



QUARTERLY ACTIVITY REPORT

JUL - SEP 2016

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Vision & Mission

Vision

Sustainable development through financial inclusion

Mission

Taking measures for social and economic uplift of the marginalized, with focus on women, to enhance their economic prosperity & self-reliance through financial inclusion & capacity building.



DAMEN Support Program (DSP) –Introduction

The roots of Damen Support Programme lie in a non-profit NGO – Development Action for Mobilization and Emancipation (DAMEN) – set up in 1992, under Societies Registration Act, XXI of 1860. DAMEN started its operations with aim of working for alternative development at grass-root level in Pakistan. It was an alliance of social scientists, philanthropists and professionals from various fields having significant experience of working with NGOs locally and internationally.

DAMEN initially started by focusing on the role and development of women & children in local communities; the programs being run were:

- Home School Education Program
- Industrial Home for Women
- Entrepreneurship Development Program

By continuously assessing the need of community DAMEN initiated the micro credit program in 1996, to help women foster economic activities in their communities.

In 2014 DAMEN transformed its Micro Finance Program into a separate legal entity by the name of Damen Support Programme (DSP). This step has been taken to concentrate on DAMEN's economic sector initiatives, increase focus on financial inclusion, improve transparency, and strengthen access to commercial funds, donors and investors. . DSP is a finance company, registered under section 42 of the Companies Ordinance 1984 with the Securities and Exchange Commission of Pakistan (SECP).

DSP concentrates on the social and economic uplift of communities, with an exclusive focus on the empowerment of women of marginalized communities with the following objectives;

- To take measures for social and economic uplift and empowerment of marginalized communities, especially in rural areas and urban slums, to enable them to enhance their capacity for income generation to eradicate the real and most tangible problems for their sustainable development by initiating /implementing programs including micro credit, vocational training and capacity building of communities.
- To concentrate on activities for integrated self-reliant and long-term development of the communities through various programs of poverty alleviation.



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- *To enhance the cause of women development by initiating programs for income generation and awareness of their legal and basic rights.*
- *To train and support human resources for devising, Implementing and overseeing development projects and programs.*

DSP adopts a four-pronged strategy to achieve its overall objectives;

- 1. Micro-Credit*
- 2. Health and Life Insurance services*
- 3. Training, Capacity Building and Skill Development of Community Action Groups*
- 4. Research, Networking and Linkages*



Client Stories

Perveen Sadiq

Perveen Sadiq lives in Kot Lakhpat with her parents and a son. She got separation from her husband just after four year of marriage due to some personal reasons. After separation she shifted in her parents' home. Perveen's father was dead and she didn't want to increase the burden of her mother as her brother was the sole earner of her mother's family. Perveen also had a son whom she had to provide health and nutrition facilities. She thought about starting a job to share the burden of her mother but could not find a better one as she was not more educated. In those days a contractor was looking for some female workers to complete her project of logos embossing. "Embossing is the process of using etched dies (typically made of magnesium, brass or copper) and heat to raise or push letters or a design above the surface of a sheet of paper; it creates an eye-catching three-dimensional effect. The embossing die

is made with a reversed image of the design. When this process creates an indented image, it is known as debossing. Computer controlled milling machines or hand sculptured engraving are used to convert the graphic image to the metal embossing die". Perveen also was not skilled in embossing but contractor extremely needed labor for the completion of her contract timely so he asked his staff to teach her these skills. After getting these skills she joined the contractor on daily basis, Later on, after getting perfection in her work, she started job in a factory. In 2015 she thought about starting her own business as her son was growing and his educational and other expenses were increasing day by day. Having intention of starting her own business she contacted Damen Support Programme's Chung Office for loan. DSP after completing its appraisal and



documentation process disbursed her first loan of Rs.35,000.

From the loan amount Perveen purchased some equipment including table, burner, etc. and raw material including paper sheets, separate log, chemicals etc. for starting her business of embossing logos. It increased her sale up to Rs.20,000 but she wanted to earn more by doing maximum work and for the purpose she took another loan, after completing first loan cycle, and increased her stock of raw material. At this time monthly sale of Perveen is Rs.40,000 to Rs.50,000

Farzana Bibi

Farzana Bibi lives with her mother, sister and a brother in Murtaza Abad. She had to spend a very difficult life after the murder of her father. There was no earner in her family after her father as Farzana and all her siblings were handicapped, they all sisters were inherited victims of visual impairment while her brother was a polio victim. At that time a cousin of her took burden of their family but after his marriage he left them and Farzana and her family were again helpless. None of them was able to do

monthly, depending upon the quantity of orders.

