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# QUARTERLY ACTIVITY REPORT

**JAN – MAR 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.

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## Client Stories

### Surrayia Bibi

Surrayia is a resident of Amanpura and lives with her husband and six children. She was unable to get access to the basic necessities of the family as her husband worked at a shoe factory and was the sole earner for the large family. Despite of her desire of sharing the burden of her husband, Surraya, was unable to do so as she was illiterate and lacked skills. She didn't think of it as a weakness so she took a loan from DSP and purchased a shoe stitching machine.

After purchasing machine she asked her husband to teach her the skills of stitching shoes. After learning skills Surrayia started her business at home while her husband also supported her after coming back from work. An increase of up to Rs.8000 in their income encouraged her to expand her business. After the first loan cycle was completed she took another loan from DSP for the purchase of raw material and another machine. She further imparted shoe stitching skills in her eldest son and involved him in the running business. Now she herself does the fancy work (embroidery, beads) on the upper parts of shoes while her husband and son join it with the lower part and then sell the finished product in the market.

Surrayia is now very satisfied of her life as their collective efforts resulted in an increase of nearly Rs.55,000 in their monthly income and one of her daughters has started going school. "Financial assistance by DSP and my strong determination and commitment enabled me to fulfil my desire of sharing the burden of my husband. I was illiterate and unskilled but instead of making it my weakness I continued my efforts, consequently now I can share the financial responsibilities of my husband" says Surrayia. Discussing her future plans she says "I want to establish a small factory to involve more females of my community in this business to make them financially empowered"



## Bilqees Shaukat

Bilqees Shaukat is the mother of seven and resident of Sikandarabad. Her husband is a laborer, who was unable to provide the health and nutrition facilities to his family. Bilqees always dreamed to provide good health and better education facilities to her children. She decided to help her husband to bring her dreams into reality. Bilqees was good in cooking and she utilized these skills for earning. She took some loan from her relative and started a dhaaba (small hotel) near the railway track. Initially, she cooked a limited quantity of food and increased it gradually with the increase in her clientele. She says “I was very depressed when I collected my first day income but I didn’t leave the courage and continued my efforts for a better future”.

The taste of Bilqees’s cooking attracted more & more customers resulting an increased demand. Now it became difficult to her to fulfil the demand of all customers in her limited resources. Bilqees didn’t want to lose her customers but lack of resources hindered her way. One day while talking with one of her customer Bilqees came to know about financial services provided by Damen Support Programme (DSP). Bilqees, already looking for some resources to increase her business, got inspiration to expand her business by taking loan from DSP. Next day she visited DSP office and applied for loan. After getting loan she purchased more utensils and grocery items for her dhaaba. She also increased the variety of food, it multiplied her income. Bilqees’s hard work enabled her to save some money after sharing the maximum burden of her family.

After expansion it had become difficult for a single person to manage the whole business so she involved her husband in this business. Collective efforts of both husband and wife resulted an increase of up to Rs.35,000 monthly. Bilqees has married her eldest son from her saving while two younger children of her are studying in schools. “I am planning to further expand my business and for the purpose I have purchased a plot from my savings. Now I am waiting for my committees to construct the building” Bilqees describes her future plans. Bilqees’s relatives created resistance in her way by criticizing and discouraging her but she was self-motivated and took the criticism to make it her strength while continuing her efforts. Now those relatives not only respect her but also take her as a role model for their community.



## Asia Ashraf

Asia Ashraf, mother of seven, resides in Raiwind with her husband. Her husband Ashraf was a tardy and irresponsible person and never took the responsibility of the family. He never worked regularly and this non-serious attitude of his started worrying Asia soon after her marriage. Initially she tried to motivate him but he was not willing to change her nature. Disappointed by her husband's irresponsible behavior Asia thought about carrying the responsibility of her family on her own shoulders.

Asia was an illiterate woman but she didn't think of it as her weakness. She utilized her stitching and marketing skills to make her the bread earner for the family. She brought some cloth from Rang Mahal Market and prepared fancy dresses for mehendi functions. Sale of these dresses in market gave her a profit of Rs.3000. It encouraged her to expand her business but lack of money resisted in her way to progress. A community female, client of DSP, came to her and told her about microfinance services provided by DSP. Asia thought about utilizing these financial services and for this purpose she visited DSP branch office at Raiwind. After getting proper guidance from DSP representatives she applied for a loan at Damen Support Programme. Her loan was approved after complete appraisal and documentation process.

From the loan amount Asia purchased more cloth and increased her stock, it multiplied her income. It created some comfort in Asia's life as she became able to provide basic necessities to her family. Asia was very happy on having this comfort in her life. She augmented her business by taking further loans from DSP, at this time she is DSP's client of seventh loan cycle and is capable of earning more than Rs. 35,000 monthly. She has also involved ten females of her community with her in this business by providing them work at their homes.

