

Site Visit Report

28.05.11



Samrudhi Micro fin Society - Gulbarga

Asha Fellow: Mr. Sanju Kumar

Abstract

I went to Gulbarga from Bangalore on 28.05.11. Mr. Sanju Kumar met me at the hotel at 08:30 AM and we started off to attend the weekly loan clients meeting of Samrudhi at the Basavanagar urban slum. During the meeting, some loan clients paid the weekly premiums on their loans and others collected their loans from the loan officers. The meeting was well organized, the loan officers had all their computerized records ready with them and the meeting ended in 15 minutes. After that I asked some questions to a few loan clients present at the meeting regarding the utilization of their loans. I then met two loan clients, Smt Gowrammal and Smt Nagamma and interacted with them for about 30 minutes each to know how they have been benefitted from the loans. Subsequently, I went to Samrudhi's office where Mr. Kumar explained to me in detail about Samrudhi's method of working. Later on, Mr. Kumar showed me the Management Information System practices that Samrudhi follows for efficient day to day operations. I completed my visit at 17:00 on the same day.

1. Basavanagar Group Meeting

I and Mr. Sanju Kumar reached the Basavanagar center (weekly meeting place) at 9 AM. Basavanagar is a slum located in urban Gulbarga. As it is unfortunately the case with most of the urban slums in India, it acutely lacks basic amenities like a good and clean environment, good roads and good schools. (Picture 1) However, I found that the women at the meeting wanted to get ahead and make lives better for themselves and their families.



Picture 1 Basavanagar slum

There were 18 loan clients present at the meeting. *Loan clients* are the women who have availed a loan from Samrudhi and have repayments outstanding on their loan amounts as opposed to members who are the women who have joined Samrudhi but haven't been provided with a loan yet as Samrudhi hasn't got the needed funds from the banks. I'll be making 'terms' clear as and when

they come as I did just now. There are presently 350 loan clients and 1500 members. These loan clients are organized into groups having 5 clients each. The way Samrudhi forms these groups is interesting and I'll tell you about that in the third section. In addition to the loan clients, two loan officers were also present. Loan officers are the people who manage the day to day operations of Samrudhi like enrolling new loan clients, disbursing loan amounts, collecting repayments, giving reports to their manager and maintaining & updating records. There are 8 loan officers who do these activities at 20 such centres. The meeting started with a pledge in Kannada where the members repeated after a loan officer that they would be honest in their utilization of the loan amounts. You can see the loan clients of the Basavanagar centre in Picture 2.



Picture 2 Loan clients at the Basavanagar centre

The loan officers (The lady having the calculator and the person sitting right to her in Picture 3) took a roll-call and then called each client to either give them the loan amount or to collect the

repayments. The loan clients are typically given a loan of ₹ 6,000 which is repaid by them in a period of 50 weeks @ 15% annual interest. So at each weekly meeting, the loan client pays ₹ 138.(₹ 120 as repayment for the principal and ₹ 18 as repayment for the interest). After their transactions were over, I asked a few of the loan clients about their occupations. They were engaged in businesses like selling clothes, firewood, flower garlands, CDs, cycle repair shop, Kirana shop, minor house construction work etc. They told me that even though it was their husbands who did the work in businesses like cycle repair/construction work, as they were the ones on whose names the loan was taken, they had a major say on the utilization of money.



Picture 3 Loan officers

I saw the loan cards of the clients (Picture 4). These cards contain the photograph of the couple and have the entry of each loan availed and repayment made by them. The loan officers had centre-wise



Picture 4: Loan cards of clients

records of cashflow and updated them after the meeting. Mr. Kumar then talked to the clients about their businesses and about local issues and with that the meeting ended. The session lasted just for about 15 minutes and was well organized.

2. Case Studies

After the weekly meeting, I met two loan clients living in the Basavanagar locality to know about how they had been benefitted by the microloans.

