

خواتین کی مضبوطی ترقی کی ضمانت

JAN-MAR 2022

QUARTERLY REPORT



26 -C, NAWAB TOWN RAIWIND ROAD, LAHORE
PHONE : 04 2 - 3 5 3 105 7 1 - 2 FAX : 04 2 - 3 5 3 104 7 3
URL : WWW.DAMENSP.COM
E-MAIL : INFO@DAMENSP.COM



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About Damen Support Programme

The roots of the Damen Support Programme lie in a non-profit organization (NGO) – Development Action for Mobilization and Emancipation (DAMEN) – set up in 1992, under the Societies Registration Act, XXI of 1860. DAMEN started its operations to work for alternative development at the 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 the community DAMEN initiated the microcredit 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 the Damen Support Programme (DSP). This step was 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 Non-Banking Microfinance Company, registered under section 42 of the Companies Act 2017, 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 from marginalized communities through 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 microcredit, vocational training, and capacity building of communities.
- To concentrate on activities for the integrated self-reliance and long-term development of the communities through various programs of poverty alleviation.
- To enhance women's development cause 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;

- i. Micro-Credit
- ii. Health and Life Insurance services for its borrowers
- iii. Training, Capacity Building, and Skill Development of Community Action Groups
- iv. Research, Networking, and Linkages

Success Stories

Rukhsana Bibi

Rukhsana Bibi resides in Awan Wala with her family. Her husband was a welder and had not a permanent source of income. He often had to stay at home because of not getting the work. It caused Rukhsana and her family to remain often without a meal. Growing age and increasing requirements of her children started worrying Rukhsana and she began thinking about the solutions to get rid of her worries. After thinking about all aspects, she came up with the idea of utilizing her stitching skills. Rukhsana was good at stitching, so she started stitching the dresses of females in her neighborhood. It enabled her to share some burden with her husband but still, she needed more.

A few years before Rukhsana met one of her relatives who was good at making clay ovens. It gave her the idea of starting the business of making and selling clay ovens. To accomplish this idea, she requested the lady to teach her the skills of making clay ovens. The lady had no objection to it. After getting these skills the next step for her was where to get the finances for purchasing raw materials because she had no savings for the purpose. Three years before, after knowing about the microcredit services of DSP, she found her dream of starting a new business coming into reality. She visited DSP Branch Office in Faisalabad and applied for a loan. With the money she received, she bought some raw materials to start her new business. Initially, she could not get more customers but within a very short period her business began to thrive and customers from the far areas started coming to her. To fulfill the demand of all her customers she needed to increase the stock of raw materials which she did by taking more loans from DSP.

“I am currently in the third cycle of my loan, which has enabled me to buy raw materials and complete orders on time to support the fast growth of the business” describes Rukhsana. Now Rukhsana keeps a ready stock of clay ovens, customers just come to her and select ovens according to their choice. Rukhsana’s business is well flourished and enables her to earn more than Rs.30,000 per month which is multiplied in the summer season. Rukhsana has a major contribution to her household expenses as well as has collected dowry items, from her savings, for her daughters. “I needed money from somewhere but I had no savings. I asked some relatives to lend me but no one was willing to trust me. At that time, it was only DSP who trust me and provided an opportunity to move ahead” says Asia while describing her relationship with DSP.

Roubina Bibi

Roubina never felt a moment of happiness during her married life due to the non-cooperative and irresponsible behavior of her husband. Soon after her marriage Roubina's husband had done another marriage and refused to take responsibility for her. Initially, Roubina tried to compromise over the situation but when her habit didn't change even after the birth of their daughter she preferred to shift to her parents' home. Though life was also not easy there as her father was the sole earner of his family comprising of 8 daughters but she had no other option. Her father tried to provide all necessities for Roubina and her daughter but Roubina always desired to reduce the burden on his father and share his responsibilities.

She was good at stitching and utilized these skills for the sake of earning. Initially, she could not get a good response but with time majority of her area started coming to her for stitching dresses. It enabled her to make some money and provide some relief to her father by sharing her daughter's expenses with him. One day while visiting the market an owner of a boutique offered her to stitch the shirts for his boutique. Roubina wanted to accept his offer but it was not possible to complete his orders with the old sewing machine that she had. She had to purchase a jukey machine for this purpose but finances were not available for this purpose. While searching for the opportunities to purchase a new machine Roubina came to know about the microcredit services provided by DSP. To get the benefit of these services she visited the DSP Branch in Faisalabad 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 loan amount, she purchased a jukey machine and started stitching shirts for the boutique.

Having her business developed her business sense and she started thinking about more options to make money. Now she prepares kids' garments from the leftovers of the cloth and sells them to a kids' garments shop in the market. Roubina is now financially empowered not only to bear the burden of her daughter but also to share some other expenses with her father. "DSP helped me in getting a better and sustainable source of earning. Before I was stitching community dresses but often had to remain without work but now it doesn't happen. There would hardly be a day when I have no work to do. Now I earn a reasonable and constant amount to run the business of my family and it all became possible due to DSP" says Roubina.