"I am very grateful to DSP for enabling me to provide education to my children and fulfil the basic needs of my family. DSP brought comfort and relaxation in my life" says Asia. Asia's husband got inspiration from his wife and changed his behavior. Now he looks after two buffalos purchased by Asia from her savings and earns nearly Rs.15,000 to Rs.20,000 monthly from milk sale.



## Razia Bibi

Razia's husband was a gardener in a hospital and it was very difficult to her to manage her household expenses in the limited salary of her husband. Razia managed to do it somehow but the situation was out of control after one of her sons became a victim of some fatal disease. She had to spend a lot for his treatment and they often had to sleep without having food. Razia did not have the courage to see her diseased son dying for medicines and others due to food shortage. She decided to do some work for earning money but she didn't know what to do. One of Razia's community female was skilled in making baan, Razia asked her to tell her the skills of baan making. After getting these skills she purchased machine of baan making and started this business at home. Her husband also helped her after coming back from his duty.

Collective efforts of both husband and wife resulted in a slight increase in their income. Razia wanted to increase her business but was lacking finances. She heard from someone about microfinance services provided by Damen Support Programme (DSP). It showed her a ray of hope and she decided to approach DSP for getting loan.

After getting complete information she applied for loan and DSP after completing its procedure allocated her first loan of Rs.10,000. Razia took six loans from DSP and increased her business gradually. At this time she is capable of earning nearly Rs.10,000 monthly. All children of Razia are getting education and she is very happy for being able to bear the educational and other expenses of her children.

“DSP supported me at time when my diseased son was dying due to the unavailability of medicines and there was no ray of hope for me. DSP enabled me to bear the medical expenses of my son, although I could not save the life of my child but I am satisfied that it was not due to the inaccessibility to proper medical treatment.” says Razia.



## Zubaida Barkat

Zubaida Barkat is a resident of Janjatay, Raiwind Road, Lahore and is the mother of seven (five sons and two daughters). Her husband had a stall of food items and his income was not fulfilling the requirements of her family consisting of nine members. Zubaida was much depressed and disheartened from this situation and most of her time was spent on thinking about how to provide next time's food to her children.

Zubaida was skilled in machine embroidery and she thought about utilizing her skills to earn. She did embroidery on some bed sheets and sold them in the market. The profit of Rs.2500 on sale of these bed sheets encouraged her to adopt this business. After sometimes she had to change her business due to changing market trends.

She learned the skills of preparing the designs of embossed stones on paper sheets and utilized it to earn. She also purchased a small press after taking loan from DSP. She embossed stones on shawls and supplied it in the market. It multiplied her income and encouraged her to expand her business. Zubaida has taken seven loans from DSP to increase her business gradually. Initially she did everything, from preparing designs & dyes to embossing on suits and shawls, by herself. Later on, with the increase in demands of her designs, she hired ten workers on daily wages. These workers are also earning nearly Rs.7000 monthly. At this time Zubaida has been able to earn more than thirty thousand rupees per month even after clearing all expanses of her work.

Zubaida has not only married her eldest son but also made it possible for her other children to study in schools. She is also planning to reconstruct her house in near future.

“When I started my business all my relatives opposed and criticized me but I never bothered because my husband was there to support me morally whereas DSP supported me financially. DSP helped me to improve my living standards by increasing my business gradually” says Zubaida.