2.1 Gowrammal – Runs a Kirana shop at Basavanagar

Smt Gowrammal is a middle-aged woman, around 55 years old (Picture 5). She has a Kirana store where she sells groceries. She has taken the room on rent and has been running the store since 6 years and before that she used to work as a maid. The greatest impact that Samrudhi is making in the lives of these underprivileged women is that it is giving them freedom from the clutches of

village moneylenders who charge exorbitant rates that keep them perpetually in debt trap. Gowrammal has been taking microloans from Samrudhi for the past three years. She has taken three loans of ₹ 5000, ₹ 8000 and ₹ 6000. Before availing loans from Samrudhi, she used to go to village moneylenders who used to charge her an interest rate of **120%** per year. With Samrudhi's loans, she has been able to purchase more items for selling and has done well in her business. She is able to feed her three grandchildren who unfortunately don't have the care of their mother. During the meeting at the centre, she was very active and was asking Mr.Kumar to provide her a larger loan.



Picture 5: Smt Gowrammal at her Kirana shop

2.2 Nagamma- Makes flower garlands

I then visited the home of Smt Nagamma (Picture 6). She is a 22 year old physically challenged woman. She has studied till class X th but could not work due to her disability. She had to beg for her living before she took a loan of ₹ 6000 from Samrudhi this year. She has utilized the loan to buy flowers and then makes garlands from them. Her mother or her brother sell the flowers at a market

in Gulbarga and thus the family is improving financially. Nagamma told me that her confidence in herself has increased greatly as she is now an earning member of the family and does not have the guilt feeling of being a burden on others. She wants to take another loan to expand her garland business.



Picture 6: Smt Nagamma at her home with flower garlands

3. Meeting with Mr. Sanju Kumar

After meeting Smt Nagamma, I went to the office of Samrudhi where Mr. Kumar gave me a detailed presentation for about 2 hours about the way Samrudhi operates. It works on the following step-by-step process:

1. Village Survey: In order to look for potential loan clients, loan officers from Samrudhi go to the villages and collect information from local people. The village must fulfil three conditions before its residents can be considered for Samrudhi microloans:
 - i. It must be accessible by road. As the loan officers have to go to the villages often after the loan disbursement begins, they are watchful at the onset only to select villages that can be accessed by a motorbike. Villages that do not have any roads are a disadvantage but

considering the limited means of transportation, staff and man-hours that Samrudhi can afford, this criterion was reasonable.

- ii. It must have more than 40 below poverty line households. Mr. Kumar told me that this criterion had to be satisfied as it helped in the formation of close-knit groups. His experience was that groups of women of different economic statuses didn't work.
 - iii. It must have a stable law and order situation and that there must be no political interference in Samrudhi's work. He told me that as Samrudhi cannot enforce law and at best can only complain to the police, they avoid villages that are prone to law and order problems.
2. Projection Meeting: After identifying the villages, the loan officers go to each village and hold a meeting there at a public place and address a gathering of around 500 women about Samrudhi's loans. Out of these 500 women, only about 150 or so turn out to be candidates who are interested for a loan and a second meeting with these women further lowers down the number to 50. A database of these women is then prepared.
3. Gathering of information about each potential loan client: These 50 potential loan clients are then given a form (Picture 7) that requires them to provide information about themselves, their dependents, their land and cattle ownership, type of house (brick/mud/cement/,house size) they live in, and about their belongings like TV,two-wheeler,cycle, etc. Information provided by them is verified by Samrudhi's staff and based on that the potential clients are assigned points. For example, houses made of cement,bricks,stone and soil are assigned points 3,2,1 and 0 respectively. Similarly, own agricultural land, leased land and no land are given 2,1 and 0 points respectively. The aggregate is calculated by summing the points of each asset category and becomes the potential client's cumulative. If this exceeds 15, the woman is not considered for a loan and otherwise, she is considered and becomes a loan client of Samrudhi. (Picture 8)
4. Formation of groups: Mr. Kumar told me that group formation is the most important step of the entire chain as the repayment of a defaulter's loan will be done by the other clients only when there is trust between them. So, Samrudhi has laid down specific guidelines for the 5-member group formation taking into account the realities of life in villages:
 - i. The clients will be forming the group themselves. The clients are informed at the very outset about the joint liability clause in case of defaults. Therefore, they are careful while forming a group and do so after taking mutual trust into account.
 - ii. No close relatives like sisters, mother-in-law/daughter-in-law, mother-daughter, sisters-in-law etc are allowed to be in the same group as this makes things difficult for the loan officers when disciplinary action up to and including removal of a client from Samrudhi has to be taken.
 - iii. The clients in a group must be neighbours as it makes communication between them easier. For instance, when a loan client goes out of the village and is unable to attend a weekly meeting, her neighbours have the information and they can convey it to the loan officers.

