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خواتین کی مضبوطی، ترقی کی ضمانت



Quarterly Activity Report

by
Human & Institutional
Development Section (HID)



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QUARTERLY ACTIVITY REPORT
JAN–MAR 2019

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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.
- 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

Clients' Success Stories

Sughran Javed from Chunian

Sughran's significant other, a rug weaver, became jobless after the proprietor winded-up his business. He endeavored to find some other job yet couldn't succeed. In the meantime, he turned into a casualty of typhoid fever abandoning him helpless to do any intense activity for some period. It was a fundamentally extreme time for Sughran as she had no substitute source of earning while her youngsters were there to request food from her. Despite all her efforts, she couldn't find any job for herself, for being uneducated and unskilled. Rather than making it her weakness, she requested a female of her locale, who was doing the business of adda work, to teach her the skills. The female not only imparted these skills to her but also gave her an adda to do this work on contract while staying at home. It empowered her to make some procuring to meet some expenses of her youngsters. In spite of working from day to night, Sughran couldn't earn a reasonable amount because said woman gave extremely low rates of her work. After some period Sughran realized that she can earn better if she starts her own business. She wanted to do as such however absence of funds didn't permit her.

Around then, she caught wind of microloans given by DSP from one of her relatives, likewise a customer of DSP. To get the advantage of these services she visited DSP Branch in Chunian where DSP staff informed her about policies and procedures for taking the advance. After getting briefed she applied for advance and it was approved. From the credit sum, she purchased some fabric and crude material to



prepare her very own dresses. She didn't face any difficulty in showcasing her dresses due to the perfection of her work.

The benefit obtained through her very own business expanded her enthusiasm as well as urged her to additionally grow it. For the reason, she took a total of eight credits from DSP and each time expanded the stock of her crude material and fabric. She has also purchased 25 frames (addas) to engage more females in her business. Recently more than 30 females are working with her on contract while she herself is acquiring more than Rs.30,000 from said business. Her significant other has also acquired a job, after having a cure from typhoid, and is earning a reasonable amount yet Sughran doesn't want to leave her business. She has repaired her home as well as prepared complete dowry items for her daughter from her savings. Sughran attributes entire credit for her success to DSP.

Jameela from Chunian

Jameela dwells in Ellah Abad with her significant other and 5 youngsters. Her husband sells Khaadi made Khais on a motorbike in various territories and his sole income was just enough to provide two times meal to the entire family. Jameela used to spend the greater part of her energy in considering how to provide a better life to her family but she could never find a solution, rather growing ages of her daughters were continuously alarming her. One day while analyzing the opportunities to support her husband she came up with an idea of starting the business of cut pieces at home. Soon after having this thought she purchased some cut pieces from the city market to sell in the community. At first, she couldn't get a legitimate reaction as the community didn't know about her business but after some period a large number of people from her nearest as well as a little far territory started coming to her for purchasing cut pieces. It made her limited stock of cut pieces insufficient to entertain all her customers.

Jameela wanted to increase her stock to satisfy the demand of her customers, however monetary capital was not accessible for the reason. One day, during a conversation with one of her customers, she came to know about the microcredit services provided by DSP. Jameela talked about the opportunity with her husband and subsequent to getting his consent she visited DSP Branch in Chunian, where DSP representative briefed her about policies and procedures of taking a loan. After getting briefed she applied for a loan and it was



approved. In the wake of getting her first advance of Rs.30,000, she bought a stock of unstitched fabric and sold it in the community. DSP loan improved her earning by increasing her capacity to satisfy the needs of more customers.

Now Jameela was financially empowered not only to share some expenses of her home but also to make some saving. From her savings she has not only increased her stock of cut pieces and unstitched fabric yet has additionally helped her son in beginning a business of baan selling. She purchased a stock of baan which her son sells in various bazaars of Chunian. She has also wedded her daughter as well as constructed 5 marlas home from her saving.

“Without the financial support of DSP, I have never been able to fulfill my responsibilities towards my family. DSP's assistance has helped me in getting more respect in the community while my in-laws value my strong determination and honorable endeavors to raise my kids without obligation to other people,” says Jameela.

Rubina from Phoolnagar

Rubina belongs to the area of Marrayum Colony in Phoolnagar. After her marriage, she could not continue her job due to not having any permission from her in-laws while the sole income of her husband was not enough to provide better education and nourishment to their family. Till the birth of her fourth child, the situation had been worsened to such an extent that Rubina decided to take a stand, by ruining the social taboos for the sake of her family. She asked her brother to lend her some money to restart her parlor. Her brother refused just because of the fear of non-repayment. She must need an initial investment to start her business. It was the time when Rubina got acquainted with Damen Support Programme and its loan facilities.

After securing her loan, Rubina saw that the biggest challenge which lay before her was the lack of support and discrimination that she received from her relatives. Nonetheless, nothing in the world was going to stand between her and her hopes of achieving success; all she saw in front of her was mere jealousy. As soon as her business was established Rubina fell prey to her relatives' taunts and envy but in spite of this, she remained steadfast in her cause. Gradually, she saw a complete change in their behavior as her business grew. Through her business, Rubina was able to provide a constant income for her family and educate her children. She has also purchased a home on installments from her savings.



Today, Rubina's business has grown massively. She has not only established a parlor in the main market of Phoolnagar but also has empowered more than 60 females to start their own business by imparting her skill to them. She has also established a training center to teach tailoring skills to her community females. Rubina is now an inspiration for her relatives who feel motivated and inspired to start their own business as well and for the purpose send their females to her for learning skills. Rubina's main goal for the coming years is to start the set-up of a boutique in parallel to the parlor and create earning opportunities for more females of the community.