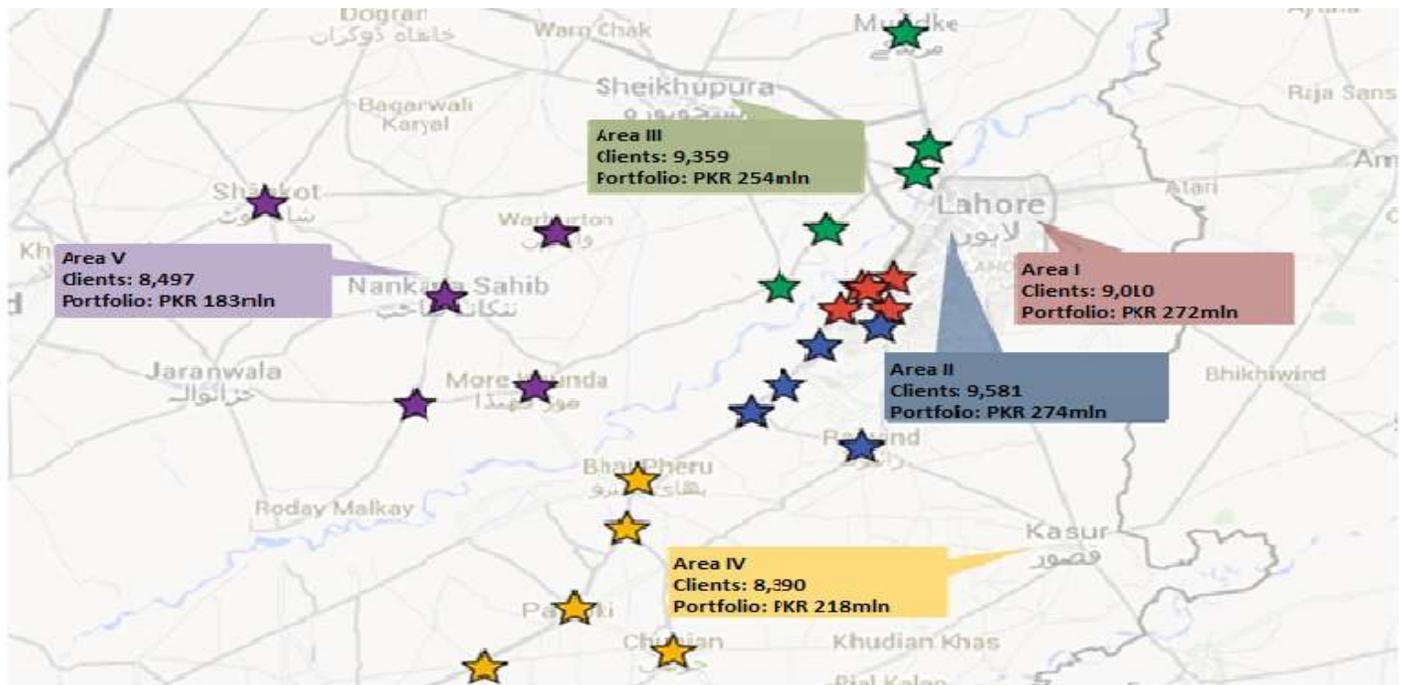
## Operational Enactments

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. Recently DSP is providing its financial services in 370 union councils and 1257 villages of District Lahore, Kasur, Sheikhpura, Nankana Sahib while Okara and Faisalabad are also partially benefitted from these services.

## Outreach

DSP has a total of 25 branches operating in four districts in Punjab. They are as follows:

Lahore		Sheikhpura	Kasur	Nankana
Area I	Area II	Area III	Area IV	Area V
Niaz Baig	Maraka	Begum Kot	Phool Nagar	Nankana Sahib
Chung	Halloki	Sharqpur	Jamber	Shahkot
Bhola Gari	Shamke Bhattian	Dhamke	Chunian	Bucheki
Shahpur	Manga	Rachna Town	Pattoki	More Khunda
Ali Razabad	Raiwind	Muridke	Habibabad	War Burton

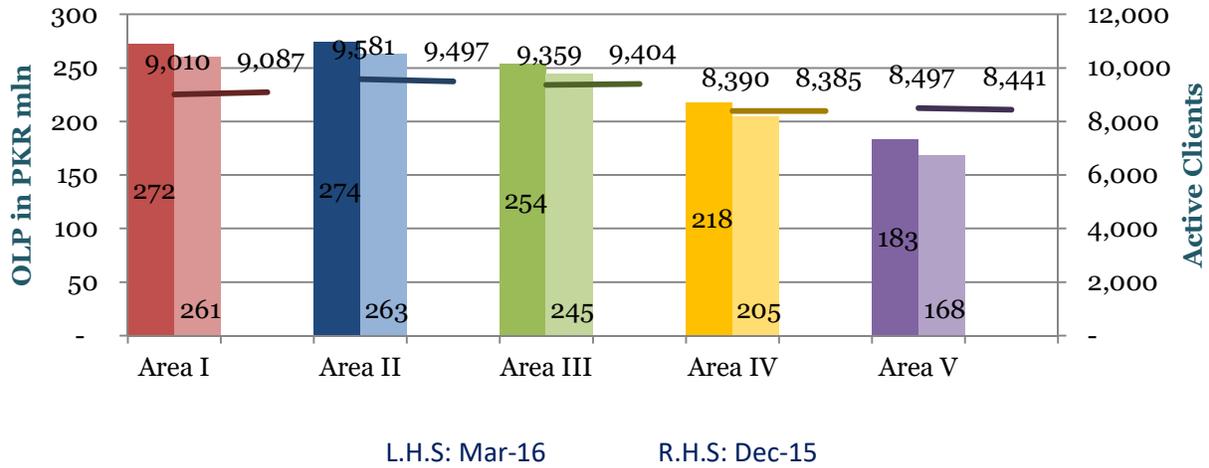


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## Outstanding Loan Portfolio and Active Clients