SAMRUDHI Micro Fin Society
Empowering the Poor

MEMBER TARGET DETAILS

Name: Manohar M B Member Target I
 No. : 0010 Branch Name : Guburga
 : 2/3/11 Branch Code : 01/01

MEMBER DETAILS

the Member Nagamma Age: 22 Works: Fruit & Veg Literate: Yes/No
 Father/ Maruti Rao (Suresh) Age: 30 Works: Electrician Literate: Yes/ No
 Children : Male: — Female: — School going: — Working: — Total Family Members : 2

Asset Details:
 : Own /Rent/Lease (In case of Rent/Leased, member stays from past — years)

Land Type	Irrigated		Non Irrigated	
	Own	Leased	Own	Leased
Fertile	—	—	—	—
Semi fertile	—	—	—	—
Waste land	—	—	—	—

: No. of Buffalo — No. Of Cows — No of other livestock (Specify) —

Bank/Institute	No. of Loan	Loan Amount	Purpose	Paid (Y/N)	Remarks
—	—	—	—	—	—
—	—	—	—	—	—
—	—	—	—	—	—

Picture 7: Form given to members to determine their eligibility for a loan

5. Compulsory Training Program (CTP): After the formation of groups, a five day CTP is organized for the loan clients. The training program is conducted in two sessions, a morning session that finishes at 10 AM and an evening session that starts at 6 PM so that the daily work schedule of the clients at their fields and homes is not affected. The program encompasses the following :

Day 1: The clients are given a primer on the mission and objectives of Samrudhi, are told why the loan would be beneficial to them and are taught *how to sign*. They are required to practice daily for five days to ensure that they are able to sign by the end of the training program. Samrudhi does not accept thumb impressions.

Day 2: On the second day, they are informed about Samrudhi's loan products and are imparted knowledge about repayment and interest. It is also made clear to them that the loan amount must be used only for the purpose of investing in an income generating business.

SAMRUDHI Micro fin Society
Housing Survey & Poverty Analysis

Village/Area Name : Bu. Nagar
Tq & Dist : Gudgaon
Date : 10/10/08

Member - 1	<u>Seena w/o Shiwand</u>
Member - 2	<u>Sashikala w/o Jendea</u>
Member - 3	<u>Samangala w/o Tulashi Ram</u>
Member - 4	<u>Santa Devi w/o mandeo</u>
Member - 5	<u>pekha w/o nagaraj</u>

Sl. No.	Index & points				Member					
					1	2	3	4	5	
1.	Housing Structure	Big (3)	Average (2)	Small (1)		2	2	2	2	2
2.	Wall Structure	Cement (3)	Bricks (2)	Stone (1)	Soil (0)	2	2	1	2	2
3.	Housing Condition	Better (3)	Average (2)	BPL (1)		2	2	2	2	2
4.	Electricity Facility	Own (2)	Govt./Shared (1)	No (0)		1	2	1	2	2
5.	Water Facilities	Own (2)	Shared (1)	No. (0)		-	-	-	-	-
6.	T. V Set	Own (1)	No (0)			-	-	-	-	-
7.	Vehicles	Two Wheeler (3)	Bullock cart (2)	Cycle (1)	No (0)	1	1	-	-	1
8.	Agr. assets	Own Agr. Land (2)	Leased Agr. Land (1)	No land (0)		-	-	-	-	-
9.	Other assets	<u>2000</u>				-	-	-	-	-
	Total					2	3	2	2	2

10. 12 08 10 11

Total Score
 ■ Less than 15 points - Eligible
 ■ More than 15 points - Not Eligible

Picture 8: Assessment of the potential clients for loans

Day 3: The concepts of repayment on the principal and interest are revised and reinforced with giving them examples with numbers. The calculations may seem quite straightforward to us but to make each loan client understand them would definitely be a time taking task.

