on-lending.
- MFIs provide loans mainly through borrowings from financial institutions. Borrowings from financial institutions cover 78% to 82 % of loan portfolio of MFIs.
- MFIs are innovating on appropriate products for various segments of clients, based on livelihood and life cycle needs of the clients



- MFIs are undertaking cost control measures by optimizing their outreach penetration and internal management systems
- There are early signs of MFIs adopting multiple models among SHG, JLG, Grameen and Individual lending.
- Some new age banks are innovating in providing support to MFIs. Notably the partnership model of ICICI Bank and HDFC Bank provide loan funds to MFIs that in turn provide loans to their clients.

In conclusion, the report showed that

- While the first report, (September 2004) showed that there were regional features overwhelming across models, this year with the increased data we found that size matters.
- Strategically, MFIs are not being constrained by operating models. They are responding to the demand of clients by adapting to most appropriate operating model in the localized context.
- Providing the range of microfinance services is not a constraint to growth. However, the challenge is if all costs can be met without affecting operational sustainability.
- There are systemic issues among small and medium size MFIs. The balance between expansion in client outreach on one hand and cost recovery and portfolio quality should attract greater clarity and action.
- Increasing interest of financial institutions in providing funds to MFIs and ability of MFIs to manage operations based on borrowed funds are positive signals to maturity.
- Growth and sustainability of MFIs will depend on their ability to manage growth in outreach and sources of funds and by keeping pivotal focus on tighter funds management and operational costs.

## The Fourth Report

The fourth report (Side-by-Side – A Slice of Microfinance Programs in India – 2005) had contribution from 83 CDFIs, a quantum leap from 53 CDFIs in the previous report (*Side-by-Side A Slice of Microfinance Programs in India: 2004*).

This report was further broad-based by incorporating the developments that have promises to contribute to working environment and sustainability of MFIs. Reference to other significant work / studies undertaken by us has been drawn wherever found relevant.

Indian microfinance is largely based on SHG methodology. The quality of SHGs is therefore a significant determinant to programmatic effectiveness of CDFIs. Sa-Dhan has initiated a process of collecting and analyzing data on SHGs. Though the work is in nascent stage, the preliminary finding on quality of SHGs was shared in this report.

In conclusion, the report emphasised on the following issues.

- The annual credit demand by the poor in India is huge. The supply of microfinance services is on the rise but needs exponential growth to come anywhere closer to the demand.
- The expansion of MFIs is regionally skewed but growth is happening across the country.
- The SHG movement leads to growth of microfinance. There are quality issues in sustaining the growing number of SHGs.

- Some interesting policy initiatives like the MFDEF, access to ECB and unified regulation for MFIs are expected to provide substantive support to growth of microfinance
- The transitory emergence of microfinance is fuelling growth of service-based MFIs while a sizeable number of NGO-MFIs combine microfinance with other development initiatives.
- MFIs are significantly innovative organizations. This is evident in their outreach expansion, product design, operating methodologies and costs control measures. MFIs are expanding in contagious geographical areas and increasing their depth in outreach; products are being designed to suit varied needs and repayment capacities of clients; operating methodologies are being fine-tuned to reduce transaction time and reduce costs.
- The MFIs that are operating in form of a company (NBFC / Section 25) are leading the growth. The MFIs that are in form of Society / Trust are more in numbers but are much slower in their growth.
- MFIs are increasingly re-organizing their operations by means of professionalizing staff, internal controls, MIS and technological backbone. In the public space, MFIs undergo audits and ratings.
- Building transparency in the sector is the way forward.

Across size of operations and age, MFIs would need to emphasize on further innovations and cost reduction to remain competitive. Competition on effectiveness and outreach is expected to intensify both among MFIs and between MFIs and other financial institutions.



## Annexure 2

### Description of CDFIs by their location, age, client outreach and Gross loan portfolio

The contributing CDFIs to the study have wide diversity in terms of legal forms, age in microfinance operations and their GLP. The regional spread of the sample is in consonance with spread of CDFIs found across the country. The sample has large diversity in terms of legal forms - society, trust, cooperatives, MACs, NBFCs, Section 25 Company and a Local Area Bank (LAB). In terms of experience based on the years of microfinance operations of a CDFI, a large part of the sample falls under A and B categories. The region wise classification and listing of MFIs is given below.

#### East

From the eastern part of the country we have 56 CDFIs contributing to SBS- 34 from Orissa, 11 from West Bengal, 4 from Assam, 3 from Jharkhand, 2 from Manipur, and one each from Bihar and Tripura. Legal wise the sample covers 26 Macs (all from Orissa), 26 society and trust, 2 Section 25 Company, one NBFC (in West Bengal) and one Cooperative (from Orissa).

Age wise classification from east has maximum representation of Category A with 33 CDFIs having mF experience of 5 or less than 5 years, 18 CDFIs has experience between 5 to 10 years. The rest 5 CDFIs have experience of more than 10 years in microfinance operations.

GLP and outreach based categorization of CDFIs has maximum representation from 'small' category followed by 'medium' and 'large'. 51 and 42 CDFIs are in small category based on GLP and outreach respectively.

Following CDFIs from eastern part contributed to the current Side by Side:

#### 1.

Acronym	ADARSA	Gross loan portfolio (INR)	26,58,150
Name	Association for Development and Research in Socio-economic Activities	Operating model	SHG
Legal form	Society	Address	Gourpara (Farm road), P.O. Modipara, Dist. Sambalpur-768002 Orissa, India T 09437053896; 0663-2403896 E adarsa_org_sbp@yahoo.co.in
mF started in the year	2000	Area of operation:	
Chief Functionary	Mr. Pradeep Kumar Behera	State/s	Orissa
Head of mF Program	Mr. Pradeep Kumar Behera	District/s	SambalpurSundargarh
Outreach:	3,592		

#### 2.

Acronym	ADHIKAR	Operating model	Grameen, Cooperative & money remittance
Name	ADHIKAR	Address	# 192, Dharma Vihar, Khandagiri, Bhubaneswar-751 030 T 0674-2384542/3096044 E adhikar@satyam.net.in
Legal form	Society	Area of operation:	
mF started in the year	2000	State/s	Orissa and Gujarat
Chief Functionary	Mr. Mohammad Amin	District/s	Khurda, Nayagarh, Cuttack, Jajpur, Ganjam, Puri (Orissa); Kutch, Surat (Gujarat)
Head of mF Program	Mr. Lingaraj Sahoo		
Outreach:	12,585		
Gross loan portfolio (INR)	1,39,93,139		

## 3.

Acronym	Agradut	Gross loan portfolio (INR)	58,41,521
Name	Agradut Polly Unnayan Samity	Operating model	SHG
Legal form	Society	Address	Vill. & P.O.: Gaza, Dist.: Howrah, 711226, West Bengal, India. T 03214-257254 E apusamti@vsnl.net agradut_org@yahoo.co.in
mF started in the year	1999	<b>Area of operation:</b>	
Chief Functionary	Mr. Umashankar Mukherjee	State/s	West Bengal
Head of mF Program	Mr. Snehamay Bhattacharya	District/s	Howrah, Hoogly
Outreach:	3,885		

## 4.

Acronym	Ajeevika	Gross loan portfolio (INR)	34,38,197
Name	Ajeevika Society	Operating model	SHG & JLG
Legal form	Section 25 Company	Address	William Town, Behind SBI Training Centre, B. Deoghar, Jharkhand-814112 T +91- 9431132527 E ajiwika@yahoo.co.in
mF started in the year	2005	<b>Area of operation:</b>	
Chief Functionary	Mr. Murari M. Choudhury	State/s	Jharkhand & Bihar
Head of mF Program	Mr. Tanay Chakravarty	District/s	Deoghar, hazaribagh, Jamtara (Jharkhand); Banka (Bihar)
Outreach:	10,363		

## 5.

Acronym	Akhandalamani SHSC Ltd.	Gross loan portfolio (INR)	68,520
Name	Akhandalamani Self Help Savings Cooperative Ltd.	Operating model	Individual lending
Legal form	MACs	Address	Abakash lane, Puri, Orissa T 09861332466
mF started in the year	2004	<b>Area of operation:</b>	
Chief Functionary	Ms. Gitarani Mishra	State/s	Orissa
Head of mF Program	Ms. Bijayalakshmi Sathua	District/s	Puri
Outreach:	305		

## 6.

Acronym	Bandhan	Operating model	JLG
Name	Bandhan-Konnagar	Address	AB-48, Sector-I, Salt Lake City Kolkatta-700 064 T 033-23343015 E info@bandhanmf.com
Legal form	Society	<b>Area of operation:</b>	
mF started in the year	2001	State/s	West Bengal
Chief Functionary	Mr. Chandra Shekhar Ghosh	District/s	Parganas, South 24 Parganas, Darjeeling, Kolkatta, Purba Midnapur, North Dinajpur, Coochbihar, Jalpaiguri, Murshidabad
Head of mF Program	Mr. Chandra Shekhar Ghosh		
Outreach:	1,76,063		
Gross loan portfolio (INR)	37,11,17,569		



## 7.

Acronym	Barahi SHSC Ltd.
Name	Barahi Self Help Savings Cooperative Ltd.
Legal form	MACs
mF started in the year	2004
Chief Functionary	Ms. Sujata Rani Mishra
Head of mF Program	Ms. Nina Bastia
Outreach	238

Gross loan portfolio (INR)	2,68,180
Operating model	Individual lending.
Address	Kapateswara, Chandanpur, Puri, Orissa. T 09937439669
<b>Area of operation</b>	
State/s	Orissa
District/s	Puri

## 8.

Acronym	BISWA
Name	Bharat Integrated Social Welfare Agency
Legal form	Society
mF started in the year	1996
Chief Functionary	Mr. Khirod Chandra Malick
Head of mF Program	Mr. Duryodhan Mallik.
Outreach	1,23,027

Gross loan portfolio (INR)	56,07,00,361
Operating model:	SHG & JLG
Address	Danipali, P.O. Budharaja, Sambalpur-768159, Orissa, India. T 094370-56453, 093373-00631 E kc_malick@yahoo.com, b_wa@rediffmail.com
<b>Area of operation</b>	
State/s:	Orissa, Chhattisgarh
District/s:	30 in Orissa, 16 in Chhattisgarh.

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## 9.