By the end of March 2016 total number of active clients was 44,837. Area 2 had the maximum (9,581) active clients followed by area 3 (9,359), area 1 (9,010), area 5 (8,497) and area 4 (8,390) respectively. Simultaneously total OLP was 1,203,829,475 with the maximum (Rs.274,878,157) OLP of area 2 followed by (Rs.272,355,090) of area 1, (Rs.254,894,404) of area 3, (Rs.218,078,984) of area 4 and (Rs.183,622,840) of area 5 respectively. During previous quarter total number of active clients was 44,814 and total OLP was 1,145,581,805.

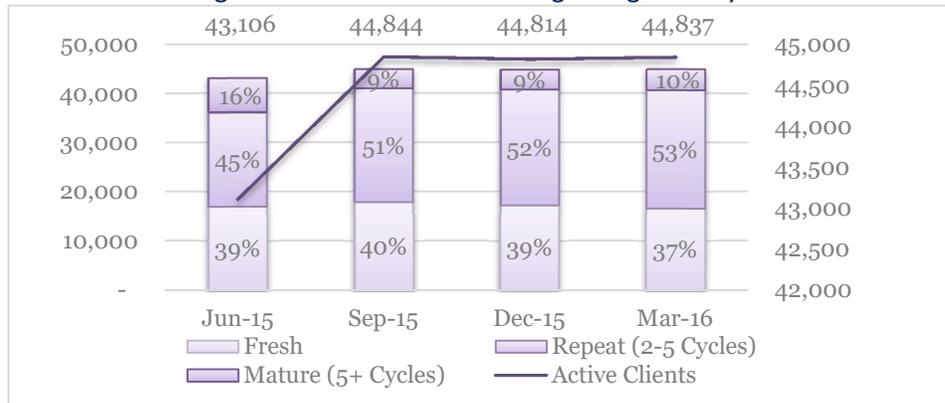
Figure 1: Area-wise Outstanding Loan Portfolio & Active Client



## Division of Clients Regarding Loan Cycle

DSP focuses on establishing strong and long term relationship with its clients as it is a major contributing factor in the net growth rate of a microfinance institution. The strength of this relationship is evident as 63% clients were repeated during the reporting period, 61% by the end of December 2015, 60% by the end of September 2015, and 61% by the end of June 2015.

Figure 2: Division of Clients Regarding Loan Cycle

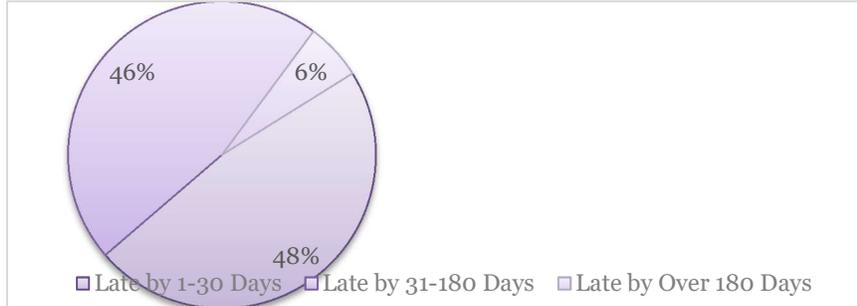


## Portfolio at Risk Ratio

PAR > 30 days was 0.59% during the reporting period while it was 0.75% by the end of December 2015. Figure below represents the aging summary of PAR during reporting period.

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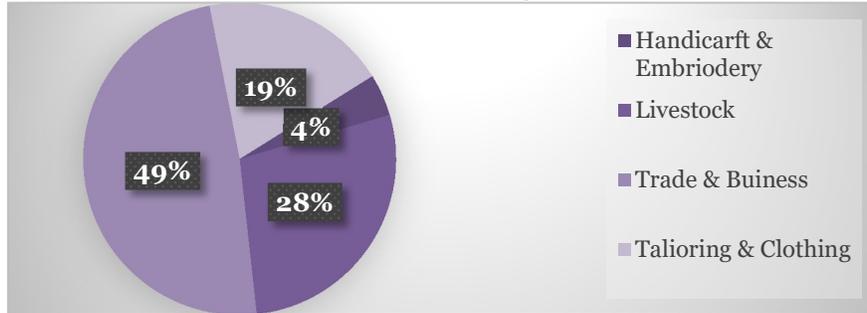
Figure 3: Aging of Portfolio at Risk after Write-Off



## Business Categorization

By the end of March 2016 maximum 49% clients were involved in trade and business, 28% in livestock, 19% in tailoring and clothing and only 4% were engaged in handicraft & embroidery.