Sakina Bibi

Sakina Bibi resides in Chak # 105/GB of Tehsil Jaranwala with her significant other and 5 children. Being a daily wager her significant other was not able to accomplish the basic desires of their family. On the other hand, Sakina was very much concerned about the weddings of her daughters which always kept her disturbed and distressed. Sakina always tried to make some savings from her husbands' income but could never succeed. With the passage of time, it has been disclosed to her that with the sole income of her husband she would never be able to make some savings. For this purpose, she would have to do something. The question arose here was what to do? A female in Sakina's community was doing the business of making fiber rope used in weaving cots. At Sakina's request, she taught her these skills. After getting these skills biggest issue for Sakina was to get a machine used for weaving rope because she had not even a single penny for this purpose.

One day, during a conversation with one of her friends, she came to know about the microcredit services provided by DSP. The news played the role of an energizer for her and she talked about the opportunity with her husband. After getting his consent she visited the DSP Branch in Jaranwala, where the DSP representative briefed her about policies and procedures for taking a loan. In the wake of getting briefed she applied for a loan and it was approved. After getting her first advance of Rs.45,000, she bought the machine and started the business of weaving rope. It enabled her to make some earnings but she had to earn more and it was not possible without increasing the stock of raw materials. Having her own business incited her thoughts as a businesswoman and she got another loan from DSP to increase the raw material. It increased the productivity of her business which ultimately raised her profit.

Monetary assistance from DSP joined with her determined efforts, empowered Sakina to earn a handsome amount. She has taken a wise step by involving her husband in business after purchasing another machine from DSP's advance. Now a satisfaction can be observed on Sakina's face who has adopted the habit of savings. She has collected several dowry items for her daughters as well as constructed a cemented room and washroom within the four walls of her home. "Financial support by Damen Support Program has completely altered my life. It has empowered me to give a comparatively better and more prosperous life to my children as well as make savings for their weddings which was nearly impossible without the financial support of DSP" Sakina says while giving the credit for her success to DSP.

Basheeran Bibi

Being a part of the joint family system Basheeran always spent a difficult life. Her husband was a daily wager and in the absence of any permanent source of income, he could not contribute more to the family expenses. It was the major cause of her clashes with her in-laws. Despite all these clashes Basheeran never thought about separation from her in-laws due to the limited income of her husband. But Basheeran had to get separated after her in-laws refused to keep her family with them. It was the time when her husband was jobless and she had no alternate source of income due to which Basheeran and her family often had to remain without meals.

The situation was very dismal for Basheeran and she had realized that she would have to do something for the survival of her family, but she didn't know what to do. After thinking about all aspects, she decided to start a karyana store. Some of her close family members provided capital to her for this purpose. Although a little bit but money started to come. It encouraged Basheeran to expand her business but resources were not available for the purpose. Around then, she caught wind of microloans given by DSP from one of her customers, likewise a client of DSP. To get the advantage of these services she visited the DSP Branch in Samandri 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 of Rs.45,000, she increased the stock in her shop which multiplied her profit. Basheeran also adopted the habit of saving some money on daily basis. It took some time but gradually her business started thriving. It enabled her to manage her home properly which became easier after the job of her husband.

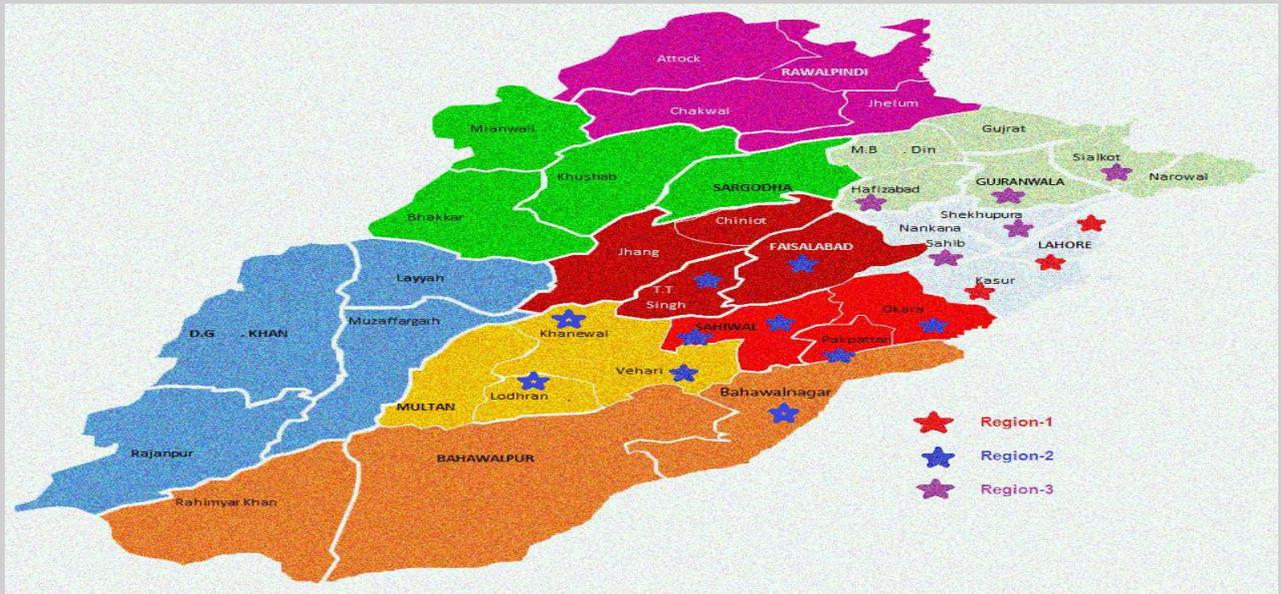
From her second advance from DSP, she not only increased her karyana stock but also purchased two calves and earned a huge profit by selling them after they were grown up. From her last advance from DSP, she has purchased a dairy animal and is saving nearly Rs.15,000 from the sale of its milk. Now Basheeran's collective earnings from both businesses are more than Rs.30,000. Although her husband is also earning a reasonable amount from his job at a petrol pump yet Basheeran didn't leave her business. She bears not only the educational and other expenses of her children but also has purchased a 5 marlas plot from her saving.