Perveen heartily thanked DSP for supporting her to increase her income and enabling her to send her son in one of the good schools in community. "I want to become a contractor by establishing a bigger set up and involving other people in this business. For the purpose I will take more loans from DSP and also will get direct and bigger orders from different factories instead of contractors" Perveen shares her future plans,

any work and they had to remain without food for many times. Farzana was much worried about the situation and wanted to do something but didn't know what? She found a ray of hope when she heard about Damen Support Programme. She thought about starting a karyana store by getting benefit of DSP's loan facility. She visited DSP's branch office in Kot Lakhpat to have a complete information about process and procedure of taking loan. After getting a thorough and completed information from DSP representative,



she applied for loan and started a small set up of store in a room adjacent to her home from the loan amount. Initially she could not earn more, due to limited stock, as she had to refuse most of her customers. She also found difficulty in dealing with her clients due to her visual impairment but she didn't make it her weakness and utilized all her efforts to overcome her difficulties and maintain her business.

After completing her first loan cycle she took another loan from DSP and increased the stock in her store. It increased her clientele resulting in a gradual increase in her income. At this time Farzana is DSP's client of third loan cycle and her monthly sale is Rs. 90,000. She didn't let her impairment become her weakness

instead she faced it and is now capable of bearing all expenses of her home.

“We were not helpless after the murder of our father as my cousin took the responsibility of our family and tried to fulfil it well. But after his separation from our family we were completely destitute and had no source of income. I was much worried about the situation and didn't know what to do for our survival. At that time of desperateness I found a ray of hope in the form of DSP. DSP gave me a direction to move ahead and spend an independent and respectable life” says Farzana.

Farzana has a good repute in her community and people respect her for her efforts for the survival of her family.



18 year before when Rehana got married, her husband worked in a factory and what he earned was just sufficient to fulfil the basic requirements of them. With the birth of five children it became more & more difficult to her to manage her home and she often had to keep her children without food. Rehana was much worried about the situation, she wanted to support her husband but had neither qualification nor skills for practical implementation of her thoughts. She had only one option of starting the business of steam press, as her husband worked in a garments factory and it was easy for him to bring the garments for press at home, but resources were not available for purchasing an iron boiler. One day during a chit chat with one of her community female she came to know about financial services provided by DSP. After discussing it with her husband she applied for loan from DSP. From the loan amount she purchased a steam iron boiler and her husband started bringing pants, jeans and other garments for press at home. Now Rehana's husband worked in factory and she herself worked at

home. Collective efforts of both husband and wife multiplied their monthly income and enabled them to provide basic necessities to their children.

After the completion of first loan cycle Rehana

took second loan and purchased a steam boiler with two irons. She also hired a worker on contract basis, it further increased her income. Rehana also adopted the habit of saving and from the saving amount she purchased a rikshaw for her husband. Now her husband not only earns by driving rikshaw but also helps her wife in carrying garments from factory to home and then from home to factory.

At this time Rehana is DSP's client of fifth loan cycle. She has expanded her business by taking more contracts from different factories and involving three workers with her in this business while her husband deals with factories.

"DSP enabled me to share the burden of my husband and fulfil the requirements of my family. My two elder children have studied in



Government School but now I am sending my younger children in good schools of community and also bearing the expenses of higher education of my elder sons” says Rehana. While talking about her future plans she says, “I

want to provide earning opportunities to more people by setting up a unit for the whole process, from pressing to packing of garments, and for the purpose I have started saving from my income”.

Tayyaba Rafique

Tayyaba’s father was an addict and died in her early childhood. After his death her mother looked after her and her other siblings by selling rotis on tandoor. Tayyaba had to spend a very difficult life as her mother was the sole earner and she had to bear the expenses of whole family consisting of five children. Tayyaba always felt sorry for her mother and desired to help her, but she could not do anything due to lack of resources. After becoming young her brother started sharing the burden of her mother and married her two sisters, but after getting married he was separated from them as he had to bear the expenses of

his own family. After the separation of her brother Tayyaba thought about sharing the burden of her mother and for the purpose she learned stitching. After getting stitching skills the next step was to purchase a machine but she had not resources for it. At that time a female of her community, also client of DSP, told her about the financial services provided by DSP and also advised her to avail these services. Very next day Tayyaba visited DSP branch in Shahpur and gave her application for loan. A loan of Rs.12,000 was approved after complete appraisal and documentation. From the loan amount she purchased a



sewing machine and started stitching the dresses of her community females. Initially she could not earn more due to lack of perfection but with the passage of time she attained perfection in her work. Now females of her community started giving her more & more dresses. After completion of first loan Tayyaba thought about increasing the business of her mother and for the purpose she took another loan and purchased some food material. Now she started cooking some vegetables and other food at home which her mother sold on her dhaaba. It was a good opportunity for labor class and they started coming to her mother's dhaaba for eating meal, it

also multiplied the income of her mother.