Figure 4: Business Categorization



## Average Loan Size & Balance

Average loan size was 49,565 and average loan balance was 26,849 by the end of March 2016.

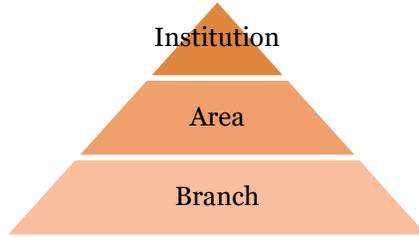
## Establishment of Islamic Microfinance Branch Kot Radha Kishan

Islamic Microfinance is a new market in Islamic finance: Islamic banks provide financial assistance to people excluded from the banking system. Islamic Microfinance is a sector with a great potential to expand. It has been surveyed, being an Islamic Country, a large number of people in Pakistan do not use financial services, because they do not follow the precepts of Islam. It has also been surveyed that these people have no objection in using sharia-compliance financial products. To support such vulnerable community Damen Support Programme has started an Islamic Microfinance branch in Kot-Radha Kishan.

The product introduced by Islamic Microfinance Branch is MURABHA. "MURABHA is selling a commodity or asset as per the purchasing price with a defined and agreed profit mark-up. This mark-up may be percentage of the selling price or a lump sum".

## RISK PROFILE

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



The model is a three tiered model that uses a graduation approach to establish the risk exposure of the institution using grass-root level data. Each tier is made up of various sections to ensure a wholesome quantification of risk. The scale used to quantify and explain the kind of exposure to risk is shown on the right.

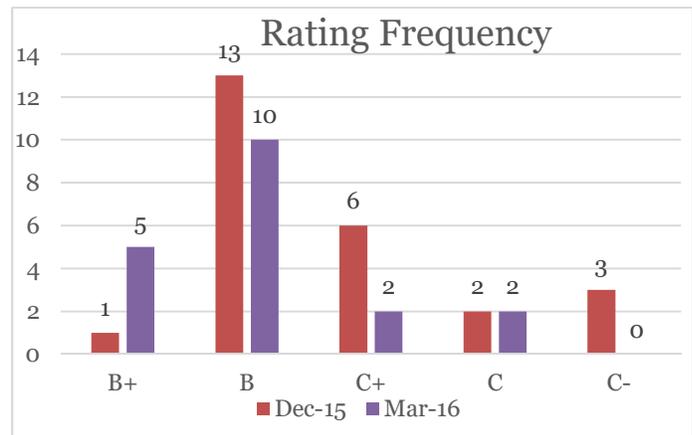
Scale	Description
A+	Minimal Risk
A	
B+	Modest Risk
B	
B-	
C+	Significant Risk
C	
C-	
D	Aggressive Risk
E	

### 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 Mar-16 (70 at end Dec-15).

A total of 5 branches were upgraded due to limited improvement in appraisal quality, improved provisioning coverage and adequate audit & compliance indicators.

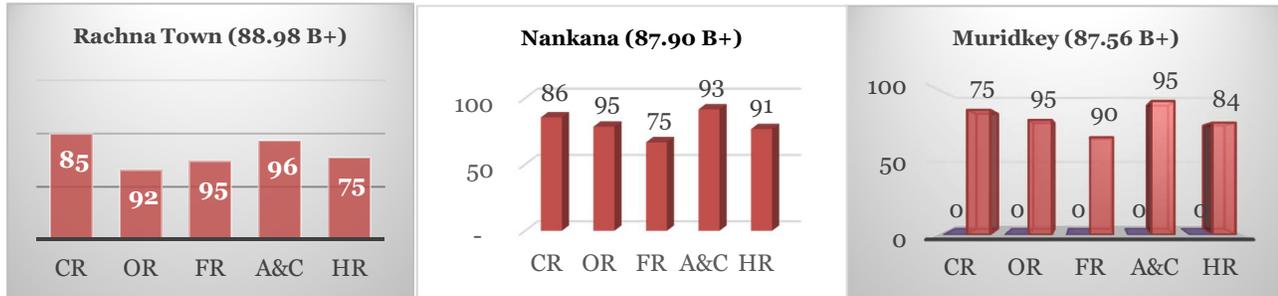
A total of 3 branches were downgraded. The main reason for these downgrades was weak compliance to the company policies and procedures and deteriorating portfolio quality. Meanwhile, 17 branches were maintained at their previous level of rating.