Now Basheeran has more comforts and relaxations in life but still, she wants to sustain her strong relationship with DSP, as she says, "I am planning to purchase more calves from my next loan and when they would become mature, I would sell them for a good profit".

Operational Enactments

Damen 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 this 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 Lahore, Kasur, Sheikhupura, Nankana Sahib, Okara, Faisalabad, Gujranwala, Hafizabad, Sahiwal, Pakpattan, Toba Tek Singh, Sialkot, Vehari, Bahawalnagar, Khanewal, Lodhran, and Bahawalpur districts.

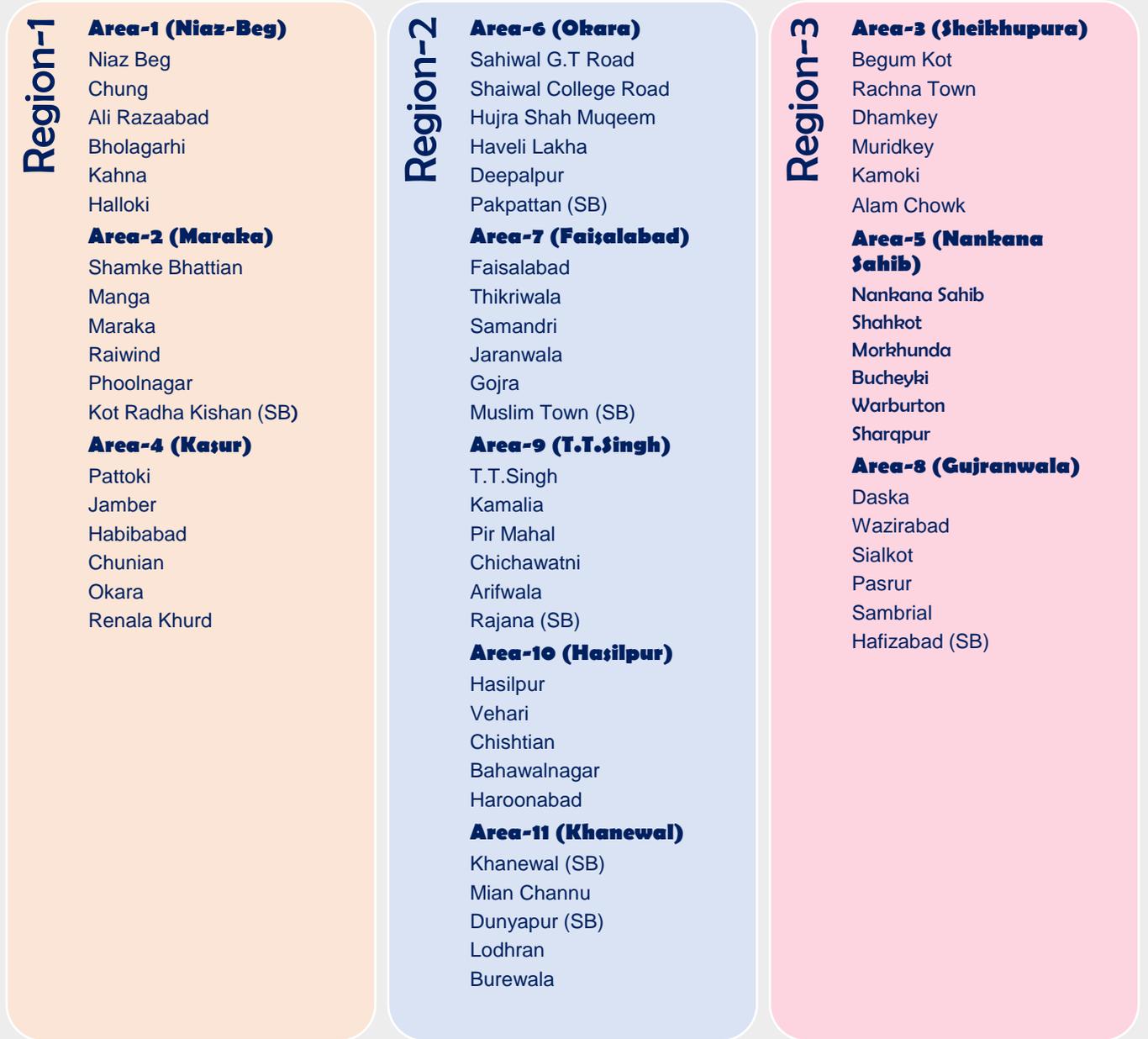
Figure 1: Geographical Appearance of DSP



Outreach

By the end of the March 2022, a total of 57 branches of conventional microfinance were working in 11 areas i.e Lahore-I (Area-1), Lahore-II (Area-2), Sheikhupura (Area-3), Kasur (Area-4), Nankana (Area-5), Okara, Sahiwal, & Pakpattan (Area-6), Faisalabad (Area-7), Gujranwala, Sialkot & Hafizabad (Area-8) Toba Tek Singh (Area-9), Vehari, Bahawalnagar (Area-10), and Khanewal, Lodhran & Bahawalpur (Area-11), while 7 Sharia Branches were working in Kot Radha Kishan (Area-2), Pakpattan (Area-6), Muslim Town (Area-7), Hafizabad (Area-8), Rajana (Area-9), and Khanewal & Dunyapur (Area-11).