At this time Tayyaba is DSP's client of fifth loan cycle, she has purchased a sewing machine of latest technology and also shared in the business of her mother. She has also hired a worker to help her mother on dhaaba and herself is also doing the business of stitching.

"I am very thankful to DSP for enabling me to bear the burden of my family. I helped my mother in marrying my sister and also have collected complete dowry items for myself" says Tayyaba.

Abida Bibi

Abida lives in Jia Bagga with her husband and four children. Eleven year before, at the time of her marriage, Abida's husband worked in

a factory and what he earned was just enough to meet their daily expenses. She had no saving from her husband's earning while she wanted to have her



own home. Abida wanted to do something to fulfil her desire but she was neither educated nor skilled to do anything. One of Abida's aunt was doing the business of making mosquito nets. Abida asked her to teach her these skills and for the purpose she lived in her home for many days. After getting these skills she started making these nets on daily wages. It increased her income and she started saving some amount on daily basis. After some period of time, Abida thought about starting her own business but lack of resources hindered her way. At that time one of her family friends offered her to start this business in partnership but she had not enough money for the purpose. One day, after hearing about the financial services provided by DSP, She applied for loan from DSP which was approved. From the loan amount she purchased some raw material and started this business in partnership with her family friend.

Now she brings net from Karachi and sends final product in Chitral, Karachi, Quetta and Balakot. Her husband has left his job and is doing his own business of mobile repairing. He also helps her by dealing with shopkeepers. Initially she had very limited orders so she used to do most of the work by herself but with the expansion in her business, she needed to hire two permanent workers while more than 30 females are working for her at their homes.

Abida seems very satisfied of her life as her dream of having her own home has become true and she is providing good education to her children. "At this time I have taken a building on rent to keep the stock but I also have to use my home for business. In future I want to establish a unit where every worker will have assigned tasks. It will increase my income by increasing production" says Abida. Abida's monthly sale has raised from Rs.360,000 to Rs.100,0000 resulting in a handsome profit.



Operational Enactments

Development Support Programme (DSP) empowers women by increasing their well beings, access to resources, self-confidence, self-esteem and respect, participation in decision-making and bargaining power, and increased control over benefits and their own life. Main focus of DSP is to empower women through the expansion and sustainability of their enterprises. For the purpose DSP provides its financial support to low income female clients and micro entrepreneurs having no access to formal financial resources.

Outreach

27 branches are already functional in Lahore, Sheikhpura, Kasur, Nankana and Okara Districts while 2 new branches have been established in District Okara (Area VI) during this quarter (Detail of branches is given below). Newly established branches have started mobilization process in their respective areas.

| Lahore | | Sheikhpur a | Kasur | Nankana | Okara |
|------------|--------------------|----------------|-------------|------------------|----------------------|
| Area I | Area II | Area III | Area IV | Area V | Area VI |
| Niaz Baig | Maraka | Begum Kot | Phool Nagar | Nankana Sahib | Okara |
| Chung | Halloki | Sharqpur | Jambar | Shahkot | Renala Khurd |
| Bhola Gari | Shamke Bhattian | Dhamke | Chunian | Bucheki | Hujra Shah Mugeem |
| Shahpur | Manga | Rachna Town | Pattoki | Morkhunda | Depalpur |