"There are many females who want to be empowered but lack of resources become a hindrance in their way. I could also be one of them but DSP saved me from becoming the part of that category by providing me a direction to go ahead" says Rubina.



Shameem from Phoolnagar

Shameem Bibi and her family live in Bho-y-e-Asal. Her husband is a driver and Shameem was hardly managing home in his earning. Like all other mothers, she always dreamed to provide a better and comfortable life to her youngsters but it was not possible in the sole earning of her husband. Shameem had a good experience of livestock and she decided to utilize her experience to fulfill her dream. Shameem already had two calves and she decided to sell them out for purchasing a dairy animal. Still, she needed more money to purchase the dairy animal.

Around then a well-wisher of Shameem informed her about financial services provided by DSP and in addition encouraged her to use these facilities. Following her recommendations, Shameem visited DSP branch in Jamber and applied for advance. DSP endorsed her first advance after total evaluation and documentation. She put the loan amount in purchasing a cow and started selling milk in the community. It enabled her to earn some money. Instead of using all her earning at home, she also started saving in the form of committees. With the amount of her committee and financial support of DSP, she increased the number of her dairy animals.

At this time Shameem is DSP's client of 4th loan cycle and she own 2 buffalos, 3 cows, and 7 goats. She herself looks after the animals while people themselves come to her for purchasing milk. Shameem seems very happy and relaxed now, she is sending her children except two



elders, already studying in Govt. School, in good schools of the community. She has not only expanded her livestock business but has also purchased 18 marlas of land to keep her animals there.

Shameem is at present aiming to develop her business more by taking more advances from DSP. She has enhanced her living style and is giving better facilities to her youngsters. She attributes for her success to DSP, "DSP's credit energized me by providing a way to move ahead. It helped me fortifying my business as well as to enhance our lifestyle".



Mahar-Un-Nisa from Jamber

A few years back, after the demise of her father, Mahar-Un-Nisa and her family were left with no source of earning. At that time her elder brother assumed the liability of all other siblings and made every possible effort to satisfy his duties towards his siblings. Mahar-Un-Nisa always found her brother overburdened and wished to share some of him. Her brother had a shoe shop and owner of a factory asked him to get prepared a sample design of fancy uppers from some female of his community. Mahar-Un-Nisa requested her brother to let her complete the sample design. When it was done, it got great appreciation from the owner and he gave an order to Mahar's brother to complete. Mahar completed the order in given time and got other after it. Orders were increased with the passage of time and Mahar felt the need for other human resources to complete those orders timely.

Many females of her community were good in adda embroidery but they had not frames required for the purpose. Mahar wanted to provide them frames but had no money for it. Around then Mahar came to know about credit facilities given by DSP, from one of her locale females. After knowing about these services, she visited DSP Branch in Jamber where DSP staff briefed her about policies and procedures of obtaining a loan. After getting briefed, she applied for the advance which was approved. From the advance sum, she bought some frames and involved other females of her community on contract. It empowered her to share some burden of her brother by earning a reasonable amount. It didn't satisfy Mahar as she wanted to earn to support her brother in marrying 3 sisters of her. Motivated by a good



response to her business, Mahar took more advances to further expand it. Recently, she has more than 400 frames in different homes of the community who help her in completing orders timely.

Expansion in her business additionally broadened her thoughts and she started thinking like a businesswoman. That's why when a cousin of her offered her to become his partner by sharing some amount to submit as security in Sapphire, a good brand of ladies' garments, for getting embroidery orders from them, she didn't refuse even a single time. At that time her 4th loan cycle with DSP was going to close so she got her 5th loan and invested in the said business. Now her cousin brings fabric and other material from the factory and she gets it completed within the deadline. Recently More than 150 females are making fancy shoe uppers with them while other 40 are involved in the business of adda embroidery.



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Mahar's strong determination and financial support of DSP helped her in growing her business as well as creating comforts and relaxations for her siblings. Presently Mahar's collective earning from both these businesses is

more than Rs.50,000 monthly. She has supported her brothers in marrying all other siblings as well as sent a brother in Saudi Arabia. She has also collected dowry items for herself.



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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. The 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 **4131** villages of **1503** union councils located in Lahore, Kasur, Sheikhpura, Nankana Sahib, Okara, Faisalabad, Gujranwala, Sahiwal, Toba Tek Singh, and Sialkot districts.