Figure 2: Region-Wise Distribution of Branches



Note:

Area-10 (Hasilpur) comprising of Hasilpur, Vehari, Chishtian, Bahawalnagar, and Haroon Abad branches, as well as **Area-11 (Khanewal)** which covers Khanewal (SB), Mian Channu, Dunyapur (SB), Lodhran and Burewala branches, are directly supervised by Head Office.

Active Clients

DSP emphasizes catering to the needs of clients and modifying its products to better meet their needs. We also attempt to reach the greatest number of clients to provide them a chance to get the advantage of DSP's microcredit facility. As a consequence of these efforts, clients' portfolio of DSP showed a growth trend.

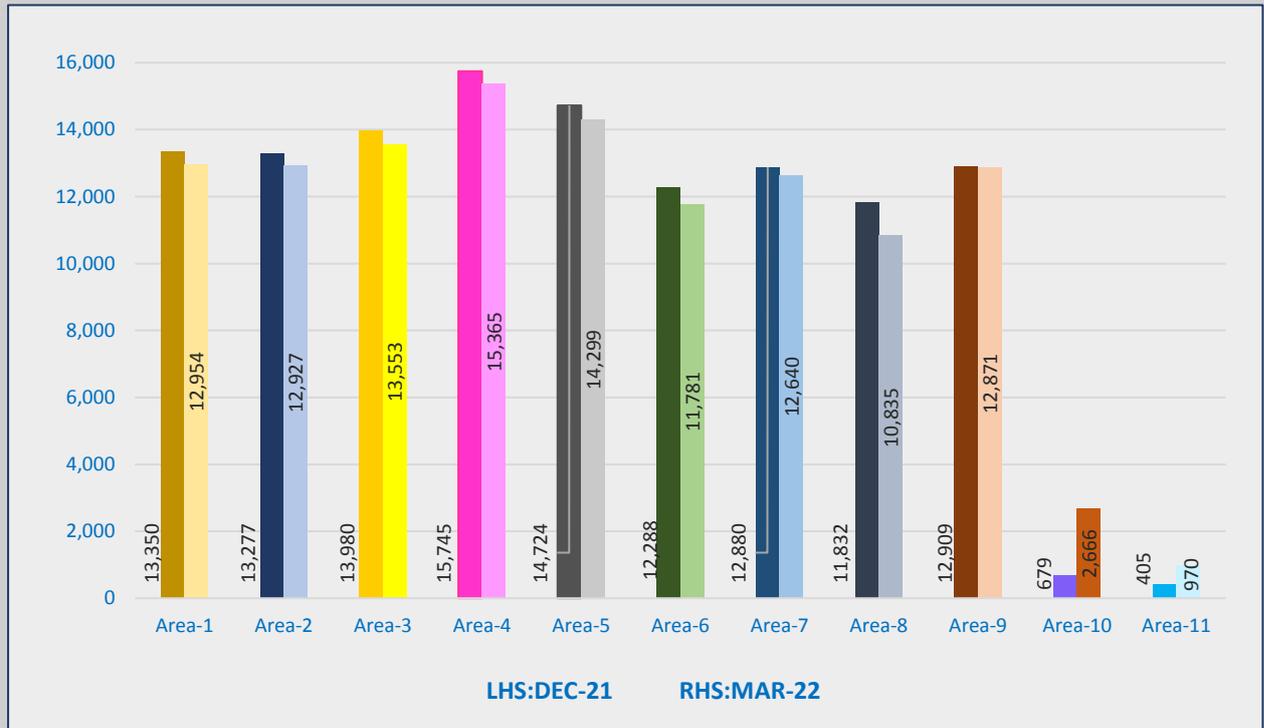


Figure 3: Area-Wise Representation of Active Clients

By the end of the reporting period total number of active clients remained 120,861 with 12,954 clients of Area-1, 12,927 clients of Area-2, 13,553 clients of Area-3, 15,365 clients of Area-4, 14,299 clients of area-5, 11,781 clients of Area-6, 12,640 clients of Area-7, 10,835 clients of Area-8, 12,871 clients of Area-9, 2,666 clients of Area-10 and 970 clients of Area-11.

Outstanding Loan Portfolio (OLP)

Total OLP was increased from 4,058,521,939 to 4,363,896,348. An area-wise review of OLP shows an expansion from 517,044,948 to 529,609,591 in Area-1, from 489,326,979 to 500,970,554 in Area-2, from 446,083,045 to 470,381,001 in Area-3, from 534,293,292 to 562,410,713 in Area-4, from 501,728,588 to 529,939,663 in Area-5, from 383,576,968 to 394,066,786 in Area-6, from 399,044,790 to 428,996,736 in Area-7, from 333,601,654 to 336,764,782 in Area-8, from 400,394,573 to 442,898,330 in Area-9, and from 34,476,363 to 125,782,038 in Area-10 while OLP of Area-11 was increased from 18,950,739 to 42,076,154.