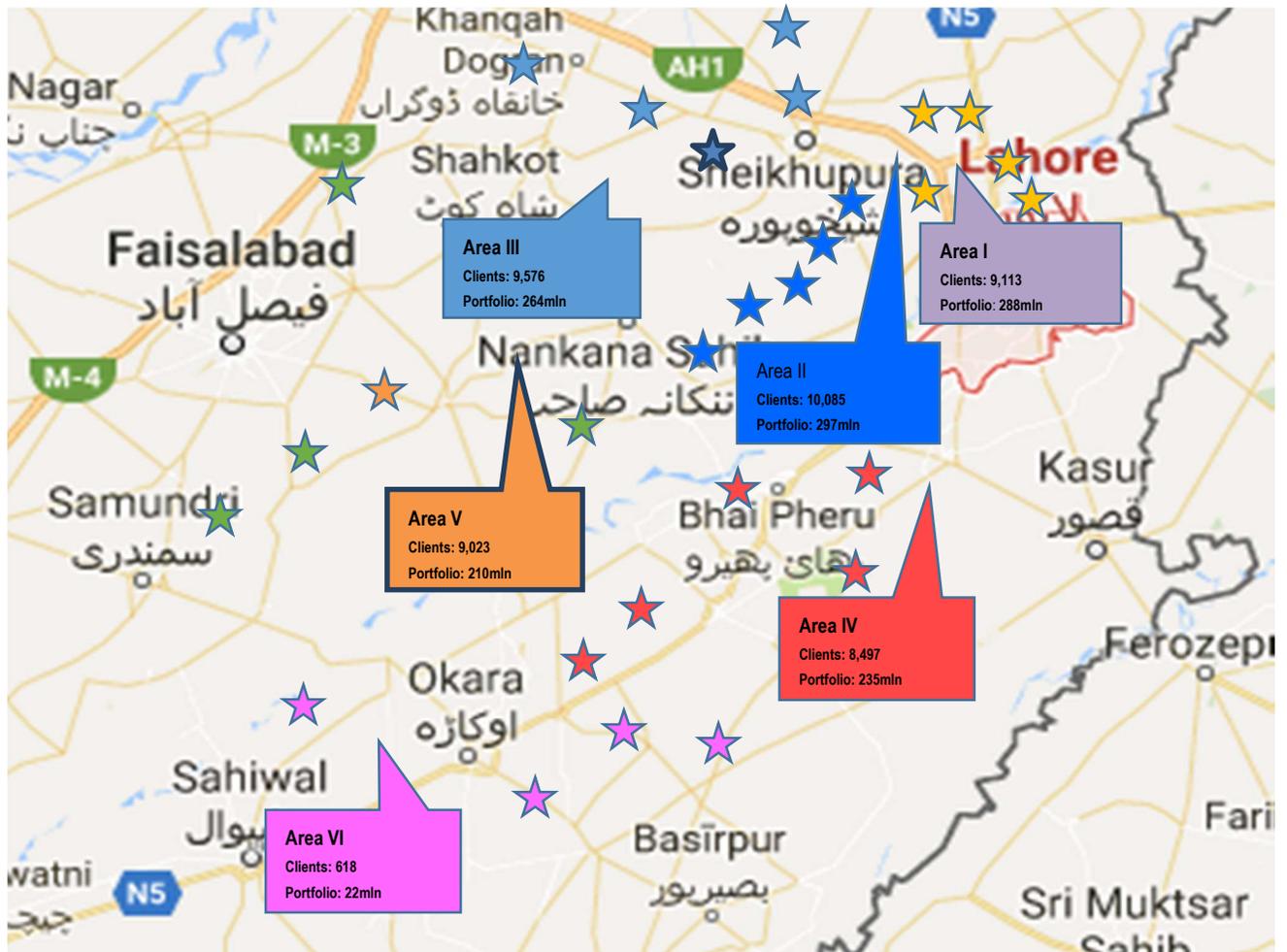


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|--------------------------|----------------|----------------|------------------|------------------|--|
| <i>Ali Raza Abad</i> | <i>Raiwind</i> | <i>Muridke</i> | <i>Habibabad</i> | <i>Warburton</i> | |
|--------------------------|----------------|----------------|------------------|------------------|--|