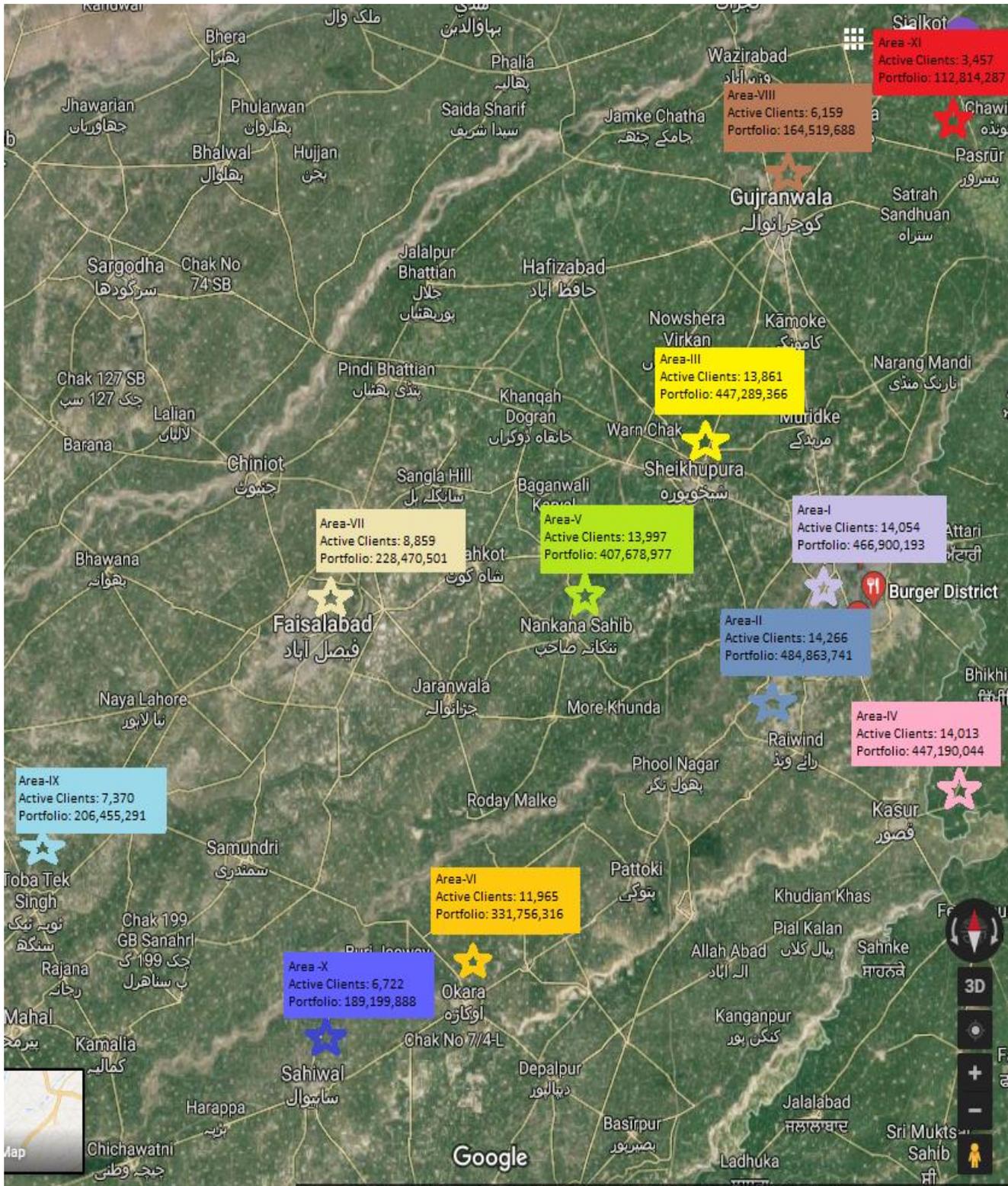
Outreach

During the reporting period number of conventional branches remained the same i.e. 50, while 5 new Islamic branches have been established in Rajana (Area-IX), Pakpattan (Area-X), Hafizabad (Area-VIII), Narowal (Area-XI) and Muslim Town (Area VII) during the reporting period. Detail of conventional branches is given in the table below.

Detail of Conventional Areas with Respective Branches

Lahore		Sheikhpura	Kasur	Nankana	Okara	Faisalabad	Gujranwala	T.T. Singh	Sahiwal	Sialkot
Area I	Area II	Area III	Area IV	Area V	Area VI	Area VII	Area VIII	Area IX	Area X	Area XI
Niaz Baig	Halloki	Begum Kot	Phool Nagar	Nankana Sahib	Okara	Faisalabad	Gujranwala	T.T Singh	Sahiwal-I	Daska
Chung	Shamke Bhattian	Sharqpur	Chunian	Shahkot	Hujra Shah Muqem	Thikriwala	Kamokey	Kamalia	Sahiwal-II	Sialkot
Kahna	Manga	Rachna Town	Pattoki	Mor Khunda	Depalpur	Jaranwala	Wazirabad	Gojra	Chicha watni	Sambrial
Ali Raza Abad	Raiwind	Muridkey	Habib abad	Warburton	Haveli Lakha	Samandri	Alam Chowk	Pir-Mahal	Arifwala	Pasrur
Bhola garhi	Maraka	Dhamkey	Jamber	Bucheyki	Renala Khurd	-	-	-	-	-