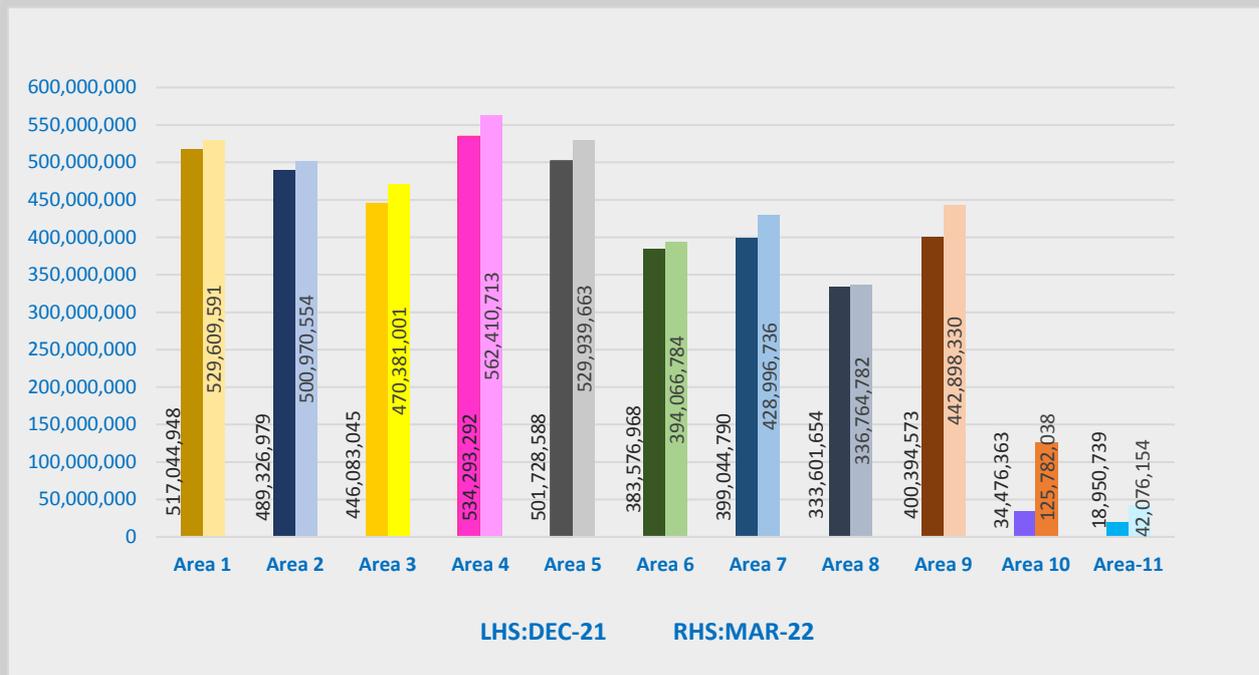


Figure 4: Area-Wise Distribution of OLP

Region-Wise Review of Active Clients

Total number of active clients remained 41,246 in Region-1, 40,928 in Region-2, and 38,687 in Region-3. The reason for the greater increase in clients' portfolio of Region-2 can be attributed to the opening of new branches in the said region.

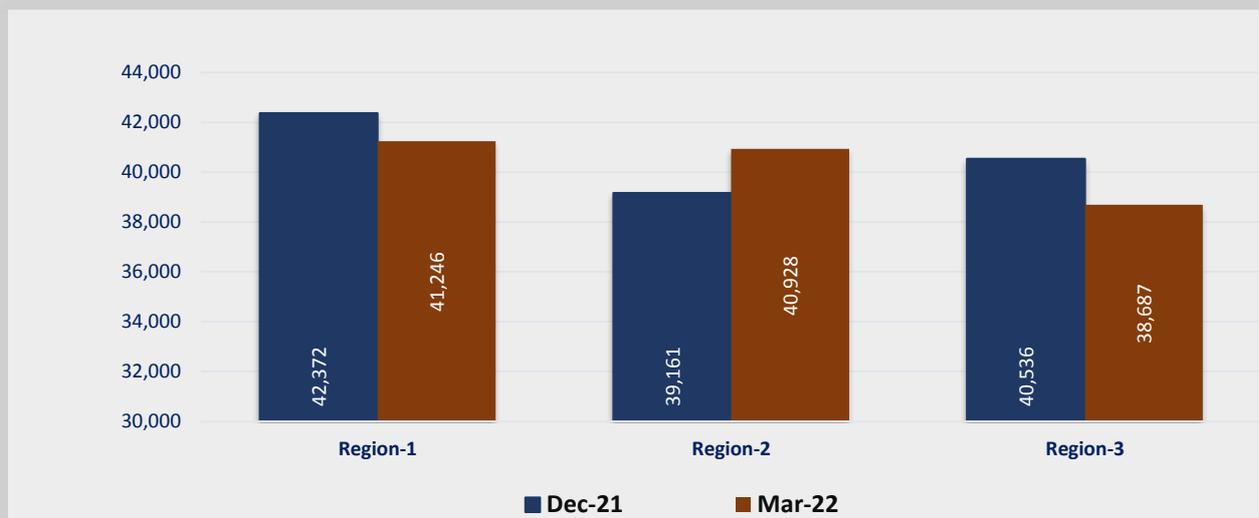


Figure 5: Region-Wise Classification of Active Clients

Region-Wise Review of OLP

Outstanding Loan Portfolio was increased from 1,540,665,219 to 1,592,990,858 in Region-1, from 1,236,443,433 to 1,433,820,044 in Region-2 and from 1,281,413,287 to 1,337,085,446 in Region-3. Region-2 shows the maximum (16%) increase in OLP.