Geographical Outreach



Outstanding Loan Portfolio and Active Clients

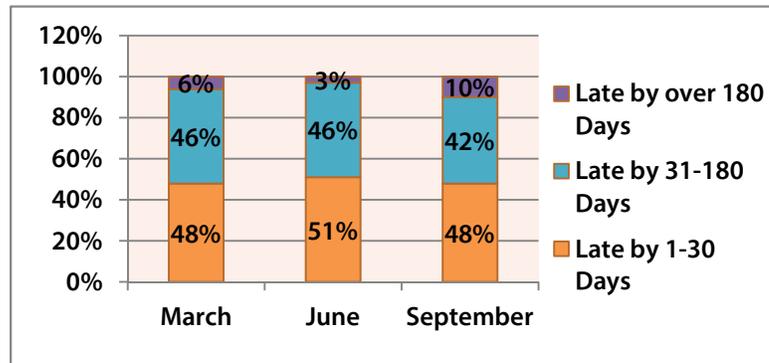
Total number of active clients was increased from 45,257 (by the end of June 2016) to 46,894 by the end of September 2016. Area I had 9,113, Area II had 10,085, Area III had 9,576, Area IV had 8,479 and Area V had 9,023 active clients by the end of September 2016. Simultaneously total OLP raised from 1,253,691,647 to 1,317,003,591 with the maximum (Rs:297,211,714) OLP of Area 2 followed by



Portfolio at Risk Ratio

PAR > 30 days is 0.45% during the reporting period, 0.61% by the end of June and 0.59% by the end of March 2016. Figure below shows that during the reporting period ratio of PAR at Risk >180 days is greater than previous two quarters.

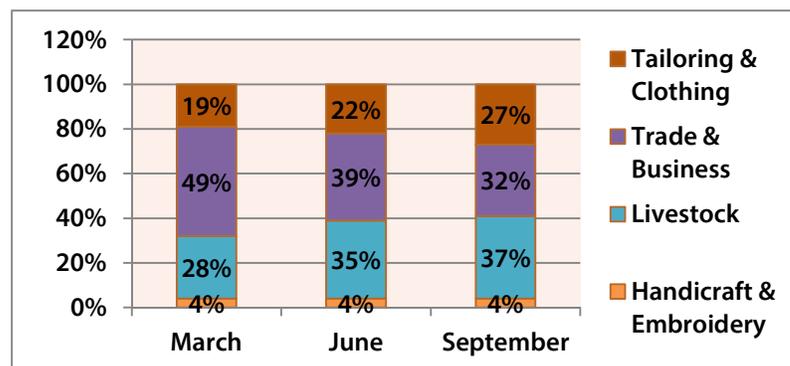
Aging of Portfolio at Risk



Business Categorization

By the end of June 2016 maximum 39% clients were involved in trade and business, 35% in livestock, 22% in tailoring and clothing and only 4% were engaged in handicraft & embroidery.

Business Categorization



Average Loan Size & Balance

During the reporting period average loan size was 49,849 while it was 49,744 by



the end of June and 49,565 by the end of March. Average loan balance was 28,085 by the end of September 2016.

Islamic Microfinance

Islamic Microfinance Branch in Kot Radha Kishan is following the Islamic Banking System. By the end of reporting period this branch had 206 active clients while its OLP was 6,701,183. Average loan size of said branch was 41,325 and average loan balance was 32,530.

Complaint Redressal

Complaint Cell of DSP addresses the grievances of clients timely and effectively. During the reporting period total 46 complaints were received out of which 40 were resolved while other 6 are in process.



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Summary of Credit Activity -- Program Level -- [After Write-Off]