Areas View at Map

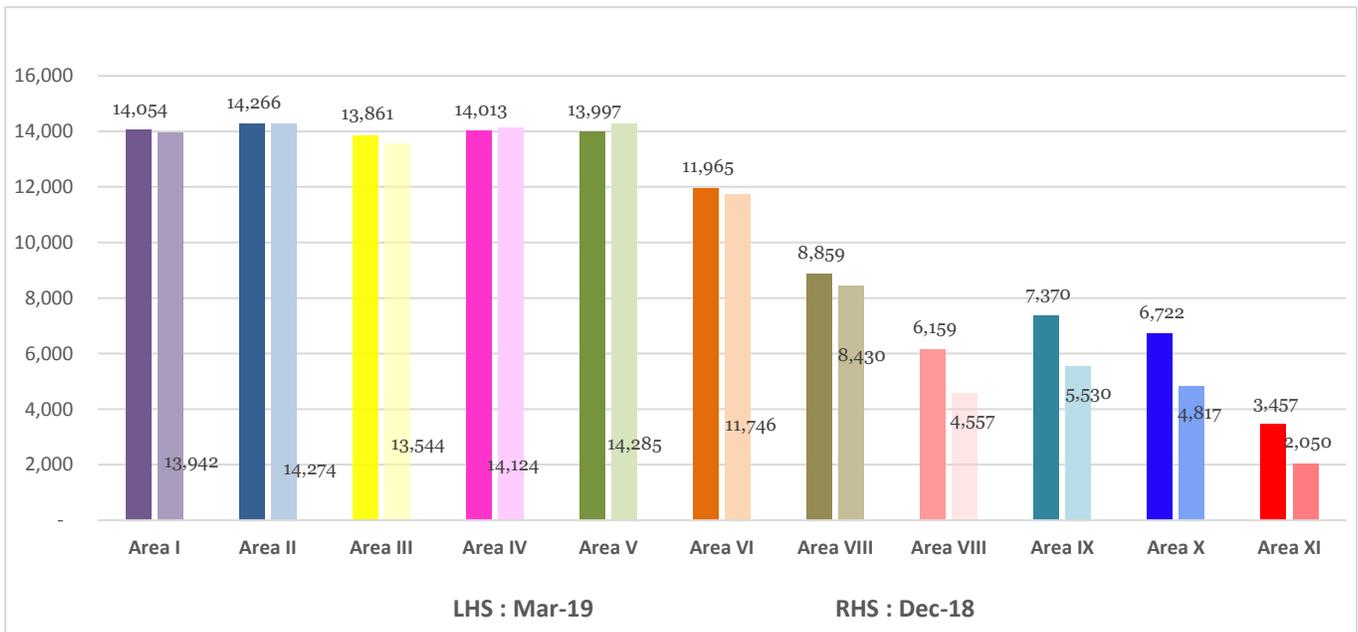




Active Clients

By the end of the reporting period the total number of active clients remained 114,723 with the addition of 7,424 clients in DSP's clients' base. According to LTS report total number of active clients was increased from 13,942 to 14,054 in Area-I, 14,274 to 14,266 in Area II, from 13,544 to 13,861 in Area III, from 14,124 to 14,013 in Area IV, from 11,746 to 11,965 in Area VI, from 8,430 to 8,859 in Area VII, from 4,557 to 6,159 in Area VIII, from 5,530 to 7,370 in Area IX, from 4,817 to 6,722 in area X and from 2,050 to 3,457 in Area XI, only Area V observed a decrease from 14,285 to 13,997.

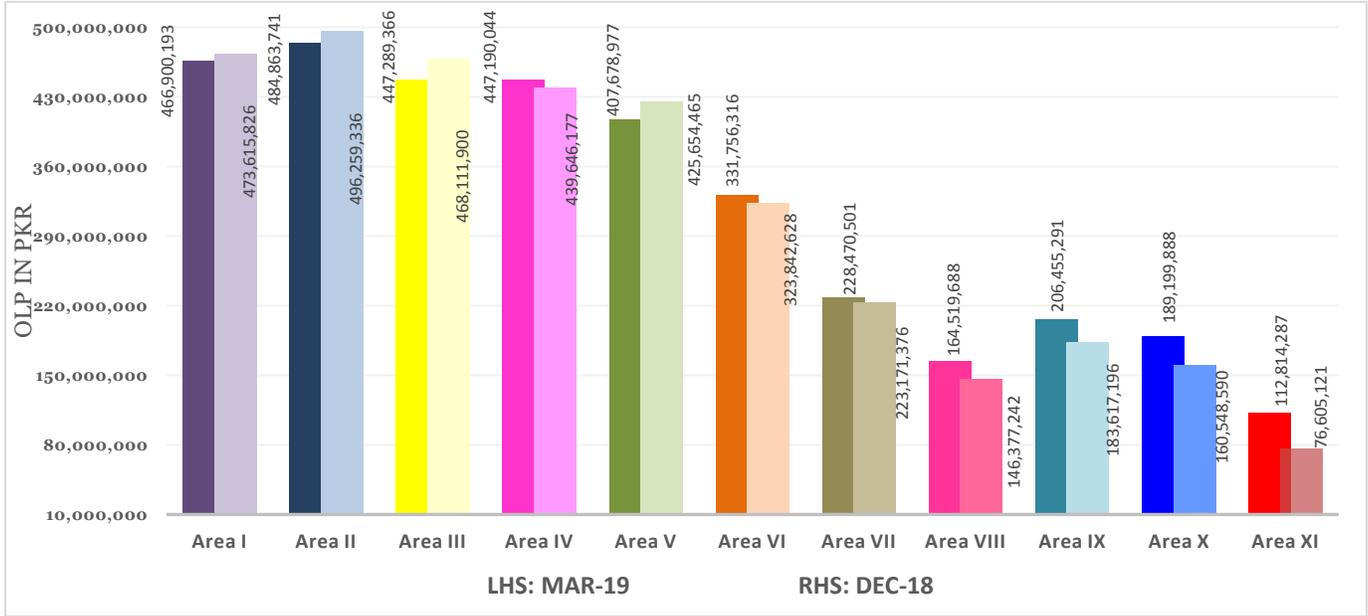
Area-Wise Active Clients



Outstanding Loan Portfolio (OLP)

DSP observed total increase from Rs.3,417,449,857 to RS.3,487,138,292 in its OLP. An increase from Rs.473,615,826 to Rs.466,900,193 in Area-I, from Rs.496,259,336 to Rs.484,863,741 in Area-II, from Rs.468,111,900 to 447,289,366 in Area III, from Rs.439,646,177 to Rs.447,190,044 in Area IV, from Rs.323,842,628 to Rs.331,756,316 in Area VI, from Rs.223,171,376 to Rs.228,470,501 in Area VII, from Rs.146,377,242 to Rs.164,519,688 in Area VIII, from Rs. 183,617,196 to Rs.206,455,291 in Area IX, from Rs.160,548,590 to Rs.189,199,888 in Area X, and from Rs.76,605,121 to Rs.112,814,287 in Area XI was observed. Only Area V had a decrease from Rs.425,654,465 to Rs.407,678,977.