Acronym	DSS
Name	Darabar Sahitya Sansad
Legal form	Society
mF started in the year	1995
Chief Functionary	Mr. Kedaeswar Choudhary
Head of mF Program	Ms. Mamta Das
Outreach	5,393

Gross loan portfolio (INR)	6,09,940
Operating model:	SHG
Address	Sodhua, P.O. Dalakasoti, Via-Balipatna, Dist- Khudra, Orissa, India T 91-674-2468529 E darbar4@rediffmail.com
<b>Area of operation:</b>	
State/s:	Orissa
District/s:	Khurda, Puri, Cuttack

## 10.

Acronym	Grameswar SHSC Ltd.
Name	Grameswar Self Help Savings Cooperative Ltd.
Legal form	MACs
mF started in the year	2004
Chief Functionary	Ms. Krushna Dash
Head of mF Program	Ms. Bijaylakshmi Moharana
Outreach:	233

Gross loan portfolio (INR)	4,73,822
Operating model	Individual lending
Address	Pratap Purushottampur, Puri, Orissa. T 09937664487
<b>Area of operation</b>	
State/s	Orissa
District/s	Puri

## 11.

Acronym	IIRM	Operating model	JLG.
Name	Institute of Integrated Resource Management	Address	BS Road, Rangapukhuri P.O. Dekargaon, Dist Sonitpur, Assam 784501 T 03712-236230 E iirm2000@gmail.com drdhattatreya@gmail.com
Legal form	Society	<b>Area of operation:</b>	
mF started in the year	2000	State/s	Assam and Arunachal Pradesh.
Chief Functionary	Dr. Dhattatreya H.	District/s	Sonitpur, Lakhimpur, Dhemaji (Assam); West Siang (AP)
Head of mF Program	Dr. Dhattatreya H.		
Outreach:	1,122		
Gross loan portfolio (INR)	22,58,310		

## 12.

Acronym	KSDF	Gross loan portfolio (INR)	67,90,187
Name	Kalighat Society for Development Foundation	Operating model	Individual lending & SHG
Legal form	Society	Address	30 A, Debnarayan Banerjee Road Kolkata, W.B- 700026 T 033- 65296018/ 65106894; 09331256225 E ksdf_mm@yahoo.co.in gitanjalisatapathy@yahoo.co.in
mF started in the year	2001	<b>Area of operation:</b>	
Chief Functionary	Ms.Gitanjali Satpathy	State/s:	West Bengal.
Head of mF Program	Ms.Gitanjali Satpathy.	District/s:	Kolkatta, North and south 24 Parganas
Outreach	11,306		

## 13.

Acronym	Kalyanamayee SHSC Ltd.	Gross loan portfolio (INR)	2,68,010
Name	Kalyanamayee Self Help Savings Co-operative Ltd.	Operating model	Individual lending.
Legal form	MACs	Address	Nuahata, Jopana, Balanga, Puri, Orissa T 09437195075
mF started in the year	2004	<b>Area of operation</b>	
Chief Functionary	Mr. Binapani Das.	State/s	Orissa
Head of mF Program	Mr. Rabi Narayan Mishra	District/s	Puri
Outreach	273		

## 14.

Acronym	KMMSS	Gross loan portfolio (INR)	19,31,816
Name	Khandagiri Madhyamika Mahila Samabaya Sangha LTD.	Operating model	Individual lending
Legal form	MACs	Address	Khandagiri, Bhubaneswar, Orissa. E malayamanjari_mishra@yahoo.co.in
mF started in the year	2004	<b>Area of operation</b>	
Chief Functionary	Mrs. Malaya Manjari Mishra	State/s	Orissa
Head of mF Program	Ms. Rita Rani Behera	District/s	Khurda
Outreach	5,900		



## 15.

Acronym	KDS
Name	Kotalipara Development Society
Legal form	Society
mF started in the year	1997
Chief Functionary	Dr. Gopal Ch. Baidya
Head of mF Program	Mr. Baikuntha Nath Biswas.
Outreach	35,780

Gross loan portfolio (INR)	3,73,69,305
Operating model	SHG & ASA
Address	Krishnanagar Road, Helabottala Country Motor, 2nd Floor, Basant, North 24 pgs. West Benga T 033- 30965569, 25421801 E- kotaliparads@yahoo.co.in
<b>Area of operation</b>	
State/s	West Bengal
District/s	North 24 Parganas, south 24 Parganas, Hoogly, Nadia, Burdwan

## 16.

Acronym	Maa Adishakti PMSS Ltd
Name	Maa Adishakti Prathamika Mahila Sanchaya Samabaya Ltd.
Legal form	MACs
mF started in the year	2005
Chief Functionary	Mr. Ranjan Ku. Mallik.
Head of mF Program	Ms. Anita Nayak
Outreach	219

Gross loan portfolio (INR)	81,495
Operating model	Individual lending.
Address	Brahmanasena, Salgaon, Jagatpur, Cuttack, Orissa
<b>Area of operation</b>	
State/s	Orissa
District/s	Cuttack.

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## 17.

Acronym	Maa Shakti PMSS Ltd.
Name	Maa Shakti Prathamika Mahila Sanchaya Samabaya Ltd.
Legal form	MACs
mF started in the year	2005
Chief Functionary	Mr. Akshya Ku. Sethi
Head of mF Program	Ms. Radha Rani Barala
Outreach	185

Gross loan portfolio (INR)	66317
Operating model	Individual lending.
Address:	Tangi, Ramgarh, Kotsahi, Cuttack, Orissa T 09937881292
<b>Area of operation</b>	
State/s	Orissa
District/s	Cuttack.

## 18.

Acronym	Maa Tarini
Name	Maa Tarini Mahila Savings and House Building Primary Cooperatives Ltd.
Legal form	MACs
mF started in the year	2004
Chief Functionary	Mr. Pradeep Sandha
Head of mF Program	Snigdha Swain
Outreach	618

Gross loan portfolio (INR)	4,27,281
Operating model	Individual lending
Address	Dandapadia, Kumarpur, Charbatia, Cuttack, Orissa. T 09437141526
<b>Area of operation:</b>	
State/s	Orissa
District/s	Cuttack.



## 19.

Acronym	Ma Tarini PMSS Ltd.	Gross loan portfolio (INR)	8,91,019
Name	Ma Tarini Prathamika Mahila Sanchaya Samabaya Ltd.	Operating model	Individual lending
Legal form	MACs	Address	Champapedi, Nayagarh, Orissa. T 0938383437
mF started in the year	2003	<b>Area of operation</b>	
Chief Functionary	Mr. Pratap Ku. Dalabehera.	State/s:	Orissa
Head of mF Program	Ms. Susama Behera	District/s	Nayagarh
Outreach	765		

## 20.

Acronym	Mahalaxmi	Gross loan portfolio (INR)	5,42,102
Name	Mahalaxmi Prathamika Mahila Sanchaya Samabaya Ltd.	Operating model	Individual lending.
Legal form	MACs	Address	Gopipada, Nayagarh, Orissa
mF started in the year	2003	<b>Area of operation</b>	
Chief Functionary	Ms. Damayanti Dora	State/s	Orissa
Head of mF Program	Ms. Ullasha Pradhan	District/s	Nayagarh.
Outreach	410		

## 21.

Acronym	Mahila Vikas PMSS Ltd.	Gross loan portfolio (INR)	10,41,920
Name	Mahila Vikas Prathamika Sanchaya Samabaya LTD	Operating model	Individual lending & JLG.
Legal form	Cooperative.	Address:	AT/PO: Kantabad, Via: Janla Dist: Khurda - 752054, Orissa T 0674-2467902/ 2467875
mF started in the year	2003	<b>Area of operation</b>	
Chief Functionary	Ms. Kamala Beja.	State/s:	Orissa.
Head of mF Program	Mr. Pabitra Mohan Bal.	District/s	Khurda
Outreach	522		

## 22.

Acronym	MSS	Operating model	SHG & JLG.
Name	Manab Sewa Sangh.	Address	Vill: and P.O. Amgaon, Dist. KamrupGuwahati- 781 026, Assam. T 0361-2547225, 0943504990, 09864061685 E- rajghy@yahoo.co.in
Legal form	Society	<b>Area of operation</b>	
Chief Functionary	Mr. Md. Suleman Ali Dayal.	State/s	Assam
Head of mF Program	Mr. Rajendra Ku. Gupta	District/s	Kamrup, Nalkathi, Barpeta
Outreach	585		
Gross loan portfolio (INR)	8,50,756		



## 23.

Acronym	Mangalamayee SHSC Ltd.
Name	Mangalamayee Self help Savings Cooperative Ltd.
Legal form	MACs
mF started in the year	2004
Chief Functionary	Ms. Sulochana Panda
Head of mF Program	Ms. Pranati Mohapatra
Outreach	340

Gross loan portfolio (INR)	2,11,001
Operating model	Individual lending
Address	Satasankha, Puri, Orissa. T 09853253913
<b>Area of operation</b>	
State/s:	Orissa.
District/s:	Puri.

## 24.

Acronym	Matrushakti SHSC Ltd
Name	Matrushakti Self Help Saving Cooperative Ltd.
Legal form	MACs
mF started in the year	2004
Chief Functionary	Ms. Chapala Pradhan
Head of mF Program	Ms. Sulochana Senapati
Outreach	550

Gross loan portfolio (INR)	10,00,000
Operating model	Individual lending.
Address	Madaranga, Bantaligram, Puri, Orissa. T 09937817545
<b>Area of operation</b>	
State/s	Orissa
District/s	Puri

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## 25.

Acronym	Nari Bikash PMSS Ltd.
Name	Nari Bikash Prathamika Mahila Sanchaya Samabaya Ltd.
Legal form	MACs
mF started in the year	2003
Chief Functionary	Mr. Prasant Ku. Pattnaik
Head of mF Program	Ms. Sanjukta Dash
Outreach	200

Gross loan portfolio (INR)	5,43,928
Operating model	Individual lending
Address	Jokalandi, Bharatpur, Bhubaneswar, Orissa. T 09938383705
<b>Area of operation</b>	
State/s	Orissa.
District/s	Khurda.

## 26.

Acronym	Nari Jagruti PMSS Ltd.
Name	Nari Jagruti Prathamika Mahila Sanchaya Samabaya Ltd.
Legal form	MACs
mF started in the year	2003
Chief Functionary	Mr. Borendra Ku. Pal.
Head of mF Program	Tulasi Das
Outreach	635

Gross loan portfolio (INR)	16,72,022
Operating model	Individual lending
Address	Bidyadharpur, Talabasta, Banki, Cuttack, Orissa. T 0671-2388312
<b>Area of operation</b>	
State/s	Orissa
District/s	Cuttack

27.

Acronym	NBJK	Gross loan portfolio (INR)	3,45,02,618
Name	Nav Bharat Jagriti Kendra	Operating model	SHG & Joint Liability Group
Legal form	Society	Address	Amritnagar, Korrah, Dist.- Hazaribagh Pin- 825301, Jharkhand T 06546-263332, 266781 E nbjk@rediffmail.com satishtgiriya@rediffmail.com
mF started in the year	1993	<b>Area of operation</b>	
Chief Functionary	Mr. Girija Satish	State/s	Jharkhand Bihar
Head of mF Program	Mr. Sudhir Kumar Upadhyay	District/s	Ranchi, hazaribagh, Koderma, Pakur (Jharkhand); Patna (Bihar)
Outreach	9,345		

28.

Acronym	New Modern	Gross loan portfolio (INR)	1,66,350
Name	New Modern Rural Savings Cooperative Ltd.	Operating model	Individual lending
Legal form	MACs	Address	Dash Purushottampur, Garh Chandapur, Balanga, Puri, Orissa. T 09238569518
mF started in the year	2006	<b>Area of operation</b>	
Chief Functionary	Jashobanti Jena	State	Orissa
Head of mF Program	Mr. Ahok Kumar Das	District/s	Puri
Outreach	315		

29.

Acronym	NIDAN	Gross loan portfolio (INR)	54,11,956
Name	NIDAN	Operating model	SHG & Joint Liability Group
Legal form	Society	Address	Sudama Bhawan, Boring Road, Patna, Bihar-80000 T 0612-2570705 E nidanmicrocredit@rediffmail.com
mF started in the year	1996	<b>Area of operation:</b>	
Chief Functionary	Mr. Arbind Singh	State/s	Bihar
Head of mF Program	Mr. Awadhesh Kumar	District/s	Patna, Katihar, Muzaffarpur, Vaisali & Samastipur
Outreach:	19,089		

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Acronym	Nuanai SHSC Ltd.	Gross loan portfolio (INR)	83,600
Name	Nuanai Self Help Savings Cooperative Ltd.	Operating model	Individual lending.
Legal form	MACs	Address	Beladala, Baliguali, Puri, Orissa T 06752- 246882
mF started in the year	2004	<b>Area of operation</b>	
Chief Functionary	Ms. Seranti Roula	State/s	Orissa
Head of mF Program	Ms. Suchitra Mohapatra	District/s	Puri
Outreach	124		



## 31.

Acronym	ORS
Name	Organization for Rural Survival
Legal form	Society
mF started in the year	2002
Chief Functionary	Mr. Binay Paul
Head of mF Program	Mr. Sribas Mallik.
Outreach	426

Gross loan portfolio (INR)	1,06,749
Operating model	SHG model
Address	Ek. No. Tilla, P.O. Belonia South Tripura- 799 155, Tripura T 03823-223109 E secretary@orstripura.org
<b>Area of operation</b>	
State/s	Tripura
District/s	South Tripura

## 32.

Acronym	Padmabati PMSS Ltd.
Name	Padmabati Prathamika Mahila Sanchaya Samabaya Ltd.
Legal form	MACs
mF started in the year	2003
Chief Functionary	Mr. Harihar Nayak
Head of mF Program	Ms. Golapa Dalbehera
Outreach	366

Gross loan portfolio (INR)	4,81,258
Operating model	Individual lending
Address	Darpanarayanpur, Nayagarh, Orissa. T 09937625965
<b>Area of operation</b>	
State/s	Orissa
District/s	Nayagarh

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## 33.