Period: 01/Jul/2016 to 30/Sep/2016

| IndNum | Indicator | Area1 | Area2 | Area3 | Area4 | Area5 | Area6 | PL_Total |
|--------|---------------------------------|-------------|-------------|-------------|-------------|-------------|------------|---------------|
| 100 | OUTREACH (Numbers) | | | | | | | |
| 101 | A. Active Clients (Opening) | 8,968 | 9,696 | 9,387 | 8,302 | 8,601 | | 44,954 |
| 102 | Groups Formed | 405 | 441 | 416 | 453 | 523 | 140 | 2,378 |
| 103 | B. Loans Disbursed New | 489 | 600 | 766 | 839 | 1,381 | 618 | 4,693 |
| 104 | Loans Disbursed Repeat | 1,380 | 1,411 | 1,388 | 1,255 | 923 | 1 | 6,358 |
| 105 | Loans Disbursed Total | 1,869 | 2,011 | 2,154 | 2,094 | 2,304 | 619 | 11,051 |
| 106 | Loans Closed | 1,734 | 1,626 | 1,968 | 1,945 | 1,882 | 1 | 9,156 |
| 107 | Loans Written-Off | | | | | | | |
| 108 | Loans Closed - Write Off | 10 | 4 | 3 | 28 | | | 45 |
| 109 | Installments Received | 26,815 | 28,207 | 27,778 | 24,755 | 25,313 | 613 | 133,481 |
| 115 | C. Active Clients (Closing) | 9,113 | 10,085 | 9,576 | 8,479 | 9,023 | 618 | 46,894 |
| 200 | FINANCIAL (PKR) | | | | | | | |
| 201 | D. OLP (Opening) | 281,358,570 | 288,543,030 | 260,103,558 | 227,274,418 | 193,824,330 | | 1,251,103,906 |
| 202 | Amount Disbursed Rs. | 104,160,000 | 108,210,000 | 109,090,000 | 105,145,000 | 99,885,000 | 24,390,000 | 550,880,000 |
| 203 | Loan Processing Fee (LPF) | 3,124,800 | 3,246,300 | 3,272,700 | 3,154,350 | 2,996,550 | 731,700 | 16,526,400 |
| 204 | Early Close Fee (ECF) | 81,900 | 40,350 | 23,700 | 16,500 | 7,800 | | 170,250 |
| 205 | Amount Recovered | 122,157,117 | 125,105,456 | 127,685,747 | 117,945,876 | 100,802,399 | 2,443,494 | 596,140,089 |
| 206 | Principle Recovered | 97,522,614 | 99,548,190 | 105,157,816 | 97,355,404 | 83,588,874 | 1,916,346 | 485,089,244 |
| 207 | Service Charges Recovered | 24,634,503 | 25,557,266 | 22,527,931 | 20,590,472 | 17,213,525 | 527,148 | 111,050,845 |
| 208 | Amount Written Off | | | | | | | |
| 209 | Principal Recovered - Write Off | 17,982 | 6,874 | 47,573 | 39,368 | | | 111,797 |
| 210 | S.C Recovered - Write Off | 8,251 | 4,187 | 245 | 14,147 | | | 26,830 |
| 215 | E. OLP (Closing) | 288,013,909 | 297,211,714 | 264,080,476 | 235,103,382 | 210,120,456 | 22,473,654 | 1,317,003,591 |
| 300 | PERFORMANCE | | | | | | | |



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| | | | | | | | | |
|-----|------------------------------|-------------|-------------|-------------|-------------|-------------|-----------|---------------|
| 301 | PAR > 30 Days (No. of Loans) | 186 | 460 | 247 | 196 | 385 | | 1,474 |
| 302 | PAR > 30 Days (Amount) | 1,545,683 | 1,330,710 | 1,104,516 | 213,035 | 1,750,715 | | 5,944,659 |
| 303 | PAR > 30 Days (%) | 0.53 | 0.44 | 0.41 | 0.09 | 0.83 | 0.00 | 0.45 |
| 306 | Average GLP * | 284,686,240 | 292,877,372 | 262,092,017 | 231,188,900 | 201,972,393 | | 1,284,053,749 |
| 307 | Financial Revenue from GLP | 27,759,303 | 28,803,566 | 25,800,631 | 23,744,822 | 20,210,075 | 1,258,848 | 127,577,245 |
| 308 | Yield on GLP (%) | 9.75 | 9.83 | 9.84 | 10.27 | 10.00 | 0.00 | 10.02 |
| 309 | Average Loan Size | 55,730 | 53,809 | 50,645 | 50,213 | 43,353 | 39,402 | 49,849 |
| 310 | Average Loan Balance | 31,605 | 29,471 | 27,577 | 27,728 | 23,287 | 36,365 | 28,085 |
| 311 | Retention Rate (%) ** | 96.17 | 97.83 | 93.86 | 92.03 | 88.86 | 0.00 | 93.88 |

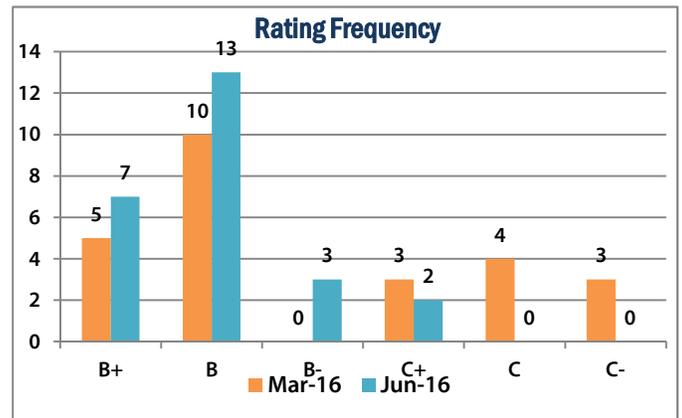
RISK PROFILE

DSP has constructed its very own Risk Rating Model to gauge its own “risk vs. reward strategy.