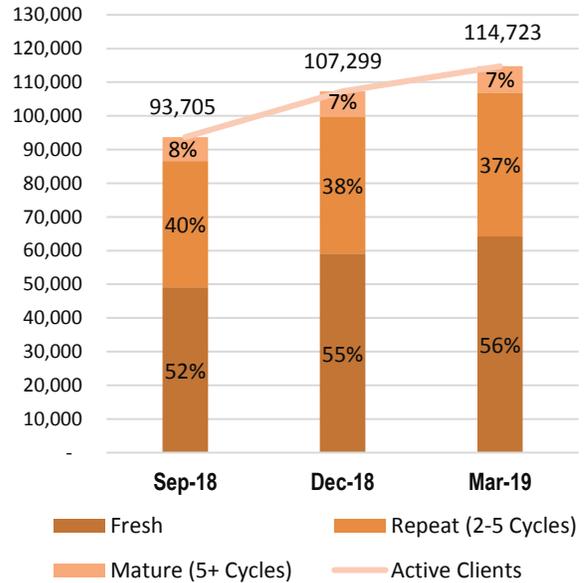
Area-wise Outstanding Loan Portfolio



Division of Clients Regarding Loan Cycle

DSP has a main focus on establishing strong and long-term relationships with its clients. This is apparent as regardless of the establishment of five new areas long term relations have been established with 44% clients out of which 7% represent a 5 year + relationship.

It is simply because of the fact that DSP considers clients the heartbeat of microfinance; therefore, developing a healthy relationship with them is vital for its success. Through good and bad times, maintaining a healthy client relationship with all its clients helps DSP in gaining sustainability.



Division of Clients Regarding Loan Cycles

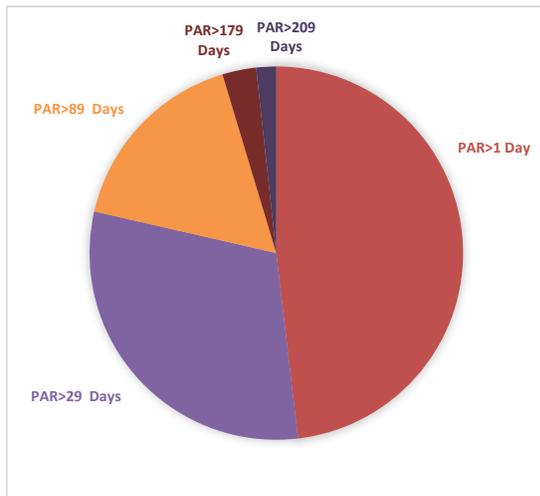


Portfolio at Risk Ratio

As per compliance with the PMIC/SECP rules, previous measurement standard of PAR>30 has now been replaced with PAR>29 and similarly, all other ratios have been reduced by one day. Changes are given below;

Sr. #	Previous Measurement	Present Measurement
1	PAR>30	PAR>29
2	PAR>90	PAR>89
3	PAR>180	PAR>179
4	PAR>210	PAR>209

During the reporting period PAR > 29 days remained 1.34.



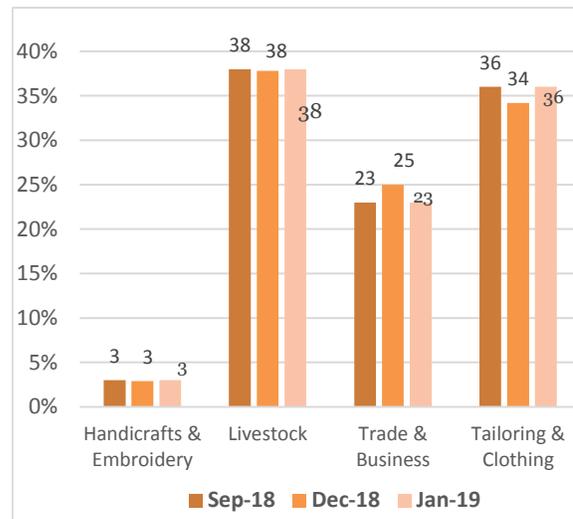
Aging Summary of Portfolio at Risk

Business Classification

Majority of DSP clients is related to Livestock followed by tailoring & clothing, trade & business, and

handicrafts & embroidery respectively.