Maintained	Upgrades	Downgrades
17	5	3

## Best Performing Branch of the Quarter

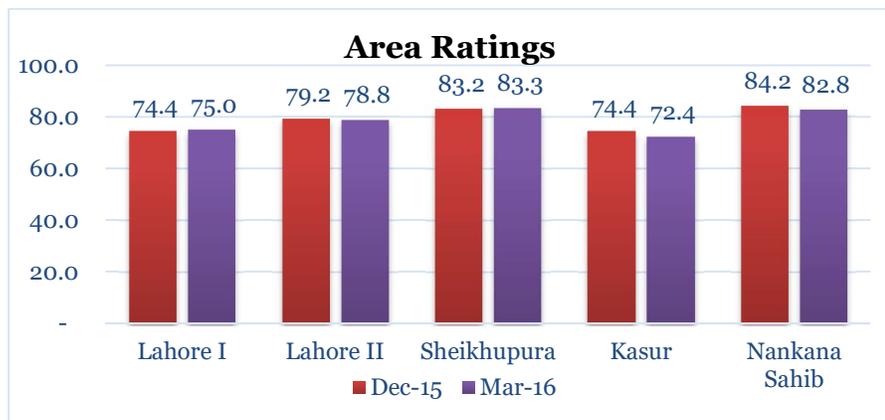
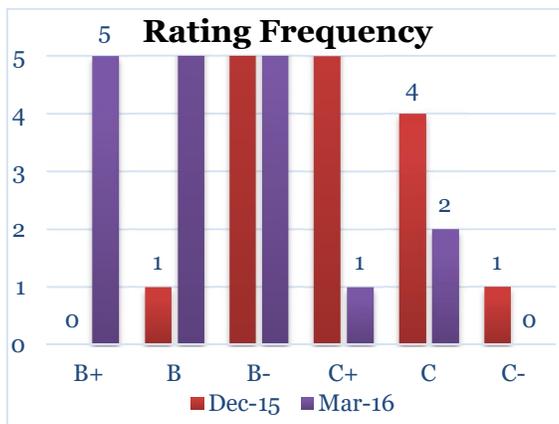
Rachna Town branch was the best performing branch by the end March-2016 as it operated on strong operational, financial and compliance indicators during said period. Nankana was second and Muridkey was the third highest rated branch during the said quarter.



## Area Level Overview

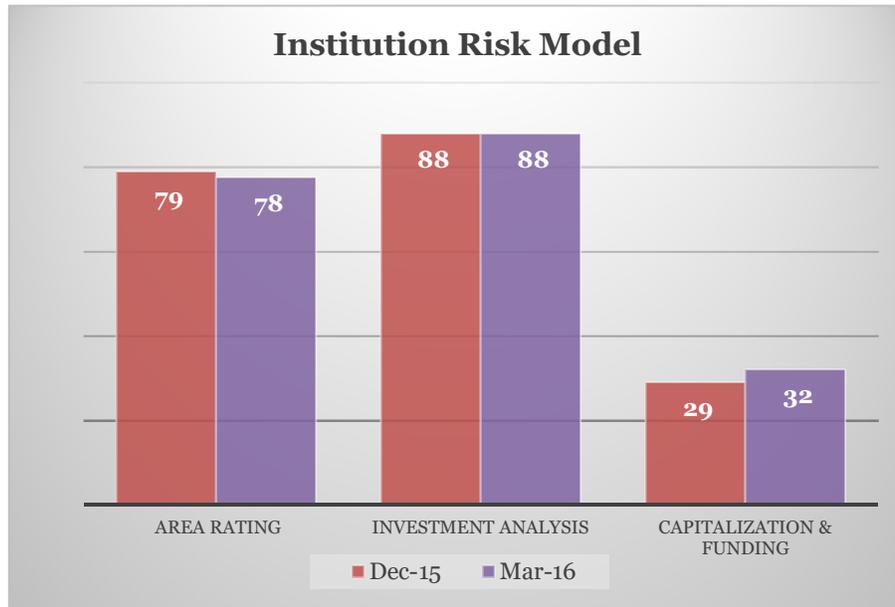
Risk Rating Model is divided into three main sections; (i) Operations, (ii) Industry Analysis, and (iii) Human Resource. The score of the operation section is a function of the Branch Risk Rating Model. The industry analysis section is based on (a) market share, (b) potential market, and (c) prevalent 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 increasing to 78.0 at end Mar-16 (69 at end Dec-15).



## Institution Level Overview

The Institution Risk Rating Model can also be divided into three main sections; (i) Operations, (ii) Investment Analysis, and (iii) Capitalization & Funding. The score of the operation section is a function of the Area Risk Rating Model. The investment analysis section is based on (a) placement of investments, and (b) yield on the investments. The Capitalization & Funding section is based on, (i) the dependency & cost of funding, (ii) liquidity levels, and (iii) capital adequacy of the institution. The overall risk rating of the institution has remained the same, with the rating score at 73.13 at end Mar-16 (73.62 at end Dec-15).