Branch Level Overview

The overall risk rating of the branches has improved, with the average rating score of the 25 branches increasing to 79 at end Jun-16 (73 at end Mar-16).

A total of 21 branches were upgraded and major reasons were (i) limited improvement in appraisal quality, (ii) improved provisioning coverage and (iii) adequate audit & compliance indicators.



Maintained

Upgrades

Downgrades

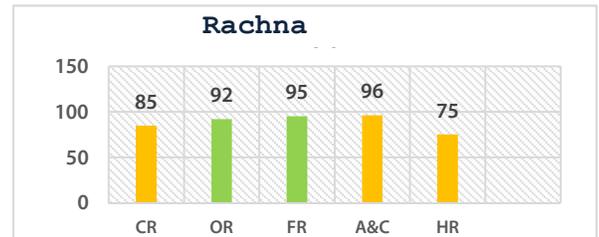


A total of 3 branches were downgraded. The main reason for these downgrades was weak compliance to the company's policies and procedures and deteriorating portfolio quality. Meanwhile, only 1 branch was maintained at its previous level of rating.

| | | |
|---|----|---|
| 1 | 21 | 3 |
|---|----|---|

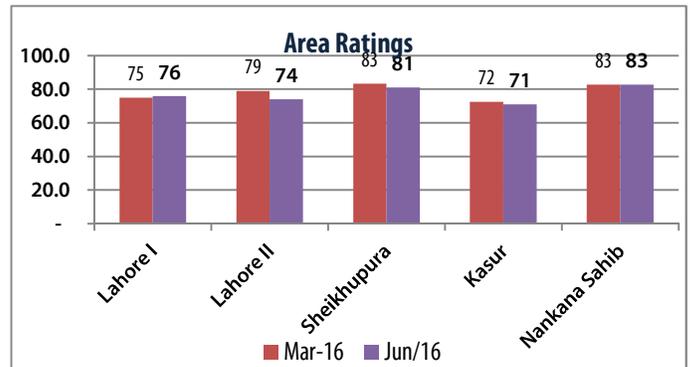
Best Performing Branch of the Quarter

Rachna Town branch was the best performing branch by the end June, 2016 as it operated on strong operational, financial and compliance indicators during said period.



Area Level Overview

Risk Rating Model is divided into three main sections; (i) Operations, (ii) Industry Analysis, and (iii) Human Resource. The score of the operation section is a function of the Branch Risk Rating Model. The industry analysis section is based on (a) market share, (b) potential market, and (c) prevalent macro-economic risks. The HR section is based on, (i) capacity, (ii) quality & experience, and (iii) other HR risks that include references and rotations.



The overall risk rating of the areas was maintained, with the average rating score of the 5 areas 78 (same at the end of Mar-16).

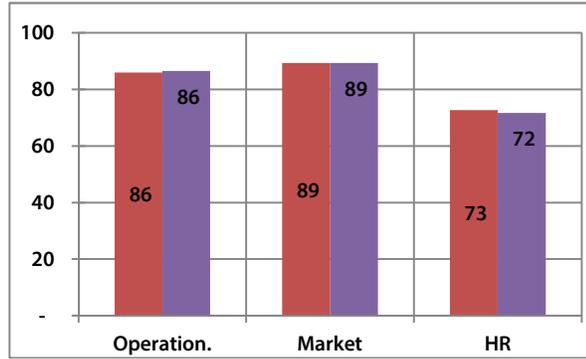
| Average Rating Score of Areas | |
|-------------------------------|--------|
| March-16 | Jun-16 |
| 78 | 78 |



Best Performing Area

Area 3 (Sheikhupura) remained the best performing area with a consistent performance.

Sheikhupura (83.34% ← 83.17%)



L.H.S: Jun-16;

R.H.S: Mar-16

Improving Performance

Market Share: 19.1%

Note:

Risk profile is previous quarter is included in report because deadline of compilation of risk report is after quarterly report



Developing Capacity

Capacity can be described as an individual or organization's ability to perform well and solve the problems to achieve its goals. Capacity building aims to strengthen the abilities of individual and organizations to work together to achieve their goal by enhancing their knowledge, skills, and capabilities. DAMEN Support Program firmly believes that development of staff plays vital role in the development of an organization. Moreover no organization can achieve the goal of long term and sustainable development without the development of its staff. For the reason DSP has a major focus on capacity building of its staff.