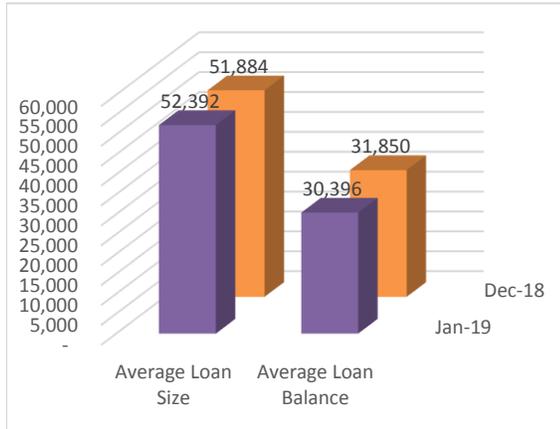
During the reporting period 38% of clients utilized their loans in the business of livestock, 36% used it to expand their business of tailoring & clothing, 23% did trade and business, ranging from buying and selling of milk to owing micro-level departmental stores, while only 3% utilized their loan to strengthen their business of handicrafts & embroidery.



Business Classification of Loans

Average Loan Size & Balance

Average loan size of DSP increased from 51,884 (by the end of the preceding quarter) to 52,392 (by the end of March 2019). While average loan balance shows a decrease from 31,850 (by the end of the preceding quarter) to 30,396 (by the end of the reporting quarter).



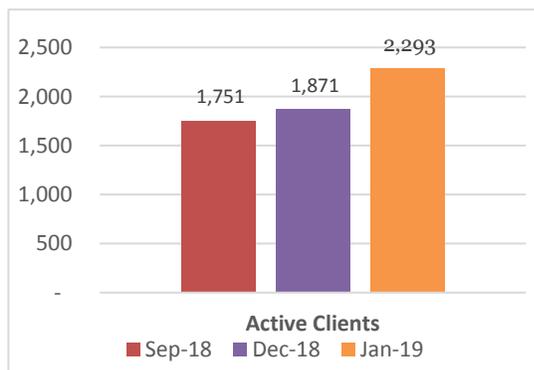
Average Loan Size and Loan Balance

Seasonal Loans

By the end of the March 2019, the number of active clients of Seasonal Loans was reduced to 123 reducing the OLP from Rs. 6,099,325 to Rs.5,952,501. Average loan balance of seasonal loans remained 48,394 while average loan size remained zero as no new client was disbursed during the reporting quarter.

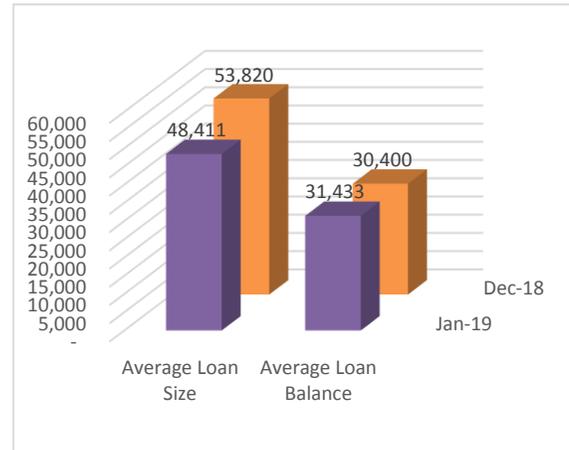
Islamic Microfinance

The total number of active clients of Shariah Compliance increased from 1,871 to 2,293 by the end of the reporting period.



Active Clients of Islamic Microfinance

During the reporting period, average loan size of Islamic branch was reduced from 53,820 to 48,411 while average loan balance was increased from 30,400 to 31,433.



Average Loan Size and Loan Balance of Islamic Microfinance

Complaint Cell

Complaint Cell of DSP addresses the grievances of clients timely and effectively. During the reporting period this cell received total 131 complaints, out of it 87 were resolved while other 44 unresolved are health claims dependent on the insurance company.

Health Care Camps

Health care camps were organized in Area -III in order to bridge the gap between the organization itself and its clients.



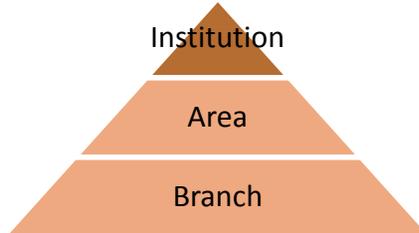
Implementation of Operational Changes

During the reporting period, Operations at DSP made some significant changes with respect to its operational strategy. These changes are highlighted as follows:

- A policy change in the PAR percentage was observed and informed.
- As per compliance with the PMIC/SECP rules, the previous measurement standard PAR>30 days has now been replaced by PAR>29 days and similarly all other values have also been reduced by one day.
- During this quarter, 5 new branches, providing Shariah product, were established in Area VII, VIII, IX, X, & XI.

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 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	

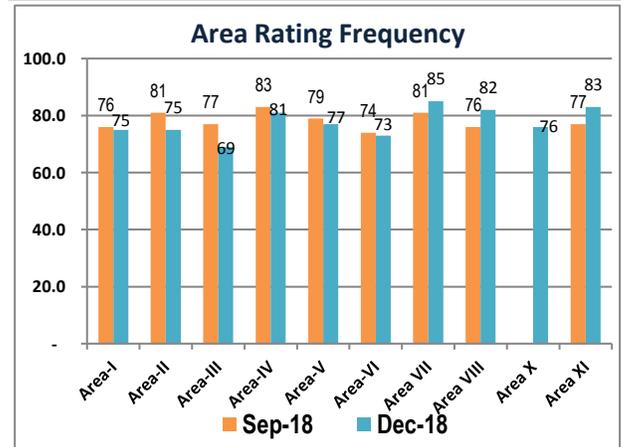
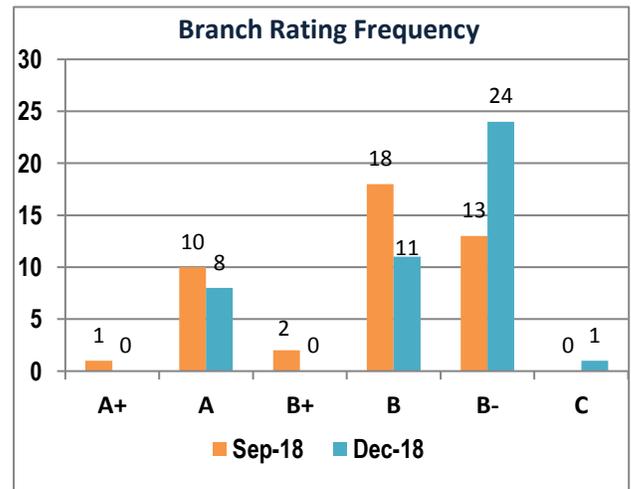
Branch Level Overview