Acronym	Pencode T & C Cop. Ltd.
Name	Pencode Self Help Thrift and Credit Cooperative Ltd.
Legal form	MACs
mF started in the year	2004
Chief Functionary	Mr. K. Samson
Head of mF Program	Snighdha Mohanty
Outreach	383

Gross loan portfolio (INR)	5,96,500
Operating model	Individual lending
Address	Water Works Road, Puri, Orissa T 09861183976
<b>Area of operation</b>	
State/s	Orissa
District/s	Puri

## 34.

Acronym	Pragati SHSC Ltd.
Name	Pragati Self Help Savings Cooperative Ltd.
Legal form	MACs
mF started in the year	2004
Chief Functionary	Ms. Manorama Mohanty
Head of mF Program	Ms. Subasini Nayak
Outreach	454

Gross loan portfolio (INR)	9,42,350
Operating model	Individual lending.
Address	Gopabandhulane, Dutta Tota, Puri, Orissa. T 06752- 654188
<b>Area of operation</b>	
State/s	Orissa
District/s	Puri

35.

Acronym	PROCHESTA
Name	PROCHESTA
Legal form	Society
mF started in the year	1998
Chief Functionary	Dr. Anjana Barkataki
Head of mF Program	Dr. Anjana Barkataki
Outreach	49715
Gross loan portfolio (INR)	56,63,088
Operating model	SHG

Address	Mandovi Apartments, Unit C & D, Ist Floor, G.N.B. Road, Ambari, Guwahati-781026, Assam. T 0361-2517230 E abarkakati@sify.com prochesta@hotmail.com
<b>Area of operation</b>	
State/s	Assam
District/s:	Barpeta Bongaigaon Darrang Dhernaji, Dhubri, Dirugarh, Goalpara, Kamrup, Morigaon, Nagaon, Sibsagar, Sonitpur, Tinsukia

36.

Acronym	RSN
Name	Rajapur Seva Niketan
Legal form	Society
mF started in the year	2000
Chief Functionary	Mr. Asit kumar Pramanick
Head of mF Program	Mr. Asit Kumar Pramanick
Outreach	5,969

Gross loan portfolio (INR)	82,01,947
Operating model	SHG
Address	Vill.- Rajapur, PO-Karatberia, Uluberia, Howrah, Pin-711316. WestBengal, India. T 033-26611405, 09433400858
<b>Area of operation</b>	
State/s	West Bengal
District/s	Howrah

37.

Acronym	RGVN
Name	Rashtriya Gramin Vikas Nidhi
Legal form	Society
mF started in the year	1995
Chief Functionary	Mr. Amiya Ku. Sharma
Head of mF Program	Ms. Rupali Kalita
Outreach	34,642
Gross loan portfolio (INR)	85,083,962

Operating model	SHG, JLG & Individual lending
Address	8 th Bylanes, Rajgarh Road, Guwahati, Assam Pin-781003 T 0361- 2452320/2528652/ 2450962/2452320 E rgvnho@yahoo.com
<b>Area of operation</b>	
State/s	Assam
District/s:	Kamrup, Monigaon, Dhubai, Bangaigaon, Goalpara, Nalbani, Baopeta, Daoang

38.

Acronym	REACH-M
Name	Rural Education and Action For Change- Manipur
Legal form	Society
mF started in the year	2004
Chief Functionary	Mr. M. Moses Maring
Head of mF Program	Mr. M. Moses Maring
Outreach	982

Gross loan portfolio (INR)	8,51,900
Operating model	SHG
Address	Nungourok, P.O. Pallel-795135, Dist. Chandel, Manipur, India T 03848-265335 E moesmaring@yahoo.co.in
<b>Area of operation</b>	
State/s	Manipur
District/s	Chandel, Sanapati, Ukhrul, Thoubal



## 39.

Acronym	Sahara
Name	Sahara Utsarga Welfare Society
Legal form	Society
mF started in the year	999
Chief Functionary	Mr. Kashinath Banerjee
Head of mF Program	Ms. Sudipta Banerjee
Outreach	20,288

Gross loan portfolio (INR)	4,63,75,006
Operating model	Grameen
Address	Kalibari sarani, Michael nagar, Kolkata-133, India T 033-25674205 E sahara_mf@indiatimes.com
<b>Area of operation</b>	
State/s	West Bengal
District/s:	North 24 Parganas, Soth 24 Parganas, Nadia, Murshidabad

## 40.

Acronym	Samata SHSC Ltd.
Name	Samata Self Help Savings Cooperative Ltd.
Legal form:	MACs
mF started in the year	2004
Chief Functionary	Ms. Sundari Moharana
Head of mF Program	Ms. Maguni Jaisingh
Outreach:	523

Gross loan portfolio (INR):	4,99,000
Operating model:	Individual lending
Address	Bhubanpur, Brahmagiri, Puri, Orissa. T 09937313757
<b>Area of operation</b>	
State/s	Orissa.
District/s	Puri

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## 41.

Acronym	Sanghamitra SHSC Ltd.
Name	Sanghamitra Self Help Savings Co- operative Ltd.
Legal form	MACs
mF started in the year	2004
Chief Functionary	Ms. Kanakalata Behera
Head of mF Program	Kanhu Charan Muduli

Outreach	293
Gross loan portfolio (INR)	5,95,932
Operating model	Individual lending
Address	Kadua, Puri, Orissa T 09437232410
<b>Area of operation</b>	
State/s	Orissa.
District/s:	Puri

## 42.

Acronym	Sangram SHSC Ltd.
Name	Sangram Self Help savings Cooperative Limited
Legal form	MACs
mF started in the year	2004
Chief Functionary	Ms. Sushama Sahoo
Head of mF Program	Ms. Tarubala Bastia
Outreach	181

Gross loan portfolio (INR)	78,150
Operating model	Individual lending
Address	Damodarpur, Birapratappur, Puri, Orissa. T 09338017249
<b>Area of operation</b>	
State/s	Orissa
District/s	Puri

43.

Acronym	Sramajibi Bikash PMSS Ltd.	Gross loan portfolio (INR)	4,59,121
Name	Sramajibi Bikash Prathamika Mahila Sanchaya Samabaya Ltd.	Operating model	Individual lending
Legal form	MACs	Address	Bhusandpur, Tangi, Khurda, Orissa T 09938457457
mF started in the year	2004	<b>Area of operation</b>	
Chief Functionary	Mr. Prasanna Ku. Das.	State/s	Orissa
Head of mF Program	Ms. Sabitri Parida	District/s	Khurda
Outreach	325		

44.

Acronym	SARC	Gross loan portfolio (INR)	2,15,998
Name	Social Action for Rural Community	Operating model	SHG
Legal form	Society	Address	Sairam Nivas, Behind Nari Seva Sadan, Po/Dist: Sambalpur, 768001 T 0663-2412263, 09937455878 E sarc6607@rediffmail.com
mF started in the year	2000	<b>Area of operation</b>	
Chief Functionary	Mr. Ashok Ku. Panigrahi	State/s	Orissa
Head of mF Program	Mr. Ashok Ku. Panigrahi	District/s	Sambalpur, Jharsuguda
Outreach	111		

45.

Acronym	SWATI	Gross loan portfolio (INR)	12,80,000
Name	Social Welfare Agency and Training Institute	Operating model	SHG & Individual
Legal form	Society	Address	At Malerimaha Post-Paburia, Dist.: Kandhmal, Orissa - 762 112 T +91-6847 260386,264104 E swati_pab@yahoo.co.in
mF started in the year	2001	<b>Area of operation</b>	
Chief Functionary	Mr. Hari Sankar Rout	State/s	Orissa.
Head of mF Program	Mr. Sanjay Kr. Nayak	District/s:	Kandhmal
Outreach	3,765		

46.

Acronym	SMS	Gross loan portfolio (INR)	8,54,24,52
Name	Sreema Mahila Samity	Operating model	SHG
Legal form	Society	Address	Vill + P.O.Duttapalia, Nadia, West Bengal-741 504 T 03473-265207, 09733088597 E sreema@vsnl.net
mF started in the year	1999	<b>Area of operation</b>	
Chief Functionary	Ms. Bani Saraswati.	State/s	West Bengal
Head of mF Program	Ms. Mahua Ghosh.	District/s:	Nadia, North 24 Parganas
Outreach	47,903		



## 47.

Acronym	Subhashree SHSC Ltd.
Name	Subhashree Self Help Savings Cooperative Ltd.
Legal form	MACs
mF started in the year	2004
Chief Functionary	Ms. Sanjukta Mohapatra
Head of mF Program	Ms. Purnima Bastia
Outreach	215

Gross loan portfolio (INR)	3,70,828
Operating model	Individual lending.
Address	Chandanpur, Puri, Orissa. T 09938559924
<b>Area of operation</b>	
State/s	Orissa
District/s:	Puri

## 48.

Acronym	SUPPORT
Name	SUPPORT
Legal form	Trust
mF started in the year	1999
Chief Functionary	Mr. Bhawani Shankar Gupta.
Head of mF Program	Mr. Sahdev Ganguly.
Outreach	6,373

Gross loan portfolio (INR)	5,08,496
Operating model	SHG Joint Liability Group
Address	Ashok Nagar, Kanhary Road, Hazaribagh, Jharkhand-825301 T 06546-266742 E supporthzb@indiatimes.com
<b>Area of operation</b>	
State/s	Jharkhand
District/s:	Hazaribagh

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## 49.

Acronym	Surakshya SHSC Ltd.
Name	Surakshya Self Help Savings Cooperative Ltd.
Legal form	MACs
mF started in the year	2004
Chief Functionary	Mr. Satyabhama Mish
Head of mF Program	Ms. Ranjita Mohapatra
Outreach	222

Gross loan portfolio (INR)	4,09,695
Operating model	Individual lending
Address	Gola Sahi, Biraharekrushnapur, Puri, Orissa. T 09337844265
<b>Area of operation</b>	
State/s	Orissa.
District/s:	Puri

## 50.

Acronym	SMCS
Name	Swayamshree Microcredit Services
Legal form	Sec 25C Company
mF started in the year	2003
Chief Functionary	Mr. Parashuram Nayak
Head of mF Program	Ms. Amiya Bala Patnayak
Outreach	6,968
Gross loan portfolio (INR)	2,31,20,925

Operating model	SHG
Address	M-75, Samanta Vihar, Near NALCO Chowk, Bhubaneswar, Orissa- 751 017 T +91-674 2302646 E smcsbbsr@sanchamet.in
<b>Area of operation</b>	
State/s	Orissa.
District/s:	18 districts in Orissa



## 51.

Acronym	Tirupati Balaji SHSC Ltd.	Gross loan portfolio (INR)	9,15,175
Name	Tirupati Balaji Self Help Savings Cooperative Limited	Operating model	Individual lending
Legal form	MACs	Address	Ghoda Bazar, Station Road, Puri, Orissa T 09937245490
mF started in the year	2004	<b>Area of operation</b>	
Chief Functionary	P. Bhanumati	State/s	Orissa.
Head of mF Program	Ms. Pushpalata Padhihari	District/s:	Puri
Outreach	424		