Trainings are the tool used by DSP for enhancing the capabilities of its staff. Targeted trainings towards staff are important to help them meet their key responsibilities. Building the skills of staff are important in helping them out in carrying their job specification, not only through preliminary trainings but on-going trainings as well. These trainings also help the employee in acquiring new skills to perform their duties effectively, in getting promotions within organization and in getting up-skilled to do some innovative things, which keep them fresh and motivated.

To keep the employees up with the new developments in their field, human and institutional department of DSP firstly identifies the gaps in their performance and then decides what type of training is needed and who needs it.

Trainings for Staff

- ❖ Ms. Rukhshanda Riaz (Manager HID) received "5-Day Training on Advance Excel" organized by Institute of Cost & Management Accountants of Pakistan (ICMAP) from 21st – 26th July at ICMAP's Lahore campus.
- ❖ Ms. Aisha Almass (Research & Documentation Officer) and Mr. Qasim Qazi (Area Coordinator Area IV) attended 2-Day ToT on "Financial Awareness Program for Borrowers" organized by "Pakistan Microfinance Network (PMN)" from 2nd – 3rd August, at Nishat Hotel, Lahore.
- ❖ Mr. Mustafa Shahid (Development Coordinator) attended training on "Social Performance Indicator" organized by PMN from 19th – 20th July at Nishat



Hotel, Lahore.

- ❖ Mr. Mustafa Shahid (Development Coordinator) attended training on “CIB Institutional Clinic” organized by PMN on 31st August at Nishat Hotel, Lahore.
- ❖ Mr. Mustafa Shahid (Development Coordinator) and Mr. Usman Munir (Area Risk Officer) attended training on “Risk Management for Microfinance” organized by PMN and PACRA from 28th – 30th August at Avari Hotel, Lahore.

Community Trainings

Community Skill Development Program has been developed for the females who have some financial resources to start their business but lack of skills hinders their way. Skill Development Trainings are flexible and demand driven. Training Department of DSP observes the potential, what kind of training is required and how many females are interested in getting these skills, and then plans their trainings accordingly. These trainings are an effective tool to impart employable skills among marginalized females of marginalized communities to enable them to earn their livelihood. These trainings are totally free of cost and help a number of women to start their own business.

During the reporting period DSP has trained total 137 community females to start their own business and share their familial burden.

Tailoring Course



DSP organized three training workshops on stitching from 13th June – 27th July at Rachna Town and 30th June – 22nd August at Chunian. These trainings imparted tailoring skills, including cutting, stitching and designing the dresses in different styles, in 44 participants.

Beautification Course

Five training workshops on beautician skills were organized from 25th May – 21st July & 10th June – 28th July in Jamber and 13th June – 27th July at Rachna Town, while two trainings were organized in Begumkot from 7th June – 27th July. These trainings enhanced beautician skills of 93 participants.





Networking & Linkages

Networking & Linkages

Networking plays a vital role in the development of any organization. Microfinance organizations use networking as a way to gain new clients and make a sustainable development. This importance of networking enforces DSP to create new linkages and networking at the local and regional level for creating better relationship with other organizations and institutions.

- ❖ *Ms. Aisha Almass (Research & Documentation Officer) attended launching ceremony of two research studies (I) Sheltering Women from Harm: Dar-ul-Amans of Punjab Achievements and Challenges (II) Evaluating (2015) Punjab Legal Reforms on Land Inheritance –Impact on Women organized by The Urban Unit Punjab at Flatties Hotel, Lahore on 23rd August.*
- ❖ *DSP staff participated in a “Rally against War between Pakistan and India” organized by Pakistan Civil Society Forum (PCSF) on 28th September.*



Constraints & Challenges

- ❖ Implementation of new performance appraisal & management system at all levels and impact on the improvement of loan portfolio.
- ❖ Maintain the yield of GLP by not allowing field staff to take recoveries before due date
- ❖ Reduce the cost per loan
- ❖ Maintain the client base at a certain level of 1700 to 1800 clients per field office.
- ❖ Monitoring of loan utilization.

Existing Gaps

- ❖ Weak social mobilization.
- ❖ Problem of delinquency due to non-compliance of policies and procedures in groups and center formation.

Lessons Learnt

- ❖ Improved monitoring (from Head Office, Area/Field offices) can surefire the success of program.
- ❖ Strong mobilization for group and center formation can ensure the long term sustainability of microcredit program.
- ❖ Customary interaction with the borrowers can be assured better recovery rate and delinquency loans.