## Developing Capacity

Damen Support Programme focuses on building the capacity of its staff and community for the better growth of the organization and achieve the goal of long term and sustainable development. Capacity is basically 'the ability of individuals, institutions, and societies to perform functions, solve problems and set and achieve objectives in a sustainable manner' and building the capacity of all staff and community members is an essential part of all development organizations. DSP like many other organizations uses trainings as a major tool for capacity building. DSP has a firm belief that financial assistance is worthless without capacity building. Same belief enforces DSP to increase the capacity of its staff and community members for effectively managing diverse programs and achieving better results. For the purpose it conducts a number of training workshops for its staff and communities.

### Staff Trainings

#### Training on Islamic Microfinance

DSP conducted a 5-Day Training, from 4th to 8th January, for its Islamic Microfinance Branch Staff to introduce them with the concept of Islamic Microfinance. The training briefed the participants about Riba and its prohibition, conditions of sale in Islam, introduction & concept of Murabaha, Islamic Economic System, process, agreements & documentation of Murabaha Transaction, uses of Murabaha, pricing mechanism, Sharia standards of Murabaha, issues in Murabaha Transaction and Risk Management in Murabaha Transaction. DSP hired the professional services of Attijarah Center of Islamic Economics to conduct this training.

#### Training on Credit Information Bureau

DSP organized a training on CIB for its Islamic Microfinance Branch staff on 24th March, at Kot Rada Kishan. The purpose of said training was to enable the participants to use the software of CIB to access the database of microfinance clients, compiled by State Bank of Pakistan (SBP), for getting credit history of clients. The training briefed the participants about CIB, CIB of SBP, role of CIB, participating, member financial institutions, users of credit reports, business process flow, MF-CIB credit risk management, receiving issues using CIB, reading the MF-CIB, code of conduct etc. The training also focused on practical work on how to install fort client, certificates & dopdf7 printer and making and checking process in CIB.





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## New Staff Orientations

Nine orientations were organized for newly hired field staff during the reporting period. The orientations briefed the participants (JPS, LOs, AOs, FMs and interns) about DAMEN & transformation of Damen's microfinance program into DSP and DSP's policies and role in economic development. The orientations also focused on code of conduct, appraisal & social mobilization techniques, policies and procedures of microcredit and social sector programs. Total 18 staff members received this orientation.

## External Staff Trainings

- Mr. Kashif Ali (Area Coordinator Area 3) attended 3-Day Training on "Monitoring, Evaluation, Accountability and Learning" organized by Sustainable Development Policy Institute on 26th-28th January, at Islamabad.
- Mr. Sajid Ali (CIB Officer) attended a training on "CIB Institutional Clinics" organized by Pakistan Microfinance Network (PMN) on 25th March at Sareena Hotel, Faisalabad.
- Ms. Sumaira Butt, Mr. Ali Saqib, Mr. M.Irfan, Mr. Kaleem Ullah, F.Ms Halloki, Shahpur, Rachna Town and Habibabad respectively, attended "2-Day Training on Management & Administration Skills" organized by Seven Skills on 30th -31st March, at Islamabad.
- Ms. Riffat Shaheen (Senior Training Officer) and Ms. Aisha Almass (Research & Documentation Officer) completed their four month diploma on "Human Resource Management" offered by Pakistan Institute of Management (PIM).

## Junior Professional Programme

Junior Professional Program of DSP provides professional trainings with practical experience regarding microfinance. JPs Program of DSP is a six month duration program for the limited number of candidates. The program helps in bridging the gaps of unemployment by providing the organization a back-up of human resources in different operational areas. During the reporting period total 4 JPs completed this training while 4 others were newly hired under this program.

## Training Impact Assessment

To assess the impact of trainings DSP developed a questionnaire comprising of questions on social mobilization, code of conduct, credit appraisal, portfolio at risk & delinquency, pre & post disbursement processes, case study of DSP's fraudulent staff, cash flow, loan policy, client's training and offences at DSP. All loan officers of every field office were given the questionnaire to answer. Results were oriented on the basis of these answers.

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## Community Trainings

Damen Support Programme (DSP) also schedules a community training program for needy and unskilled females interested to share their familial burden. Through this program DSP provides trainings to those females so that they could be able to start their own business by utilizing these skills. During said quarter DSP organized ten community trainings. Trainings are planned after the need assessment in particular areas.