A total of 11 branches were upgraded and major reasons were (i) *limited improvement in appraisal quality*, (ii) *improved provisioning coverage* and (iii) *adequate audit & compliance indicators*.

A total of 13 branches were downgraded. The main reason for these downgrades was *weak compliance* with the company's policies and procedures and *deteriorating portfolio quality*. Meanwhile, 22 branches maintained their previous level of rating while four branches of Sahiwal Area were just rated but not included in comparison due to non-availability of previous data.

Area Level Overview

Area 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 macroeconomic risks. The HR section is based on, (i) capacity, (ii) quality & experience,





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and (iii) other HR risks that include references and rotations. A total of 3 areas were upgraded, 6 areas were downgraded, two areas including Sahiwal and Toba Tek Singh were not included in the comparison due to non-availability of data.

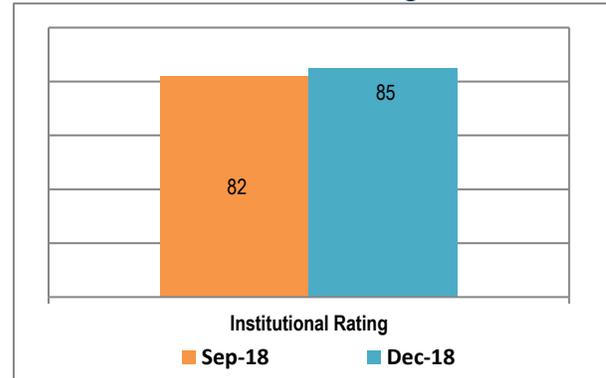
Institution Level Overview

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 increased from the rating score of 82 (at end Sep-18) to score 85 (at end Dec-18).

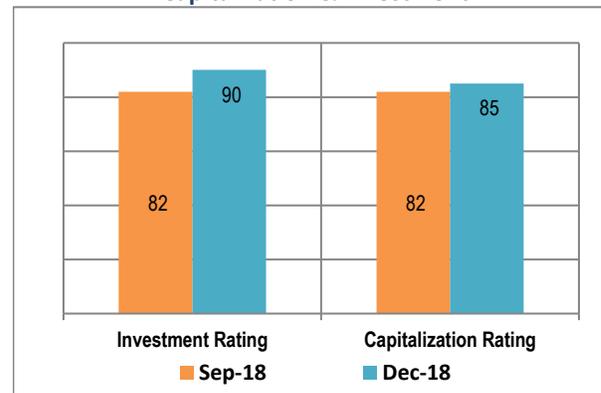
Note:

The risk profile of the previous quarter is included in the report because the deadline for the compilation of risk report is after quarterly report.

Institutional Rating



Capitalization & Investment





Developing Capacities

Capacity Development is defined as "the activities, approaches, strategies, and methodologies which help organizations, groups, and individuals to improve their performance, generate development benefits and achieve their objectives". DSP has a focus on strengthening technical expertise, through hiring or training staff or volunteers in program planning and design, best practices, and other similar technical areas.

Trainings are the tool used for enhancing the capabilities of staff. Targeted trainings towards staff are important to help them meet their key responsibilities. Building the skills of staff is 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 the 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.

Staff Trainings

Trainings on Organizational Policies, Procedures and Code of Conduct

To enable our staff, perform well in the field while complying the Operational and HR policies and procedures, a training on "**Organizational Policies, Procedures, and Code of Conduct**" was conducted on 1st February, for the staff of Area-VII. The training enhanced the knowledge of staff about organizational policies regarding major & minor offences, code of conduct (including transparency, fair practice, dignified treatment, privacy & fair disclosure, governance & client satisfaction) and major policies for loan (including loan criteria, operational strategies, transfer policies of staff and early close loan policy).

Trainings on Islamic Microfinance

DSP organized 3 trainings, in collaboration with Attijarah, to enhance the knowledge of Islamic Microfinance Branch Staff about Musharka and Murabaha on 25th January, 7th-8th February, and 25th March for the staff of Islamic Branches. Total 47 staff members were benefited from the said training.

Social Mobilization & Communication Skills

Two trainings on “**Social Mobilization and Communication Skills**” were organized on 6th February and 4th March, to boost up the communication skills of our staff and to enable them to deal with different behaviours of clients as well as to develop their skills about using different tools of social mobilization. Total 65 participants including FMs, LOs, and JP participated in the training.



Reinforcement of Accounting Policies & Procedures

Two trainings on “**Reinforcement of Accounting Policies & Procedures**” were organized to enhance the skills of our accounts officers on a standardized process that is used to perform a function within the accounting department of DSP. Total 58 AOs and JPs received said training.