## 52.

Acronym	Ullon	Operating model	SHG & Individual Lending
Name	Ullon Social Welfare Society	Address	Post Office: Ramlochan Pur, Village: Ullon, Police Station, Mondir Bazar, South 24 Pgnas, West Bengal-743336 T 03174-273450/ 277163, 094340-77162 E abhijitullon@yahoo.co.in
Legal form	Society	<b>Area of operation</b>	
mF started in the year	2000	State/s	West Bengal
Chief Functionary	Mr. Abhijit Das.	District/s:	South 24 Praganas.
Head of mF Program	Mr. Abhijit Das.		
Outreach	5,947		
Gross loan portfolio (INR)	1,18,04,376		

## 53.

Acronym	VMCS	Operating model	SHG
Name	Village Micro Credit Services	Address	F-3. Geetanjali Park, 18/3-A Kumud Ghosal Road, Ariadaha, Kolkata-700057. India T 033 25646545 / 5786 E kuldip@village.net.in
Legal form	NBFC	<b>Area of operation</b>	
mF started in the year	2005	State/s	West Bengal
Chief Functionary	Mr. Kuldeep Maity	District/s:	Howrah, 24 parganas, Nadia
Head of mF Program	Mr. Kuldeep Maity		
Outreach	12,089		
Gross loan portfolio (INR)	2,90,70,896		

## 54.

Acronym	Village Welfare Society	Operating model	Individual lending & ASA model
Name	Village Welfare Society	Address	F-3. Geetanjali Park, 18/3-A Kumud Ghosal Road, Ariadaha, Kolkata-700057. India T 033-25646545 E vws@cal3.vsnl.net.in
Legal form	Society	<b>Area of operation</b>	
mF started in the year	1995	State/s	West Bengal
Chief Functionary	Mr. Ajit Kumar Maity	District/s:	Howrah, 24 parganas, Nadia
Head of mF Program	Mr. Ajit Kumar Maity		
Outreach	58,836		
Gross loan portfolio (INR)	15,83,97,175		



## 55.

Acronym	VSSU	Gross loan portfolio (INR)	3,84,03,000
Name	Vivekananda Seva Kendra-o-Shishu Uddyan	Operating model	Individual Lending & SHG
Legal form	Society	Address	Vill: Ullon, P.O. Ramlochanpur, Dist.- South 24 Parganas, West Bengal 743336, T 03174-277451/986, 09830013898, E kapila@vsnl.net
mF started in the year	1994	<b>Area of operation</b>	
Chief Functionary	Mr. Kapila Nanda Mondal	State/s	West Bengal
Head of mF Program	Mr. Kapila Nanda Mondal	District/s:	24 Parganas
Outreach	10,356		

## 56.

Acronym	YVU	Operating model	SHG & Individual
Name	Youth Volunteers Union	Address	Waiview Bhavan, Thoubal Wangmataba, Thoubal- 795138. Manipur T 03848-222224,222514 E imp_tikendra@sancharnet.in
Legal form	Society	<b>Area of operation</b>	
mF started in the year	2000	State/s	Manipur
Chief Functionary	Mr. AK Tikendrajit Singh	District/s:	Thoubal, Imphal East, Imphal west, Bishnupur, Senapati, Chandel
Head of mF Program	Mr. AK Tikendrajit Singh		
Outreach	3,961		
Gross loan portfolio (INR)	2,58,52,548		

## West

The sample covers 9 CDFIs from the western part of the country. This comprises of 4 CDFIs from Gujarat, 3 from Maharashtra and 2 from Rajasthan. Legal wise classification shows 8 CDFIs as Society and Trust and 1 cooperative from Rajasthan.

Maximum number of CDFIs in the sample from west (6 CDFIs) has experience between 5-10 years and is under B category. 2 CDFIs has experience of more than 10 years and the rest 1 fall under A category with experience of 1-5 years of microfinance operations. All CDFIs from this region falls under 'small' category based GLP and outreach.

Following CDFIs are from the western part of the country:

### 1.

Acronym	AAMBA	Gross loan portfolio (INR)	3390405
Name	Amber Ashrayee Mahila Benefit Association	Operating model	Individual
Legal form	Trust	Address	Samanvay Chowk, Jayant Society, Madvi Plot, Rajkot, Gujrat-360004 T 0281-5539246, 2575611 E ambarajkot@yahoo.com
mF started in the year	2000	Area of operation	
Chief Functionary	Mr. Balavantbhai D. Desai	State/s	Gujarat
Head of mF Program	Mr. Jayendra N. Pandya.	District/s:	Rajkot, Surendra Nagar, Jamnagar, Amreli.
Outreach	7451		

### 2.

Acronym	Chaitanya.	Gross loan portfolio (INR)	24,09,299
Name	Grameen Mahila Swayam Siddha Sangh.	Operating model	SHG
Legal form	Society/Trust	Address	Moti Chowk, Rajgurunagar, Tal. Khed, Dist. Pune 410 505 T 02135 223176, 226580 E chaitanya_pune@yahoo.co.in
mF started in the year	1993	Area of operation	
Chief Functionary	Ms. Indubai Naikade.	State/s	Maharashtra.
Head of mF Program	Ms. Kaushalya Thigale.	District/s:	Pune and Amravati.
Outreach	5,121		

### 3.

Acronym	GSST	Operating model	SHG, JLG & Individual Lending
Name	Gram Swaraj Seva Trust	Address	Manohar Dham, Dattapur, Tah & Dist- Wardha- 442001, Maharashtra T 07152-240814 E gsstd_wda@sancharnet.in
Legal form	Society/Trust	Area of operation	
mF started in the year	2000	State/s	Maharashtra.
Chief Functionary	S.P. Mankar	District/s:	1 District in Maharashtra
Head of mF Program	Pravin Mankar		
Outreach	254		
Gross loan portfolio (INR)	10,58,000		



## 4.

Acronym	GVSK
Name	Gram Vikas Samarthan Kendra, Becharjee.
Legal form	Society/trust
mF started in the year	1999
Chief Functionary	Mr. Jayesh B. Rawal
Head of mF Program	Mr. Jayesh B. Rawal
Outreach	539

Gross loan portfolio (INR)	10895319
Operating model	SHG
Address	34, Ashapura Society, Taluka Becharji, Dist.-Mehsana Gujarat -384210 T 02734-289188
<b>Area of operation</b>	
State/s	Gujarat
District/s:	Mehsana, Patan, Surendranagar, Ahmedabad

## 5.

Acronym	GVM
Name	Grameen Vikas Mandal.
Legal form	Society/trust
mF started in the year	2002
Chief Functionary	Mr. Sayyad S.B.
Head of mF Program	Mr. Gaikwad T.K.
Outreach	3,537
Gross loan portfolio (INR)	16,97,647

Operating model	SHG
Address	At & Post Bansarola, Tq. Kaij Dist Beed, Maharashtra - 431 518 T 02446-247764, 09422743506 E bhr_gvmamba@sancharnet.in
<b>Area of operation</b>	
State/s	Maharashtra.
District/s:	Beed

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## 6.

Acronym	Pustikar
Name	Pustikar Laghu Vyaparik Pratisthan Bachat evam Sakh Sahakari Samiti Ltd
Legal form	Cooperative
mF started in the year	1997
Chief Functionary	Mr. Amar Chand Purohit
Head of mF Program	Mr. Amar Chand Purohit
Outreach	7,151

Gross loan portfolio (INR)	25,18,78,000
Operating model	SHG
Address	Setubandh Rameshwar Mandir, Narsingh Dara, Inside Jalori Bari, Jodhpur-342001.Rajasthan T 09314700816, 0291-2644115 E pustikar@yahoo.com
<b>Area of operation</b>	
State/s	Rajasthan
District/s:	Jodhpur

## 7.

Acronym	SAATH
Name	SAATH Charitable Trust
Legal form	Trust
mF started in the year	1994
Chief Functionary	Mr. Rajendra Joshi.
Head of mF Program	Ms. Chinmayi Desai/ Madhuben Parmar.
Outreach	5496
Gross loan portfolio (INR)	3051238

Operating model	Individual
Address	0/102, Nandavan-V, Near Prernatirth Jain Derasar, Jodhpur, Ahmedabad, Gujarat-380 015 T 079-26926604, 26929827, 09825005198 E chinmayi@saath.org
<b>Area of operation</b>	
State/s	Gujarat
District/s:	Ahmedabad

8.

Acronym	SEVA Mandir	Operating model	SHG
Name	SEVA Mandir	Address	Old Fatehpura, Udaipur, Rajasthan-313 004 T 0294-2451041/2450960/ 24520001 E smandir@vsnl.com, wed@sevamandir.org Smandir1@sancharnet.in info@sevamandir.org
Legal form	Society	Area of operation	
mF started in the year	1992	State/s	Rajasthan
Chief Functionary	Ms. Neelima Khetan	District/s:	Udaipur, Rajasmahal
Head of mF Program	Ms. Swati Patel		
Outreach	9,304		
Gross loan portfolio (INR)	74,65,853		

9.

Acronym	Vikas- Center	Operating model	SHG
Name	Vikas- Center for Development	Address	H-003, Samrajya, Opp. Manav Mandir, Off Drive-in Road, Memnagar, Ahmedabad-380052. Gujarat. T 26404263/55620772 E vikas-abad@icenet.net
Legal form	Trust	Area of operation	
mF started in the year	1998	State/s	Gujarat
Chief Functionary	Mrs. Ranna Shah	District/s:	Ahmedabad, Baroda, Surat, Bhanch Mehsana, Annand, Nadiad
Head of mF Program	Mrs. Ushma Pathak		
Outreach	7,629		
Gross loan portfolio (INR)	74,40,000		



## North

Out of the 9 CDFIs from northern part contributing to SBS, 4 each are from Delhi and Uttar Pradesh and 1 from Madhya Pradesh. The sample of these 9 CDFIs covers 6 Society and Trust, 2 NBFCs and one Section 25 Company.

Age wise, 4 out of 9 CDFIs have experience of 1-5 years and fall under category A. 3 CDFIs have experience of 5-10 years and the rest 2 CDFIs have more than 10 years experience in the field of microfinance operations. GLP and Outreach wise maximum CDFIs (7 out of 9) falls under small category and one each falls under small and medium category.

Following CDFIs from north contributed to the study:

### 1.

Acronym	Ajeevika Trust	Operating model	Grameen
Name	Ajeevika Trust	Address	# 5, Institutional Area, Near Sangam Cinema, Sector-9, R.K.Puram, New Delhi 110021, India T 011-39570116, 0931294455 E aoditti@ajejevika.in
Legal form	Trust	Area of operation	
mF started in the year	2004	State/s	Gujarat
Chief Functionary	Mr. B.K. Goswami.	District/s:	Rajkot, Surendra Nagar, Jamnagar, Amreli.
Head of mF Program	Mr. M. Sashi Kumar.		
Outreach	1368		
Gross loan portfolio (INR)	4,77,000		

### 2.

Acronym	VAMA	Operating model	SHG
Name	Bal Mahila Vikas Samiti	Address	C-9, Maharana Pratap Nagar, Near Jiwaji Club, Jhansi road, Gwalior, Madhya Pradesh T 0751-2457438, 6531566, 09826299566 E : bmvs_org@yahoo.com Ibv_org@rediffmail.com
Legal form	Society	Area of operation	
mF started in the year	2006	State/s	Madhya Pradesh
Chief Functionary	Mr. Indra Bhushan Verma.	District/s:	Gwalior.
Head of mF Program	Mr. Indra Bhushan Verma.		
Outreach	3480		
Gross loan portfolio (INR)	15,64,000		

### 3.

Acronym	CMC	Operating model	SHG & Grameen
Name	Cashpor Micro Credit	Address	Opp. Care Hospital, DLW-BHU Road, Bhikharipur, Varanasi-221004, Uttar Pradesh T 0542-2322281/82 E cashpor@sify.com
Legal form	Section 25 Company	Area of operation	
mF started in the year	2003	State/s	Uttar Pradesh & Bihar
Chief Functionary	J.S. Tomar	District/s:	Buxar, Sasaram, Saran (Bihar); Mirzapur, Ghazipur, Chandauli, Ballia, Azamgarh, Deoria, Jaunpur (UP)
Head of mF Program	J.S. Tomar		
Outreach	1,45,329		
Gross loan portfolio (INR)	27,09,70,49		