Figure 6: Region-Wise Classification of OLP

Division of Clients Regarding Loan Cycle

DSP has always focused on establishing strong and long-term relationships with its clients. Although the ratio of new clients is increased after the establishment of new areas, still, a large portion of our clientele is covered by repeat clients. This strategy not only helps DSP to offer improved and more customized service but also offers clients a steady stream of capital instead of a one-off large injection of capital, allowing them to continue to grow their business and improve their quality of life.

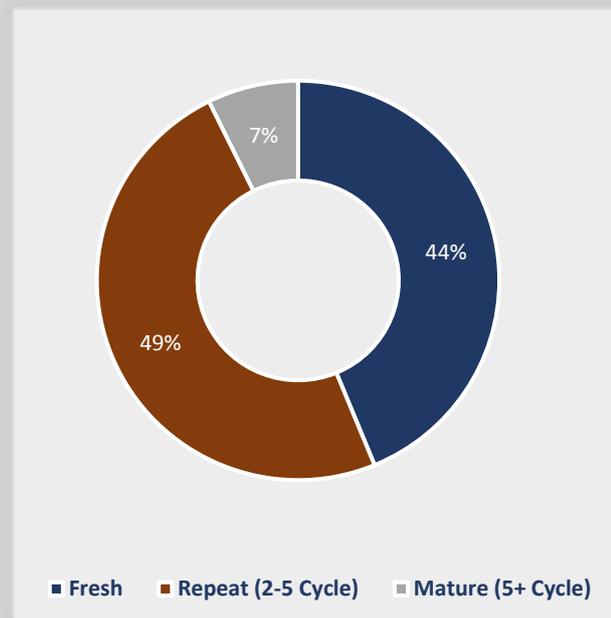


Figure 7: Division of Clients Regarding Loan Cycle

Average Loan Size and Business Classification of Average Loan Balance

The average loan size of DSP increased from 67,011 (by the end of the previous quarter) to 67,273 (by the end of the reporting quarter). Similarly, the average loan balance is increased from 33,248 (by the end of the previous quarter) to 36,107 (by the end of the reporting quarter).

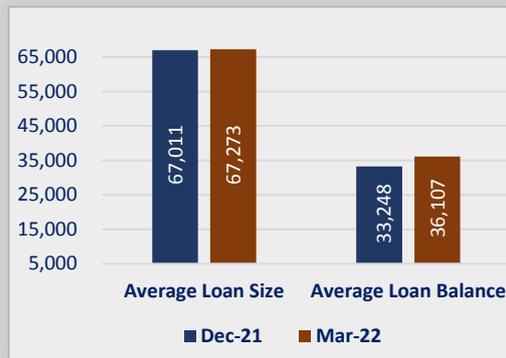


Figure 8: Comparison Average Loan Size and Loan Balance

The majority (41%) of DSP clients is related to tailoring & clothing, followed by livestock (35%), trade & business (22%), and handicrafts & embroidery (2%).

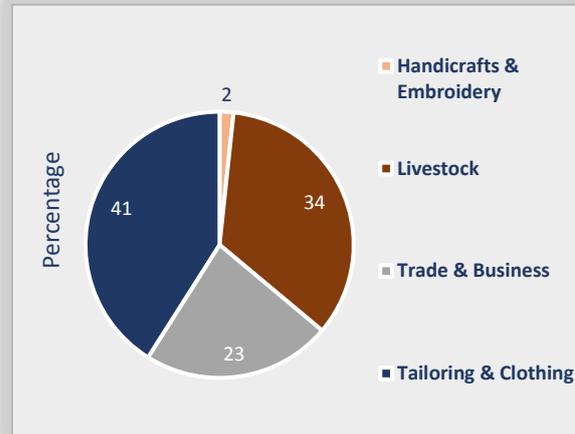


Figure 10: Business Classification of Loans

Portfolio at Risk Ratio

By the end of the reporting period PAR > 29 days (after deferment and without write off) remained 4.5%.

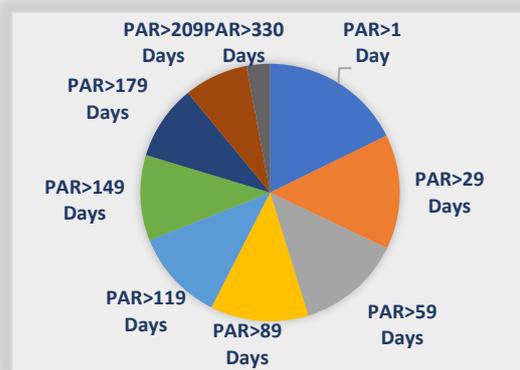


Figure 9: PAR Summary

Islamic Microfinance

By the end of the reporting period the total number of active clients of Shariah Compliance remained 9,162.