### Tailoring Course



DSP organized two training workshops on stitching in Rachna Town from 28th January – 2nd March, and one in Dhamkey from 29<sup>th</sup> Feb – 4<sup>th</sup> April. These trainings enhanced stitching skills of participants including cutting, stitching and designing the dresses in different styles. Total 63 participants were benefited from these trainings.

### Beautification Course



Five training workshops on beautician skills were organized in the areas of Rachna Town from 22nd Jan – 26th Feb, Chung from 18th January – 21st February, Phoolnagar from 18th January – 21st February, Halloki from 8th December – 14th January and Dhamkey from 29<sup>th</sup> February – 4<sup>th</sup> April. Trainings imparted the beautician skills among 105 participants.

### Training on Live Stock



DSP in collaboration with DAMEN organized a 3-day training for its livestock clients to enhance their understanding not only towards early disease diagnosis but also towards all the possible preventive measures to be taken into account. The training was organized in Maraka field office from 17th – 19th February.

### Training on Handicrafts



A training workshop on handicrafts and decoration piece making was organized from 23<sup>rd</sup> February - 30<sup>th</sup> March, at Nankana. Total 16 participants availed the opportunity of getting skilful training to improve their living standards.



## Research Network & Linkages

DSP uses research as a tool to identify the factors causing resistance in the development and to find out ways to improve its outreach and content of the developmental initiatives. Research is also utilized in analyzing the affectivity of organization's products introduced in the market and to discover the needs and believes of the people along with their reactions.

### New Area (OKARA) Research

During the quarter DSP conducted an Area Assessment Study of District Okara to assess the Microfinance Opportunities; and socio-economic analysis of that particular area and services being provided to the people. The study was based on highlighting needs, assessing impact and exploring sector/area specific issues involving;

- Establishing and updating appropriate baseline data
- Designing and delivering quantitative analysis using primary, proprietary and publicly available datasets
- Assessing the scope and strengths of specific sectors or themes
- Highlighting impact of initiatives and developments
- Determining priorities and evidence of need with regard to specific issues relative to the needs of communities.

Area Assessment Study of District Okara addressed issues such as access to financial services and the role of the enabling environment. Through the use of quantitative survey and qualitative studies, the research examined if and how the financial innovations affect access and use of financial services by the poor and impact client and community. In this way, the research helped to reveal the value proposition of branches locations and products to offer the clients.

### 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. Naghma Rasheed CEO participated in PCSF National Convention on "Promoting rights and social development in Pakistan" from 30<sup>th</sup> – 31<sup>st</sup> January, organized by South Asia Partnership (SAP) Pakistan in Islamabad.
- Miss Gul Zareen Khan (Senior Risk Officer) participated in "Risk Forum" organized by Pakistan Microfinance Network (PMN) at Flatees Hotel Lahore.
- Miss Rukhshanda (Manager HID) participated in Women's Day Ceremony by SAP-PK on 14<sup>th</sup> March at SAP Office in Lahore.
- DSP arranged stall of its clients in the "Mela on Home Based Women Workers Product Promotion" organized by Community Support Concern (CSC) at Sheikhpura on 26<sup>th</sup> March.
- DSP staff participated in a walk organized by Lahore Bar Council against the terrorist attack at Gulshan-e-Iqbal Park on 29<sup>th</sup> March.
- Attijarah signed a MoU with DSP for providing advisory services to DSP for Shariyah Microfinance.

## Celebrations

### Annual Function and Women Rights' Day Celebrations

Damen Support Programme in collaboration with Damen celebrated Annual Function and Women Rights Day on 8th March, 2016 at Ali Institute of Education, Feroze Pur Road, Lahore. More than 250 people including field & head office staff, board members, civil society organizations and media persons participated in the event.

The event started with the recitation of Holy Quran followed by a tableau on Kalam-e-Iqbal "Ya Rab Dil-e-Muslim Ko Woh Zinda Tammanna Da". Students of Damen's Home School in Rachna Town performed in this tableau. After tableau a documentary "Saving Face" about horrifying facts and stories of acid victims was showed to the participants. The documentary explores the consequences of an alarming crime, acid burn attacks, that is shockingly prevalent in Pakistani society. After documentary a play, highlighting the issues of violence on women, was presented before the audience. The play was about a girl whose father was a gambler and lost his daughter in game but his wife refused to marry her daughter with the old person, who won her in game. His wife, who worked in homes, had a fear that her husband will marry her daughter with the old gambler in her absence. She started taking the girl with her for the sake of her safety. But girl's bad luck did not spared her and she was sexually harassed by the young son of her owner. On her complaint the family threatened and accused her of theft. In the end both husband and wife mutually decided to marry their daughter with the old person.

During the programme prizes were distributed among DSP's best clients, Damen home schools' teachers and the children who performed in the skit.



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## 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.



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