## 4.

Acronym	DEEPALAYA
Name	DEEPALAYA.
Legal form	Society
mF started in the year	2004
Chief Functionary	MT.K. Mathew
Head of mF Program	Avijit Dey
Outreach	2100
Gross loan portfolio (INR)	3,592,459

Operating model	SHG
Address	46,Institutional Area, D Block, Janakpuri, New Delhi-110058 T 011-25548263 E avijit@deepalaya.org
<b>Area of operation</b>	
State/s	Haryana/Delhi NCR
District/s:	Gurgaon district in Haryana & 9 districts in Delhi

## 5.

Acronym	Parmarth
Name	Parmath Samaj Sevi Sansthan
Legal form	Society
mF started in the year	2000-01
Chief Functionary	Mr. Anil Singh.
Head of mF Program	Mr. Sanjay Singh
Outreach	5,133
Gross loan portfolio (INR)	1,98,065

Operating model	SHG, Grameen & Individual lending.
Address	Mona House, Churkhi Road, ORAI 285001, Dist: Jalaun, U.P.India T 09415064471, 05162- 258412 E parmarthorai@sancharnet.in parmarths@gmail.com
<b>Area of operation</b>	
State/s	Uttar Pradesh & Madhya Pradesh.
District/s:	Jalaun, Kanpur, Dehat, Lalitpur (UP); Teekam Garh (MP)

## 6.

Acronym	PCI/ India
Name	Project Concern International /India
Legal form	Society
mF started in the year	2005
Chief Functionary	Dr. Henry Alderfer.
Head of mF Program	Dr. Henry Alderfer
Outreach	235

Gross loan portfolio (INR)	15,29,400
Operating model	Grameen
Address	B7 Ext/110 A, Safdarjung Enclave, New Delhi 110029 T 011-26187940,26187754 E ravi@pciindia.org
<b>Area of operation</b>	
State/s	Rajasthan
District/s:	Jaipur

## 7.

Acronym	Satin
Name	Satin Credit Care Network Ltd
Legal form	NBFC
mF started in the year	1990
Chief Functionary	Mr. H. P. Singh
Head of mF Program	Mr. H. P. Singh
Outreach	6,631
Gross loan portfolio (INR)	13,73,58,677

Operating model	Individual lending model
Address	5th Floor, Kundan Bhawan, Azadpur, Commercial complex, New Delhi- 110033 T 011-27671100,27671400 E hpsingh@satinleasing.com
<b>Area of operation</b>	
State/s	Delhi & NCR
District/s:	East, West, North, South, Central- Delhi; Gurgaon, Faridabad, Noida, Panipat



## 8.

Acronym	Shramik Bharti	Gross loan portfolio (INR)	6,15,320
Name	Shramik Bharti	Operating model	SHG
Legal form	Society	Address	392, Vikas Nagar (Lakhanpur) Kanpur-208024, Uttar Pradesh T 0512-2580823 E shramikbharti@hotmail.com info@shramikbharti.org.in
mF started in the year	1989	Area of operation	
Chief Functionary	Mr. Ganesh Pandey	State/s	Uttar Pradesh
Head of mF Program	Mr. Rakesh kumar Pandey	District/s:	Kanpur, Kanpur Dehat
Outreach	10,510		

## 9.

Acronym	SONATA	Operating model	SHG
Name	Sonata Finance Private Limited	Address	1/1-A Rai Bahadur, Ram Charan Das Road, Balrampur House, Allahabad (211003) U.P. T 0532-3295984, 09839779346 E anupmzp@yahoo.com
Legal form	NBFC	Area of operation	
mF started in the year	2006	State/s	Uttar Pradesh
Chief Functionary	Mr. Anup Ku. Singh.	District/s:	Allahabad
Head of mF Program	Mr. Anup Ku. Singh		
Outreach	692		
Gross loan portfolio (INR)	31,54,336		



## South

From the southern part of the country we have 55 CDFIs contributing to SBS- 27 CDFIs are from Andhra Pradesh, 15 from Tamil Nadu, 8 from Karnataka, and 5 from Kerala. Legal form wise a rich diversity has come in the sample with 27 being society and trust, 17 MACs (all from AP), 5 section 25 company, 4 NBFC, one LAB and cooperative.

Age wise classification from south has maximum representation of Category A and B i.e., 25 CDFIs have mF experience of 5 or less than 5 years and 24 CDFIs has experience between 5 to 10 years. Only 6 CDFIs are of category C i.e., CDFIs with more than 10 years of microfinance operations.

Outreach wise maximum CDFIs falls under 'medium' category but GLP wise more are of small size i.e., 24 falls in former and 35 in the latter category. 10 each CDFIs are of 'large' size based on GLP and outreach.

Following CDFIs from South contributed to the current Side by Side:

### 1.

Acronym	ASSIST	Gross loan portfolio (INR)	85,39,446
Name	A Society for Integrated Rural Development	Operating model	SHG
Legal form	Society	Address	Chilakaluripet, Guntur, Andhra Pradesh , Pin-522616 T 08647-253971, 254934, 254815 E assist@sancharnet.in assistranga@rediffmail.com
mF started in the year	1995	<b>Area of operation</b>	
Chief Functionary	J. Ranga Rao	State/s	Andhra Pradesh
Head of mF Program	J. Ranga Rao	District/s:	Guntur, Prakasam
Outreach	15,469		

### 2.

Acronym	ASA	Operating model	Grameen
Name	Activists for Social Alternatives	Address	United Towers, Karur Bye Pass Road Nr Kohinoor Theatre, Trichy 620018 T 0431-2763980 E asadev@eth.net
Legal form	Trust	<b>Area of operation</b>	
mF started in the year	1997	State/s	Tamil Nadu
Chief Functionary	Mr. S. Devaraj.	District/s:	Trichy, Pudukottai, Madurai, Dindigul, Tanjoore, sivagangai, Karoor, namakkal, Nagapattinam, Cuddalore, Trivarur, Kumbakonam, Myladuthurai and Sirkali
Head of mF Program	Mr. Arjun Muralidharan.		
Outreach	91,680		
Gross loan portfolio (INR)	25,37,55,818		

### 3.

Acronym	AMMACTS	Gross loan portfolio (INR)	26,06,02,050
Name	Acts Mahila Mutually Aided COOP Thrift Society	Operating model	SHG
Legal form	MACs	Address	3-13/3, Behind Govt. Hospital, Gandhi Nagar, V. Kota, Dist. Chittoor, A.P.-517424 T 08572-231869 E actsgd@rediffmail.com
mF started in the year	1998	<b>Area of operation</b>	
Chief Functionary	Mr. G. Dasratha Reddy	State/s	Andhra Pradesh, Karnataka, Tamil nadu
Head of mF Program	Mr. G. Dasratha Reddy	District/s:	Chittoor (AP), Kolar (Kar), Vellore(TN)
Outreach	60,144		



## 4.

Acronym	BSS	Operating model	Grameen.
Name	Bharatha Swamukti Samsthe	Address	516/54, 54th cross, III block, Rajaji Nagar, Near Ram Mandir circle, Bangalore T 91-80-65732387, 32711266. E swamukti@swamukti.com swamukti@blr.vsnl.net.in
Legal form	Trust.	<b>Area of operation</b>	
mF started in the year	1999	State/s	Karnataka.
Chief Functionary	Dr. Ramesh Bellamkonda	District/s:	Bangalore Rural, Tumkur, Mysore, Mandya, Chamrajnagar
Head of mF Program	Dr. Ramesh Bellamkonda		
Outreach	26,476		
Gross loan portfolio (INR)	10,35,23,000		

## 5.

Acronym	BODHANA	Gross loan portfolio (INR)	1,46,74,660
Name	Bodhana- Tiruvalla Social Service Society	Operating model	SHG
Legal form	Society	Address	Thukalassery, Pathanamthitta District, Kerala 689101, India. T 0469-2730561, 2606063 E bodhana@sancharnet.in
mF started in the year	2002	<b>Area of operation</b>	
Chief Functionary	Fr. Mathew Punakulam	State/s	Kerala
Head of mF Program	Mr. K. Unnikrishnan.	District/s:	Alappuzha, Pathanamthitta, Kottayam, Idukki
Outreach	11,179		

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## 6.

Acronym	BWDA	Operating model	SHG
Name	Bullock-cart workers Development Association	Address	Po.Box No. 93, 858, East Pandy Road, Villupuram-605602, Tamilnadu T 04146-242815 E bwda1@sancharnet.in bwdavpm@yahoo.com
Legal form	Society	<b>Area of operation</b>	
mF started in the year	1999	State/s	Tamil Nadu , Pondicherry
Chief Functionary	C. Joslin Thambi	District/s:	Chennai, Cuddalore, Kancheepuram, Kanyakumari, Villupuram, Tirunelveli, and U.T. of Pondicherry
Head of mF Program	Mr. C. Joslin Thambi		
Outreach	39,870		
Gross loan portfolio (INR)	5,41,69,636		

## 7.

Acronym	BFL	Operating model	SHG, Individual lending and to other NGOs
Name	BWDA Finance Limited	Address	P. Box No-93, 858, East Pandy Road, Villupuram-605 602, Tamilnadu. T 04146-240683, 243861. E bwda1@sancharnet.in bwdavpm@yahoo.com
Legal form	NBFC	<b>Area of operation</b>	
mF started in the year	2003	State/s	Tamil Nadu and Pondicherry.
Chief Functionary	Mr. C. Joslin Thambi.	District/s:	Chennai, Cuddalore, Kancheepuram, Kanyakumari, Villupuram, Tirunelveli, and U.T. of Pondicherry
Head of mF Program	Mr. C. Joslin Thambi		
Outreach	39,870		
Gross loan portfolio (INR)	37,80,43,442		

8.

Acronym	CDC
Name	Community Development Centre.
Legal form	Trust.
mF started in the year	1996
Chief Functionary	Mr. P. Pandian.
Head of mF Program	Mr. P. Pandian
Outreach	6,192
Gross loan portfolio (INR)	2,43,92,599

Operating model	SHG
Address	Main Road (Near Ghat Road) Genguvarpatti, Theni Dt.Tamilnadu - 625203 T 04546-236538 E cdcpn@sancharnet.in
Area of operation	
State/s	Tamil Nadu
District/s:	Theni, Dindigul, Madurai

9.

Acronym	ESAF
Name	Evangelical Social Action Forum
Legal form	Society
mF started in the year	1996
Chief Functionary	Mr. K. Paul Thomas
Head of mF Program	Mr. Ashok Mammen.
Outreach	66,120
Gross loan portfolio (INR)	13,94,98,998
Operating model	Grameen.

Address	P. B. No. 12, Hephzibah Complex Mannuthy, Trichur-680651, Kerala T 0487-2371472/2373813, 9387105478 E esafpaul@sancharnet.in esafhq@asianetindia.com esafter@dataone.in
Area of operation	
State/s	Kerala, Tamil Nadu, Maharashtra and Chattisgarh.
District/s:	Palakkad, Thrissur, Idukki, Ernakulam, Kottayam, Alappuzha, Kollam, Thiruvnathapuram (Kerala); Kanyakumari, Coimbatore, Chennai, Thiruvallur (TN); Nagpur, Gadcharoli (Maharashtra); Kanker, Mahasamud (Chattisgarh)

10.

Acronym	Grama Siri
Name	Grama Siri
Legal form	Society.
mF started in the year	1994
Chief Functionary	Mr. A.L. Narasimha Murthy.
Head of mF Program	Mr. A.L. Narasimha Murthy.
Outreach	20,973
Gross loan portfolio (INR)	5,23,65,637

Operating model	SHG
Address	J.P.Nagar, Nandirajuthota Bapatla Mandal, Guntur District Andhra Pradesh-522120 T 08643-24132 E gramsiri@sancharnet.in
Area of operation	
State/s	Andhra Pradesh.
District/s:	Guntur.