Figure 11: Active Clients of Sharia Compliance

Similarly, the total OLP of Sharia Compliance was expanded from 298,800,715 (by the end of Dec-21) to 320,753,556 (by the end of March-22).

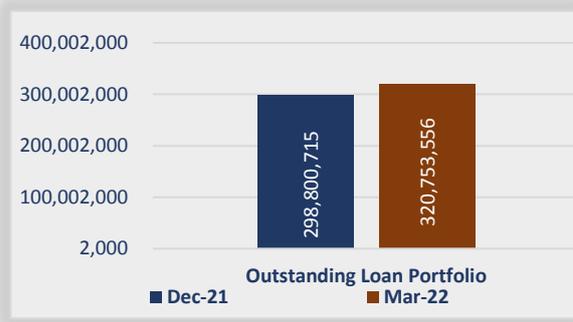


Figure 12: OLP of Sharia Compliance

Complaints Redressal

DSP has a strong focus on redressing the grievances of its clients. For this purpose, a Complaint Redressal Cell is effectively working in the Head Office. During the reporting period, this cell received a total of 91 complaints, out of which 75 were resolved while the other 16 unresolved are health and death claims dependent on the insurance company.

Human Resource Update

Damen Support Programme's Human Resource (HR) Department strives to be the best it can be by taking initiative while fulfilling existing tasks. In accordance with DSP's expansion strategy, the HR department has been in charge of a considerable number of new hires since the beginning of the ongoing financial year. Khanewal Area has started operations with more than 50 workers in the current quarter. In the time allotted, finding external employees with experience in the field of microfinance was a considerable issue for the HR department. However, the HR staff was successful in filling the positions promptly by posting job openings on social media, collecting CVs, shortlisting qualified people, conducting interviews at the specified place, and finally picking the most suitable candidates.

After recruitment, the next step is to take care of newly hired staff, planning and scheduling their induction programs as well. During the reporting quarter, the HR department trained over 60 workers to perform their duties to the best of their abilities.

HR is also responsible for handling the complaints registered to the Disciplinary Action Committee (DAC). The HR department always tries to give a timely and right decision after investigating the matter following the DAC process.

During the reporting period, HR took the lead by introducing the concept of an obituary. An e-mail regarding the obituary is sent to the entire DSP workforce so that the maximum number of employees could console the affected during their troublesome moments. Other initiatives taken by HR departments are as follow;

- Automation of PAMS; Report of the average marking of all quarters can be extracted from HRIS.
- The family number has been added to the employee data entry form.
- A job description has been added in the respective HRIS of all employees

Capacities Enhancement

The capacity building emphasizes escalating an organization's ability to do new things and improve what they currently do. Most simply, capacity building improves the organization's performance and enhances its ability to function and continue to stay relevant within a rapidly changing environment. 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 utilized for upgrading the capacities of staff. Targeted trainings for staff are significant to assist them in meeting their key obligations. Building the skills of staff is significant in helping them out in carrying their job specifications, through fundamental as well as on-going trainings. These trainings likewise help the employees in gaining new aptitudes to perform their duties efficiently, 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, the Training Section of DSP initially identifies the gaps in their performance and then decides what type of training is needed and who needs it.

Training on Agriculture Loan Product

Agriculture accounts for about 19.2% of Pakistan's GDP and 42.3% in employment mainly in rural areas. Recognizing the importance of sector and huge demand for microfinance, DSP designed new product to provide investment to small farmers for crop production. Mr. Muhammad Sajid Naveed – Product Manager conducted a one-day training on 5th January, at Vehari Area Office. A total of 14 staff members including Filed Managers & Agri. Credit Officers of Area-10 participated in the training to equip themselves for practical implementation at the grassroots level.

Training on Fraud Prevention, Detection, and Deterrence

To enhance the skills of staff to better identify fraud risk and design fraud preventive, fraud detective, and fraud deterrence internal controls a training on “Fraud Prevention, Detection and Deterrence” was organized by Human Resource Section on 24th January at Khanewal Field Office. A total of 9 staff members including the Field Manager (FM), Loan Officers (LOs), and Accounts Officer (AO), benefitted from the session.

Training on Effective Loan Disbursement and Recovery Process

To enhance the knowledge of the staff on loan disbursement and recovery process and equip them with the skills to effectively perform their duties, a training on “Effective Loan Disbursement and Recovery Process” was organized by the HR Department in collaboration with Operations Department on 1st February at Khanewal Field Office. A total of 9 staff members including FM, LOs, and AO, received this training.



Training in Risk and Compliance Management

To enhance the abilities of newly hired staff regarding risk and compliance, the Human Resource Department with the collaboration of the Risk and Compliance Departments, organized training on “Risk and Compliance Management”. A total of 11 staff members including FMs, LOs, AOs, and Appraisal Officers got benefit from this training held on 4th March in Khanewal Field Office.

2-Day Induction Training Programme

A “2-Day Induction Training Programme” for new staff of Area-11 was arranged by the Human Resource Department in collaboration with all other departments, from 14th-15th March at Head Office. All Section Heads briefed the participants about their relevant fields to equip them with the tools and strategies to better perform in the field environment.