Credit Appraisal Techniques and Delinquency Management

A training on “**Credit Appraisal Techniques & Delinquency Management**” was organized on 5th March, to enhance participants’ knowledge about microfinance, microcredit, major types of credit appraisal and major channels in credit appraisal, difference between bank appraisal and MFI appraisal, key areas of credit appraisal, ensuring borrowers’ satisfaction, delinquency and management of delinquency. Total 38 participants including FMS, JPs, and LOs participated in the training.



New Staff Orientations

During the reporting period, The Training Department organized three orientations on 9th & 14th January, and 4th February, for all newly hired staff as well as Junior Professionals of Region-I and II. The orientations briefed the participants about vision, mission, objectives, and goals of DSP and Its organizational structure and hierarchy at Head Office, Region, and Field level. The orientations also focused on major operational and HR policies. Total of 56 participants received this orientation.

Training on Compliance, Audit and Risk Management

A training on "Compliance, Audit and Risk Management" was organized on 28th March for AROs of Region I, and II. The main purpose of the training was to educate our staff on laws, regulations and company policies that apply to their day-to-day job responsibilities. Another purpose of the training was to enable them to assess and evaluate risks for DSP along with creating strategies to minimize or avoid them, as well as inform them about different audit issues. The training was beneficial to prevent poor conduct and ensure proper governance in DSP. The training is also helpful in minimizing risk, maintaining DSP's reputation and providing a better environment for employees to work in - benefiting productivity in the long run.





External Trainings for Staff

Trainings that are done outside the office by experienced external trainers (consultants from different organizations) are referred to as external trainings. External trainers have often developed extensive training programs that leave no stone unturned. The significance of these external trainings can't be denied as they provide participants with vast experience and working practices. Additionally, it helps the participants to interact with others facing the same problems in the workplace as them and collectively they can find better solutions. These trainings are important to enhance knowledge and skills especially productivity skills, behavioral skills, and performance skills, etc. of the employees. Details of the external training received by DSP Staff during the said period is given below.

1. Mr. Athmar Arbab (Manager Operations and Monitoring) and Mr. Syed Abul Hassan (Deputy Manager Operations) received international training on "**Credit Risk and Delinquency Management**" organized by "Inspiring Development" from 11th – 14th February, in Bangkok, Thailand.

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.

Two training on stitching skills were organized from 23rd November, 2018 to 23rd January 2019 in Phoolnagar and from 27th November, 2018 to 27th January 2019 in Jamber field areas. Total 44 females were benefitted from these trainings.



Research Networking & Linkages

Research

Having the aim of extending its microfinance activities in more districts of Punjab, Research Department of DSP conducted a research study of District Gujrat. Through this study we endeavored to evaluate the potential outcomes of opening new branches, assess a number of prospective clients, to understand the socio-economic conditions of the area and to get in-depth information and opinion about expanding microfinance operations by assessing the need of people in all Tehsils of said district.

Networking & Linkages

In this age of globalization, no organization can imagine surviving alone without having links with others. Creation of networks and linkages are an essential component of any development program and provide synergies for the program to build upon from a point of advantage to a point of strength. Networking and Linkages basically mean forming formal and informal partnerships and ties with other organizations in different areas of mutual interest and/or benefits. DSP like other microfinance organizations uses networking as a way to gain new clients and make sustainable development. For the purpose, it creates new linkages and networking at the local and regional level for creating a better relationship with other organizations and institutions.

- DSP staff participated in a rally against war organized by South Asia Partnership (SAP) outside the Press Club Lahore.
- Executive Director DSP and all other staff (head office & field staff) participated in a rally on "International Women's Day" outside the Press Club Lahore.

Celebrations

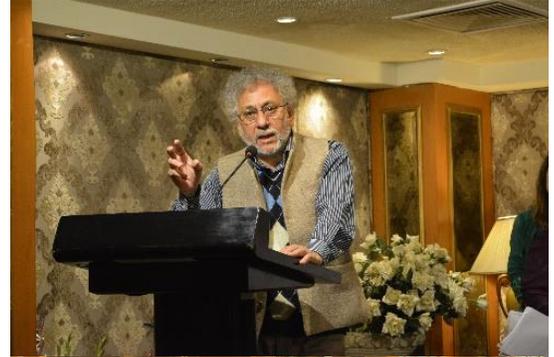
International Women's Day Celebrations

Damen Support Programme celebrated International Women's Day on 8th March 2019 at Hospitality Inn, Lahore. The event was organized to celebrate acts of courage and determination by ordinary women who have played an extraordinary role in the history of their countries and communities and to acknowledge unlimited endeavors of DSP clients, who have improved their family's economic as well as social status by becoming an earning hand. 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 opening remarks by Mr. Muhammad Tahseen (Executive Director SAP). After these remarks, a video documentary, "History of Women's Day" was displayed before the audience. A panel discussion with DSP clients was also the part of the event which was followed by another documentary on "Women's Role in Peace".

A play by DSP staff, featuring women's rights was abundantly liked by the crowd as well as a short film, highlighting the Iqbal Mai's journey towards success, encouraged the females to make struggles for getting achievement in their lives. A documentary highlighting DSP's role in women empowerment was also displayed before the audience.

Eventually, all participants walked to participate in a rally on women rights at Press Club Lahore.





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 2500 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, Regional Offices, 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.