11.

Acronym	Grameen Koota
Name	Grameen Koota
Legal form	Trust
mF started in the year	1999
Chief Functionary	Ms. Vinatha Reddy.
Head of mF Program	Mr. Suresh K.K.
Outreach	50,657
Gross loan portfolio (INR)	21,72,30,061

Operating model	Grameen model
Address	Avalahalli, Anjanapura.P.O. Bangalore-560062 T 080-28436237 E info@grameenkoota.org tmtindia@vsnl.com
Area of operation	
State/s	Karnataka
District/s:	9 Districts in Karnataka.



## 12.

Acronym	GLOW	Gross loan portfolio (INR)	59,94,947
Name	Guidance Society For Labour Orphans & Woman	Operating model	JLG model
Legal form	Society	Address	Address: Sowlore Village,K.Pudur Post, Tirupattur Tk, Velore, Tamilnadu-635653 T 04179-309224, 094432-16675 E annaduraignlow@rediffmail.com glowtn@rediffmail.com
mF started in the year	2002	Area of operation	
Chief Functionary	Mr.S.P. Annadurai	State/s	Tamil Nadu and Karnataka.
Head of mF Program	Mr. A. Thazoon.	District/s:	Vellore (TN), Bangalore (Kar)
Outreach	8,750		

## 13

Acronym	GUIDE	Operating model	Grameen model & SHG
Name	GUIDE	Address	#74-24-15/1, Ground Floor, Yarlagadda Apparao Ashok Nagar, Vijaywada, Krishna- 520007(A.P) T 0866-2554596, 5537391, 6537391 E guide_vja@yahoo.co.in
Legal form	Society	Area of operation	
mF started in the year	2000-2001	State/s	Andhra Pradesh
Chief Functionary	B. Venkateswara Rao	District/s:	Krishna, Guntur
Head of mF Program	Ms. M. P. Lakshmi.		
Outreach	10,185		
Gross loan portfolio (INR)	1,41,45,865		

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## 14.

Acronym	Hope Foundation	Operating model	Grameen model & SHG
Name	Hope Foundation	Address	Anugraha (H),Kunnathurmedu P.O , Chirakkad,Palakkad ,Kerala 678013 T 91-491-2530483 E hopefoundation_in@sancharnet.in
Legal form	Trust.	Area of operation	
mF started in the year	2006	State/s	Kerala and Jharkhand.
Chief Functionary	Mr. Benny K. Joseph.	District/s:	Palakkad, Thrissur, Idukki (Kerala); Ranchi, Ghumla (Jharkhand)
Head of mF Program	Mr. Benny K. Joseph		
Outreach	7,551		
Gross loan portfolio (INR)	7,50,950		

## 15.

Acronym	IASC	Operating model	SHG & JLG
Name	Indian Association for savings and Credit	Address	3-100 G, 1st Floor, Crystal Street Marthandam-629 165, KanyaKumari District, Tamil Nadu T 91-422-5388867 E admin@iasc.in
Legal form	Section 25 Company	Area of operation	
mF started in the year	1998	State/s	Tamil Nadu Kerala
Chief Functionary	Mr. K.G. Krishnamurthy.	District/s:	Kanyakumari, Tirunelveli, Thoothukudi, Madurai, Sivagangai, Coimbatore, Virudachallam, Cuddalore, Perambalur, Virudhunagar (TN); Thiruvananthapuram (Kerala)
Head of mF Program	Mr. P.Uday Shankar		
Outreach	21,266		
Gross loan portfolio (INR)	17,95,67,783		

## 16.

Acronym	IMPACT	Gross loan portfolio (INR)	89,84,414
Name	Innovation micro finance for poverty alleviation & community transformation	Operating model	SHG & Individual lending
Legal form	Section 25 companies.	Address	# 16, VOC Main street, Kadambakkam, Chennai 600024 T +91-44-42122181,42123804 E james_verghese@wvi.org
mF started in the year	2005-06	<b>Area of operation</b>	
Chief Functionary	Fr.James Vergese	State/s	Tamil Nadu, Kerala, Andhra Pradesh.
Head of mF Program	Fr. James Vergese	District/s:	6 in Tamil Nadu. 3 in Andhra Pradesh. 1 in Kerala.
Outreach	1,323		

## 17.

Acronym	Janodaya	Operating model	SHG, Individual lending & JLG (Pilot basis)
Name	Janodaya Public Trust	Address	No. 3, 9th Cross, 5th Main, Jaymohan Extension, Binson Town Post, Bangalore, Karnataka T +91-80-23332564 E janodaya@bgl.vsnl.net.in janodayamcp@gmail.com
Legal form	Trust	<b>Area of operation</b>	
mF started in the year	2002	State/s	Karnataka
Chief Functionary	Ms. Santosh Vas	District/s:	7 districts in Karnataka.
Head of mF Program	Ms. Santosh Vas		
Outreach	17,630		
Gross loan portfolio (INR)	2,65,65,326		

## 18.

Acronym	KBSLAB	Operating model	JLG, Individual lending & SHG
Name	Krishna Bhima Samrudhi Local Area Bank Ltd	Address	B.K. Reddy Complex, New Town, Mahboobnagar, Andhrapradesh- 509001 T 91-8542-273383-84 E mbn_bkslab@sancharnet.in
Legal form	Local Area Bank	<b>Area of operation</b>	
mF started in the year	2001	State/s	Andhra Pradesh, Karnataka
Chief Functionary	Mr. S. Ramesh	District/s:	Mehbub Nagar (AP), Raichur, Gulbarga (Kar)
Head of mF Program	Mr. B.L. Parthasarathy.		
Outreach	21,020		
Gross loan portfolio (INR)	19,13,99,735		

## 19.

Acronym	LEAD	Gross loan portfolio (INR)	82,35,517
Name	League for Education and Development	Operating model	SHG.
Legal form	Society	Address	80/40,1 Street, Rayar Thoppu, Srirampuram, Srirangam, Trichirapalli-620006, Tamil Nadu T 0431-2432803,2432521 E radha_lead@hotmail.com
mF started in the year	1994	<b>Area of operation</b>	
Chief Functionary	N. Radha	State/s	Tamil Nadu.
Head of mF Program	N. Radha	District/s:	Trichy, Dindigul, Thanjavur, Karur, Namakkal, Erode, Perambalur
Outreach	46,915		



## 20.

Acronym	Mahasemam
Name	Mahasemam
Legal form	Trust
mF started in the year	1997
Chief Functionary	Dr. N. Sethuraman
Head of mF Program	P. Dhandapani
Outreach	92,566
Gross loan portfolio (INR)	9,67,87,833

Operating model	Grameen
Address	1&2, Lake Area, Melur Road, Uthangudi Post, Madurai- 625107. Tamilnadu T 09994177555 E semam@sancharnet.in
<b>Area of operation</b>	
State/s	Tamilnadu
District/s:	Chennai, Kanchipuram, Tiruvallur, Madurai, Sivagangai, Dindigul, Theni, Tirunelveli, Ramnad

## 21.

Acronym	Adarsha
Name	MARI - Adarsha MACs
Legal form	MACs
mF started in the year	2002
Chief Functionary	Y. Peelamma
Head of mF Program	G. Angarenti.
Outreach	1,021
Gross loan portfolio (INR)	11,91,300

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda- 506001, warangal- A.P., India T 2571208/2552928 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Tamilnadu
District/s:	Chennai, Kanchipuram, Tiruvallur, Madurai, Sivagangai, Dindigul, Theni, Tirunelveli, Ramnad

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## 22.

Acronym	Bhagyalaxmi
Name	MARI - Bhagyalaxmi MACs
Legal form	MACs
mF started in the year	2002
Chief Functionary	Ms. Saraswati
Head of mF Program	M. Ramesh
Outreach	1,466
Gross loan portfolio (INR)	15,65,350

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda- 506001, warangal- A.P., India T 2571208/2552928 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Tamilnadu
District/s:	Chennai, Kanchipuram, Tiruvallur, Madurai, Sivagangai, Dindigul, Theni, Tirunelveli, Ramnad

## 23.

Acronym	Bhagyalaxmi
Name	MARI - Bharat Mata MACs
Legal form	MACs
mF started in the year	2002
Chief Functionary	Mr. K. Vamaga
Head of mF Program	Mr. Ilaiash.
Outreach	1,268
Gross loan portfolio (INR)	19,39,451

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda- 506001, warangal- A.P., India T 2571208/2552928 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal

24.

Acronym	Jhanse
Name	MARI - Jhanse MACs
Legal form	MACs
mF started in the year	2002
Chief Functionary	Ms. Saraswathi
Head of mF Program	A. Nagamani
Outreach	746
Gross loan portfolio (INR)	6,17,700

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 2571208/2552928 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal

25.

Acronym	Jyothi
Name	MARI -Jyothi MACs
Legal form	MACs
mF started in the year	2002
Chief Functionary	Ms. Ch. Kamamma
Head of mF Program	Mr. P.Yadagiri
Outreach	1,210
Gross loan portfolio (INR)	10,44,092

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 2571208/2552928 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal

26.

Acronym	Krusha
Name	MARI - Krushi MACs
Legal form	MACs
mF started in the year	2002
Chief Functionary	Mr. Surafameni Radha
Head of mF Program	T. Nagamani
Outreach	1,173
Gross loan portfolio (INR)	9,51,092

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 91-9441550328 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal

27.

Acronym	Mahila Pragathi
Name	MARI - Mahila Pragathi MACs
Legal form	MACs
mF started in the year	2002
Chief Functionary	Ms. B. Saraswathi
Head of mF Program	Ms. Chandra Leela
Outreach	1,000
Gross loan portfolio (INR)	9,42,390

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 2571208/2552928 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal



## 28.

Acronym	Pavithra
Name	MARI - Pavithra MACs
Legal form	MACs
mF started in the year	2002
Chief Functionary	Sammakka
Head of mF Program	Kalavathe
Outreach	1,264
Gross loan portfolio (INR)	12,09,340

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 2571208/2552928 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal

## 29.

Acronym	Samakka-Sarakka
Name	MARI - Samakka-Sarakka MACs
Legal form	MACs
mF started in the year	2002
Chief Functionary	Ms. S. Vijayalaxmi.
Head of mF Program	Ms. S. Vijayalaxmi.
Outreach	1016
Gross loan portfolio (INR)	8,50,583

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 91-8717-261015 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal

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## 30.

Acronym	Shree Chayathyane
Name	MARI - Shree Chayathyane MACs
Legal form	MACs
mF started in the year	2002
Chief Functionary	K. Uma Rani
Head of mF Program	Venkamma
Outreach	1,204
Gross loan portfolio (INR)	15,54,135

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 2571208/2552928 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal

## 31.

Acronym	Shree Dhanalaxmi
Name	MARI - Shree Dhanalaxmi Macs
Legal form	MACs
mF started in the year	2002
Chief Functionary	Ms. Komaramma
Head of mF Program	Mr. Jafar Mia
Outreach	1,050
Gross loan portfolio (INR)	12,83,996

Operating model	SHG
Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 91-9949453007 E marimail@rediffmail.com mmariwgl@gmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal



32.

Acronym	Shree Shakti	Operating model	SHG
Name	MARI - Shree Shakti MACs	Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 2571208/2552928 E marimail@rediffmail.com mmariwgl@gmail.com
Legal form	MACs	<b>Area of operation</b>	
mF started in the year	2002	State/s	Andhra Pradesh
Chief Functionary	Ms. Mangula	District/s:	Warangal
Head of mF Program	Ms. Padmaja.		
Outreach	1,135		
Gross loan portfolio (INR)	16,54,133		

33.