External Trainings

- HR Officer (Head Office) and Assistant Manager HR (Region-1) received online training on “Job Opportunities for Fresh Graduates in Banking Sector” organized by ASK Development Organization on 17th February.
- Deputy Manager Accounts (Head Office) received training on “Tax Approval Simplified Regulatory Compliance for NPOs Made Easy” organized by Pakistan Center for Philanthropy from 31st March to 1st April in their Head Office at Islamabad.
- GM- Operations and Senior Manager Operations & Training (Region-3) received training on “Housing Finance” organized by PMRC from 9th to 11th March.

Research

DSP's Research Section conducts various types of surveys and studies i.e. feedback surveys, staff & client satisfaction surveys, as well as collects success stories of borrowers. During the reporting quarter, this section conducted a Client as well as staff satisfaction survey.

Client Satisfaction Survey 2021-22

Client Satisfaction Survey 2021-22 was conducted for getting clients' feedback on Cash over Counter (CoC) and branchless banking facilities and analyzing their level of satisfaction with them. Similarly, it was also tried to gauge the reasons for a delay in recovery and the impact of COVID-19 on clients' businesses as well as how did they manage to come out of the crisis created by the said pandemic. The overall result of the client satisfaction survey 2021-22 was satisfactory.

1. The majority (83.9%) of respondents were satisfied with the Cash over Counter facility.
2. The businesses of 57.4% of respondents were affected negatively by the COVID-19 Pandemic but almost all of them were out of the crisis. The majority 56.5% of the affected respondents came out of the crisis with the improvement in the market while others managed to come out of these disasters either by utilizing their savings or financial support from their family, DSP, or some other MFIs/MFBs.
3. Out of the 35.7% of respondents, who had paid some late installment, only 27.5% described the financial crisis as the reason behind the delay in payment while other 72.5% couldn't pay timely due to extra expenses, non-availability in the city, late salaries, late payments by clients or some other reasons. The results of the survey reflect that COVID-19 is no more the reason behind the delay in repayments as 99.6% of businesses are now out of crisis and have been restrengthened.

Staff Satisfaction Survey 2021-22

DSP's Staff Satisfaction Survey 2021-22 provided current employees with a forum to voice their opinions. The goal of this project was to gauge overall employee satisfaction. This survey identified job satisfaction levels, measured workplace perceptions, and recognized areas of strength and possible improvement opportunities. This year presents the greatest proportion of employees satisfied with their current job since DSP has started conducting the Employee Satisfaction Survey.

1. In 2021-22, 93.1% of DSP employees reported they were satisfied with their job overall, with 61.3% reporting they were very satisfied and 51% reporting they were satisfied. This percentage marks the highest level of satisfaction over the last 13 years. Since 2010, the percentage of satisfied employees has been trending upward. Nevertheless, a large portion of employees is satisfied only to a certain extent, which signals the possibility for improvement.



2. Policies followed by Performance Management, and Trainings & Development seem the most dissatisfied categories, to further improve the satisfaction level of our staff DSP needs to focus on these categories.
3. Results of the survey suggest that more steps are needed to be taken to increase staff satisfaction at DSP, especially at Head Office. To do so, however, every manager and team member needs to establish better communication practices. If DSP begins to promote a culture of listening and appropriate action, everyone will be motivated to work toward the same goal.
4. The unwillingness of 5.7% of respondents, to blow a whistle on observing some wrong act indicates that further steps are required to be taken to increase the loyalty and build the confidence of staff in DSP.



Networking & Linkages

In this age of globalization, no organization can imagine surviving alone without having links with others. The creation of networks and linkages is an essential component of any development program and provides synergies for the program to build upon from a point of advantage to a point of strength. Networking and Linkages 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 this purpose, it creates new linkages and networking at the local and regional levels for creating better relationships with other organizations and institutions.

- Senior Manager Risk and Senior Manager Compliance did an exposure visit to NRSP Microfinance Bank Limited on 18th February to review their practices.
- Mr. Tufail and Mr. Ali said from PMIC did a monitoring visit to DSP Head Office on 16th March and met with CEO and all HoDs.

Constraints & Challenges

- Smooth continuation of the disbursements and recoveries due to the COVID-19 situation.
- Implementation of a new performance appraisal & management system at all levels and impact on the improvement of the loan portfolio.
- Maintain the yield of GLP by not allowing field staff to take recoveries before the due date.
- Reduce the cost per loan
- Maintain the client base at a level of 2400 clients per field office.
- Monitoring of loan utilization.
- Fast processing of crop production loans and process of Charge Creation on Land is a big challenge.

Existing Gaps

- Weak social mobilization and training of clients.
- The problem of delinquency is due to non-compliance with policies and change in clients' repayment behaviour, who waits for the recovery follow-up for paying installment.
- Cash retention and late posting of recovery by Branchless Banking Agents (BB Agents) because of which staff has to make a follow up of both, the client and BB agent.

Lessons Learnt

- Improved monitoring (from Head Office, Regional Offices, Area / Field Offices) can ensure the success of the program.
- Strong mobilization for group formation and appropriate training of clients can ensure the long-term sustainability of the microcredit program.
- Customary interaction with the borrowers can assure a better recovery rate and delinquency loans.