Acronym	Subhashini	Operating model	SHG
Name	MARI -Subhashini Macs	Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 91-8711-251173 E marimail@rediffmail.com mmariwgl@gmail.com
Legal form	MACs	<b>Area of operation</b>	
mF started in the year	2002	State/s	Andhra Pradesh
Chief Functionary	Ms. Yakeet Bee	District/s:	Warangal
Head of mF Program	Padma Ja		
Outreach	916		
Gross loan portfolio (INR)	7,44,242		

34.

Acronym	Swayam Krushi	Operating model	SHG
Name	MARI - Swayam Krushi MACs	Address	1-8-499, Behind Ekashila Park, Balasamudram, Hanamkonda-506001, warangal- A.P., India T 91-8711-2885403 E marimail@rediffmail.com mmariwgl@gmail.com
Legal form	MACs	<b>Area of operation</b>	
mF started in the year	2002	State/s	Andhra Pradesh
Chief Functionary	Ch. Keemara	District/s:	Rayaparathi
Head of mF Program	Mr. M. Sampath		
Outreach	1,210		
Gross loan portfolio (INR)	15,04,650		

35.

Acronym	Mother Therisa	Operating model	SHG
Name	Mother Therisa Mahila MACs	Address	Muppala, Chandarlapadu, Krishna District Andhra Pradesh. T 08678-276383 E mtmmaces@hotmail.com
Legal form	MACs	<b>Area of operation</b>	
mF started in the year	1999	State/s	Andhra Pradesh
Chief Functionary	Kondru Ranimma	District/s:	Krishna
Head of mF Program	Ms. J. Manimma		
Outreach	1,693		
Gross loan portfolio (INR)	55,34,625		



## 36

Acronym	NDFS
Name	Nanayasurabhi Development Financial Services
Legal form	Section 25 Company
mF started in the year	1998
Chief Functionary	Mr. N. Peter Palaniswami
Head of mF Program	Ms. Viji.
Outreach	21,832

Gross loan portfolio (INR)	2,78,12,195
Operating model	SHG
Address	A-3, Durga Sreshta Apartments, 69, Officers Colony, Puthur, Trichy 620017, Tamil Nadu. T 0431-2780648 E ndfs.india@gmail.com
<b>Area of operation</b>	
State/s	Tamil Nadu
District/s:	5 Districts in Tamil Nadu

## 37.

Acronym	New Life
Name	New Life
Legal form	Society
mF started in the year	1999
Chief Functionary	Mr. C. Peter Rex Charly
Head of mF Program	Mrs. F. Beatrice Vanaja.
Outreach	19,376
Gross loan portfolio (INR)	24,46,595

Operating model	SHG & JLG
Address	C-20, 4th Cross, N.E.E., Thllainagar, Trichy Pin-620018, TamilNadu T 91-93457-38860 E newfed@hotmail.com
<b>Area of operation</b>	
State/s	Tamil Nadu
District/s:	Trichirapalli, Perambalur, Nagappattinam

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## 38.

Acronym	OUTREACH
Name	OUTREACH
Legal form	Society
mF started in the year	2000
Chief Functionary	Mr. R.M. Palanna
Head of mF Program	Mr. A. Radhakrishnan
Outreach	25,228
Gross loan portfolio (INR)	1,32,77,996

Operating model	SHG
Address	109, Coles Road, Fraser Town, Bangalore-560005 T +91-80-25307532, 25306089 E outreach@outreachindia.org
<b>Area of operation</b>	
State/s	Karnataka, Tamilnadu, Andhra Pradesh
District/s:	Kollar, Bellary, Bagalkot, Bidar, Bijapur (Kar); Chittoor, Khammam, Prakasam (AP); Krishnagiri (TN)

## 39.

Acronym	PSS
Name	Pragathi Seva Samity
Legal form	Society
mF started in the year	1995
Chief Functionary	Mr. John Gaddala
Head of mF Program	Mr. A. Satyanandam.
Outreach	25,427
Gross loan portfolio (INR)	5,92,63,552

Operating model	SHG
Address	# 'Bethel' 2-5-898, Circuit Road House, Hanamkonda, Warangal A.P.-506001 T +91-870-2550659, 2540851 E pragathiss@yahoo.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal

## 40.

Acronym	RASS	Operating model	SHG
Name	Rashtriya Seva Samithi	Address	Seva Nilayam, Annamaiah Marg, A.I.R Bye-Pass Road, Tirupati, A.P- 517501 T +91-877-2242404 E rass_org@rediffmail.com
Legal form	Society	Area of operation	
mF started in the year	1989	State/s	Andhra Pradesh, Tamilnadu
Chief Functionary	Dr. G. Munirathnam	District/s:	Chittoor, Cuddapah (AP); Thiruvalluvar(TN)
Head of mF Program	Mr. V. Nagaraju		
Outreach	36,605		
Gross loan portfolio (INR)	5,90,31,987		

## 41.

Acronym	Samuha	Operating model	SHG
Name	Samuha	Address	#12/3 Raghava Krupa,Bull Temple, A Cross Road, 6th Main Chamarajpet, Bangalore 560018, Karnataka T 080-26606532/3 E pradeep@samuha.org tpradeep812@gmail.com
Legal form	Society	Area of operation	
mF started in the year	2006	State/s	Karnataka
Chief Functionary	Mr. T. Pradeep	District/s:	Raichur and Koppal
Head of mF Program	Mr. R. L. Acharya.		
Outreach	15078		
Gross loan portfolio (INR)	36561282		

## 42.

Acronym	Sangamam	Operating model	SHG
Name	Sangamam Women's Multi Purpose Thrift and Credit Cooperative Society Ltd.	Address	8/40,1st street Rayar Thoppu, Sriramapuram Srirangam,Trichi-620006 T 0431-2436805 E radha_lead@rediffmail.com
Legal form	Society	Area of operation	
mF started in the year	2004	State/s	Tamil Nadu, Karnataka, Pondicherry
Chief Functionary	N. Radha	District/s:	Trichy, Pudukottai, Madurai, Dindigul, Thanjavur, Karur, Namakkal, Erode, Cuddalore,Tiruvannamalai, Villupuram, Perambalur, Pondicherry (TN); Hassan (Kar)
Head of mF Program	N.Radha		
Outreach	34,938		
Gross loan portfolio (INR)	2,49,91,315		

## 43.

Acronym	Sanghamithra	Address	# 916, 8 th Main, 3rd stage, Gokulam, Mysore-570071. T +91-821-2512300/419,2415528, 9448284801 E info@sanghamithra.org sanmitra@sancharnet.in myrada@blr.vsnl.com
Name	Sanghamithra Rural Financial Services	Area of operation	
Legal form	Section 25 Company	State/s	Andhra Pradesh, Tamil Nadu & Karnataka
mF started in the year	2000	District/s:	Bangalore Rural, Chamarajnagar, Chitradurga, Devangere, Kolar, Mandya, Mysore, Shimoga, Gulbarga (Kar); Dharmapuri, Erode, Krishnagiri (TN); Anathapur (AP)
Chief Functionary	Mr. A. P. Fernandez		
Head of mF Program	Mr. S.M. Adiga		
Outreach	84,882		
Gross loan portfolio (INR)	21,75,11,775		
Operating model	SHG		



44.

Acronym	SNFL
Name	Sarvodaya Nano Finance Ltd
Legal form	NBFC
mF started in the year	2001
Chief Functionary	Mr. R. Sowmithri
Head of mF Program	Mr. R. Sowmithri
Outreach	2,46,279
Gross loan portfolio (INR)	37,97,43,593

Operating model	SHG
Address	279, Avvai Shanmugam Salai, Royapettah, Chennai-600014 T 91-44-55292218 E nanofinance@eth.net
<b>Area of operation</b>	
State/s	Tamil Nadu, MadhyaPradesh, Rajasthan, Jharkand, Bihar
District/s:	12 in Tamilnadu, 1 each in M.P and Jharkhand, 2 each in Bihar and Rajasthan

45.

Acronym	Search-Kopsa
Name	Karjmangalam Ontriya Pengal Semipu Amaipu
Legal form	Section 25 C Company
mF started in the year	1996
Chief Functionary	Ms. Malini B. Eden.
Head of mF Program	Mr. Sevathan C.
Outreach	15,100

Gross loan portfolio (INR)	2,46,51,092
Operating model	SHG
Address	219/26, 6th Block, Jayanagar Bangalore 560011, India T 91-9845593896 E search.net@vsnl.com
<b>Area of operation</b>	
State/s	Tamil Nadu
District/s:	Dharmapuri, Krishnagiri, Salem

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46.

Acronym	SMILE
Name	Semam Microfinance Investment Literacy & Empowerment Ltd
Legal form	NBFC
mF started in the year	2005
Chief Functionary	Dr. N. Sethuraman.
Head of mF Program	Mr. T.V. Padmanaban
Outreach	91,724
Gross loan portfolio (INR)	24,6807,208

Operating model	Grameen model
Address	# 11 Rajamannar Street, G.N. Chetty Road, Chennai, Tamilnadu - 600017 T 044-42122181, 42123804 E bysanikamalakar@yahoo.com smiletd_ch@yahoo.com
<b>Area of operation</b>	
State/s	Tamil Nadu
District/s:	Chennai, kanchipuram, Tiruvallur, madurai, Dindigul, Theni, Sivagangai, Thirunelveli, Ramnad

47.

Acronym	SWAWS
Name	Sharadas Women's Association For Weaker Section
Legal form	Society
mF started in the year	1999
Chief Functionary	Ms. R. Girija
Head of mF Program	Ms. R. Girija
Outreach	48,955
Gross loan portfolio (INR)	24,66,77,550

Operating model	Grameen model
Address	6-1-103/103 Opposite to CRPF Cantain Padmarao Nagar,Secunderabad, A.P 500061 T +91-9848992132, 040-27510030 E info@sharadamicrofinance.com
<b>Area of operation</b>	
State/s	Andhra Pradesh, Orissa and Tamil Nadu.
District/s:	Hyderabad, Ranga Reddy (AP), Bhuvanesar, Cuttack (Orissa); Coimbatore, Erode (TN)

48.

Acronym	SKDRDP
Name	Shri Kshethra Dharmasthala Rural Development Project
Legal form	Trust
mF started in the year	2000
Chief Functionary	Dr. L. H. Manjunath
Head of mF Program	Dr. L. H. Manjunathi
Outreach	3,38,613
Gross loan portfolio (INR)	108,67,38,016

Operating model	SHG
Address	Dharamshree Building Dharamasthala, Belthangady Taluk, Dakshina Kannada District, Karnataka-574216. T 08256-277215, 277186 E lhmskdrdp@vasnet.co.in
<b>Area of operation</b>	
State/s	Karnataka
District/s:	Dakshin kannada, Udupi, Uttarakannada

49.

Acronym	SEVA
Name	Social Education And Voluntary Action
Legal form	Society
mF started in the year	2002
Chief Functionary	U. Raja Rao
Head of mF Program	U. Raja Rao
Outreach	15,710

Gross loan portfolio (INR)	15,14,811
Operating model	SHG
Address	H.No. 11-24-36, M.V. Colony, Road No. 2, Deshaipet Road, Warangal, A.P.-506002 T +91-870-2426554 E sevangowgl@rediffmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Warangal

50.

Acronym	SIFFS
Name	South Indian Federation of Fishermen Society
Legal form	Society
mF started in the year	1999
Chief Functionary	Mr. V. Vivekanandan
Head of mF Program	Mr. S. Ephrem
Outreach	4041
Gross loan portfolio (INR)	43549656

Operating model	Individual Lending.
Address	T.C.20/81-1, Kammana, Trivandrum, Kerala 695002 T 0471-2343711, 2343178, 2342053 E admin@siffs.org
<b>Area of operation</b>	
State/s	Kerala, Tamil Nadu, Pondicherry and Andhra Pradesh.
District/s:	5 in Kerala, 7 in Tamil Nadu, 3 in Pondicherry and 2 in AP.

51.

Acronym	SMSS
Name	Star Microfin Service Society
Legal form	Society
mF started in the year	1997
Chief Functionary	Mr. S.C. Hassain
Head of mF Program	Mr. S.C. Hassain
Outreach	11,993
Gross loan portfolio (INR)	8,50,09,531

Operating model	Grameen model
Address	317-178-17/1, Beside Telephone Exchange, Velgode (K) -518533, Kurnool Andhra Pradesh T +91-8517-235072, 235756, 91- 9440251572 E starmicrofin@rediffmail.com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Kurnool, Anapatur .



## 52.

Acronym	SKS
Name	Swayam Krishi Sangam
Legal form	NBFC
mF started in the year	1998
Chief Functionary	Dr. Vikram Akula
Head of mF Program	Mr. M.R. Rao.
Outreach	2,01,943
Gross loan portfolio (INR)	75,58,52,943

Operating model	Grameen model
Address	Flat No.301, III Floor, Babukhan Estate Basheerbagh, Hyderabad-500 001 T +91-40 23298131 E info@sksindia.com, mr.rao@sksindia@com
<b>Area of operation</b>	
State/s	Andhra Pradesh, Orissa, Karnataka Maharashtra, Madhya Pradesh
District/s:	9 districts in AP, 3 in Karnataka, 2 in Orissa, 4 in Maharashtra and 4 in MP.

## 53.

Acronym	PWMACTS
Name	The Payakaraopeta Women's Mutually Aided Cooperative Thrift and Credit Society Ltd.
Legal form	MACs
mF started in the year	1997
Chief Functionary	Mr. P.V. Ravikumar
Head of mF Program	Mr. P.V. Ravikumar
Outreach	6,773

Gross loan portfolio (INR)	3,25,82,697
Operating model	JLG & Individual Lending.
Address	Siva Surya Apartments, Ground Floor, Main Road, Payakaraopeta Vishakapatnam, A.P-5311261 T +91-40 23298131 E info@sksindia.com, mr.rao@sksindia@com
<b>Area of operation</b>	
State/s	Andhra Pradesh
District/s:	Visakhapatnam East Godavari

## 54.

Acronym	TCT
Name	Thirumalai Charity Trust
Legal form	Trust
mF started in the year	1994
Chief Functionary	Mrs. Bhooma Parthasarathy
Head of mF Program	Mrs. Bhooma Parthasarathy
Outreach	22,827

Gross loan portfolio (INR)	4,85,30,676
Operating model	SHG.
Address	Thirumalai Nagar, Vanapadi Road, Vanapadi Post, Ranipet-632404. Tamil Nadu T 04172-247950 E tct@md5.vsnl.net.in
<b>Area of operation</b>	
State/s	Tamil Nadu
District/s:	Vellore

## 55.

Acronym	WSE
Name	Welfare Services Ernakulam
Legal form	Society
mF started in the year	2001
Chief Functionary	Fr. Paul Moonjely
Head of mF Program	Fr. Paul Moonjely
Outreach	19,161
Gross loan portfolio (INR)	1,61,00,000

Operating model	SHG.
Address	Ponnurunni, Vyttila P.O. Kochi-682019. T 0484-2344243/ 2347829 E wse@vsnl.com
<b>Area of operation</b>	
State/s	Kerala
District/s:	RKM- Angamaly, Kottayam, Thrisar

## Annexure 3

### Individualised report to contributing CDFIs (format)

In the process of incentivising CDFIs that contribute to this Sa-Dhan initiative, we have introduced since the year 2005, an **individualized report** to each of the contributing CDFIs. This report, as a confidential report between Sa-Dhan and each of the contributing CDFI provides the CDFI with comparative insight of its performance vis a vis CDFIs in variants of its peer groups such as outreach, age, size, operating model and regions.

The format of the individualized report is given below

Title of the MFIs	
-------------------	--

Categorisation by Peer group	By GLP	By Client Outreach(Credit)	By Age

Parameter	Data of your organisation	Data by Peer Groups (Averages)			Data by (Averages of)		<i>Sa-Dhan recommended Standards</i>
		Gross Loan Portfolio	Client Outreach	Age	Region	Complete sample of 74 MFIs	
Client outreach							
Percentage of women within client outreach							
Gross Loan Portfolio							
Operational Self Sufficiency (OSS)							100%
Portfolio at risk >60 Days Past Due(PAR)							<10%
Current Repayment rate (CRR)							>90%
Operating Cost ratio (OCR)							<20%
Total Cost Ratio(TCR)							<30%
Active Borrowers Per Credit Officer							Between 250 and 350

\*The report is based on data provided by organisation



## Annexure 4

### List of Sa-Dhan Publications

	Title of publications	Year of publication	Contributions (Rs.)	
			Members	Non-members
Perspective Paper Series				
1	Microfinance & Poverty (Second Edition)	March-2005	40.00	50.00
2	Microfinance Development in India (Second Edition)	March-2005	40.00	50.00
3	An introduction to Microfinance Delivery Models in India (Second Edition)	March-2005	40.00	50.00
4	Sustainability of Microfinance Intervention (Second Edition)	March-2005	40.00	50.00
5	Sustainable Livelihoods & Microfinance (Second Edition)	March-2005	40.00	50.00
Discussion Paper Series				
1	On the Road to Effective Governance of Microfinance Organizations	Aug-2003	60.00	75.00
2	Quality Parameters of Self help Groups	Aug-2003	Out of stock	
3	Operating Costs of Microfinance Services and its Impact on Interest Rate Setting	Dec-2004	60.00	75.00
4	Microfinance Intervention in Andhra Pradesh: Clients Perspective	Oct-2006		
Occasional Paper Series				
1	Indian Experience of Microfinance: A Sustainable Banking Solution for the Poor	Dec-2004	60.00	75.00
2	Reviving Communities: Impact & Response of Microfinance Interventions to Disasters	Jan-2007		
Technical Tool Series				
1	Tracking Financial Performance Standards			



	Title of publications	Year of publication	Contributions (Rs.)	
			Members	Non-members
	of Microfinance Institutions - An Operational Manual	Aug-2003	360.00	450.00
2	SHG Performance Measurement Tool	Oct-2005	40.00	50.00
Others				
1	Microfinance Regulation in India	Jan-2001	Out of stock	
2	SHG Federations in India: Emerging Structures and Practices	Jul-2004	320.00	400.00
3	Existing Legal & Regulatory Framework for the MicroFinance Organisations in India- Challenges and Implications	Jan- 2006	95.00	120.00
4	MicroFinance Regulation in Seven Countries- A Comparative Study	July-2006	200	275
5	Financial Requirements for Future Growth of MicroFinance in India	July-2006	50	65
6	Facilitating Access to Micro-Insurance- Issues and Challenges	July-2006	48	62
7	Sa-Dhan Members Directory	May-2006		Read
Sector Reports				
1	Side By Side - A Slice of Microfinance Operations in India - September 2004	Sep-2004		Read
2	Side By Side - A Slice of Microfinance Programs in India	Mar-2005		Read
3	Side By Side - A Slice of Microfinance Operations in India	Sept. 2005		Read
4	Side By Side - A Slice of Microfinance Programs in India	Mar -2006		Read
Event Reports				
1	SIDBI Sa-Dhan Policy Conference on "Financial Services Accessibility and the Poor: Need for Facilitating Regulatory Environment"	March- 2005		Read
2	Annual Policy Conference on "Expanding Frontiers of Microfinance"	April- 2006		Read
3	STANCON 2006: Fuelling systemic growth through standards	Aug-2006		Read





# SA-DHAN

Side by Side: A Slice of Microfinance Operations  
in India, 2006



## “Readers Feedback Form”

Dear Reader,

We will be grateful to receive your valuable comments, queries or suggestions on the report. This will help us evaluate the effectiveness of the whole exercise, thereby helping us in designing similar events in the future that will enhance our efforts to focus on critical issues.

Please write your comments, queries or suggestions in the space below and send this *Readers Feedback Form* to us.

Thank you & Regards

Sa-Dhan

To,

The Standards Team  
Sa-Dhan

I would like to send my

Suggestion

Query

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-----  
-----  
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Name :

Designation:

Organisation Name:

Contact Details (email also if any):

Address:



**Sa-Dhan**

12&13, 2nd Floor, Special Institutional Area, Shaheed Jeet Singh Marg, New Delhi 110067.  
Tel: 91-11-65650787, 26518276. Fax: 91-11-26518276 Website: www.sa-dhan.org







## **DATA ACQUISITION SHEET (DAS)**

The DAS is the form for collection of information on the microfinance programs and financial operations of CDFIs. DAS is sent to all member organisations and nonmembers having microfinance operations. The form is divided into seven parts – the first four parts are on microfinance programs and next three parts are on financial operations.

The form has following seven parts:

**Organizational Profile** : Here we collect information on basic profile of the organisation like contact co-ordinates, names of head of the organisation and of head of the microfinance program, the legal form, organization mission, vision and objectives, their partners and supporting organisations. Information on programs other than microfinance, their growth plan for next year and three most important improvements happened in the preceding years are also collected in this section.

**Micro Finance Program** : In this section we collect information on the content and depth/spread of the microfinance programme. Information is collected on operating model, geographical coverage, outreach and manpower involved in microfinance. Purpose wise break up of credit disbursements, clients, and loan outstanding are collected.

**Micro credit product** : In this part we collect detailed information on loan products, ranging from the purpose, eligibility criteria, tenure, process involved, repayment schedule to the loan outstanding breakup of each product. Information on interest rate and other fees are also solicited.

**Micro Finance Programme Policies** : we collect information on organisation policy on provisioning for loan loss and some information on rating if such an exercise has been undertaken.

**Source of Funds for Microfinance programmes** : Information on amount and interest costs of various sources of funds that are available to the CDFIs for microfinance operations are collected in this section.

**Loan Portfolio Details** : Information on loan portfolio outstanding with quarterly progression and its quality related data are collected.

**Financial Information** : In this section we collect data on Balance Sheet and Income and Expenditure statement on microfinance programme of the CDFI

Contact co-ordinates of the statutory auditors of the CDFIs are also solicited in the DAS form.

## Sa-Dhan

Sa-Dhan is the National Association of Community Development Finance Institutions in India, founded by SEWA Bank, BASIX, MYRADA, FWWB, PRADAN, RGVN, AWAKE, SHARE and Dhan Foundation, in 1998. Since then, Sa-Dhan's base has grown from 9 organisations in 1998 to 167 member organisations representing, MFIs, Capacity building providers, bankers and technical service-providers in Dec 2006. The total loan outstanding of Sa-Dhan members is more than Rs.2070 crores, with an outreach of 7.3 million clients.

**The vision** that triggered Sa-Dhan's establishment includes, among other things,

- The need for a common platform to facilitate dialogue and synergy among different and independent viewpoints, representing multiple models and approaches, in the micro finance sector in India.
- Both policy advocacy and standard setting are interdependent, hence must be conducted simultaneously and interactively together with capacity building to achieve the desired results.
- In order to maintain a sustainable livelihood through community development finance, accessibility to necessary technical and marketing support systems should be ensured.
- Timely and reliable information and knowledge dissemination is critical for effective networking of micro finance institutions across the country.

Sa-Dhan, since its inception, has earnestly endeavored to contribute to the field of Community Development Finance in India in many ways – whether by assisting members and associated institutions to render better services to low income households, particularly to women in both rural and urban area, or in their quest for establishing a stable and sustainable livelihood, thus improving the quality of life of the beneficiaries.



**Sa - Dhan**

The Association of  
Community Development  
Finance Institutions

### SA-DHAN MICROFINANCE RESOURCE CENTRE

12 & 13, 2nd Floor Special Institutional Area,  
Shaheed Jeet Singh Marg, New Delhi 110067

Tel +91 11 45650787, 26518276

Fax+91 11 26518276

e mail [info@sa-dhan.org](mailto:info@sa-dhan.org)

web [www.sa-dhan.org](http://www.sa-dhan.org)