Day 4: The businesses that the loan clients want to engage in are identified and some of them are given training as per their requirements. For instance, women engaged in making candles have been imparted training by Samrudhi. Often, the clients are adept in their businesses and Samrudhi imparts financial training to them.

Day 5: A group recognition test is done. The manager of the branch does a survey of the houses of the loan clients and based on his assessment gives a yes/no to the loan request. If he doesn't approve a loan request, the loan officer retrains the person till she is assessed to be eligible for the loan by the manager.

After the CTP, the manager identifies a place for weekly meetings in the village. The meetings are held before 11 AM so as to not interfere with the working hours of the clients.

6. Approval of loan proposals: Each weekly-meeting centre has typically 5 groups, i.e. 25 loan clients. On the day of the first weekly meeting, the consent of all the 24 other clients is taken by the branch manager before giving the loan to each individual in order to inculcate a feeling of

group responsibility in the clients. The loan amount is then entered into Samrudhi's MIS which marks the final approval of the loan.

7. Disbursal: The branch manager then asks Samrudhi's account department to make the loan disbursal. At loan amount collection, husbands of the clients are required to come and be a joint signatory. However husbands are not allowed to attend the weekly meetings as other women tend to become shy and not speak up in the presence of the husbands of their fellow-clients.
8. Loan utilization check: 2 weeks after the loan has been availed by the client, the loan officer visits her house/business location to check whether the loan has been utilized for the intended purpose. For example if she has taken the loan to buy items for her grocery store, he/she checks if the supplies are there. In case if the loan officer finds that the loan amount hasn't been utilized, the client is asked to return the amount to Samrudhi and collect it back when the payment for the intended investment is to be actually made.
9. Weekly meetings: During the weekly meetings, the progress made by the clients in their businesses is monitored and disbursal/collection of loans and repayments is done.
10. Office work: Work like transferring money to and from the bank, entering records into the MIS, etc is done by the accounts department of Samrudhi.

After the presentation, I asked him a few questions. The questions and his replies are as follows:

Myself: How do you deal with the village moneylenders who would obviously look at your operations as a threat?

Mr.Kumar: We do two things to deal with the village moneylenders. Firstly, we organize the loan clients themselves to take on the lenders by showing them how exploitative the lenders are and how the loans are going to help them. Having the clients on our side is a great advantage to us while dealing with the lenders. Secondly, in rare cases when the lender threatens our staff, the senior officers of Samrudhi go to the lender and warn him about his behaviour and threaten him back by telling him about their contacts. Till now, we haven't had any incidences of violence while dealing with moneylenders.

Myself: How do you select the branch managers and the loan officers?

Mr.Kumar: The branch managers as well as the loan officers belong to the same community in which they work. They must have a down to earth personality and should know the art of doing business with mind and as well as heart. Of course, experience is important when one is considered for the branch manager position.

Myself: Can you elaborate on how you check if the loan has been utilized for the intended purpose by the clients?

Mr.Kumar: The first thing that we keep in our mind when checking for loan utilization is that there should be no harassment of the clients. So, we have given clear instructions to the loan officers that their behaviour must be courteous. The loan officers go to the business location (grocery store/firewood shed/home) to check the purchase of stock (grocery items, tools for minor household construction, flowers, buffalo etc) and also enquire the neighbours of the client. In the past, we have seen availed loans being used by some clients for buying personal belongings like Sarees, TV etc. If we suspect this, we tell the client to return back the money immediately and

exclude her from Samrudhi. Otherwise, the group has to take responsibility and make the repayment.

Myself: What kind of business training do you impart to loan clients?

Mr.Kumar : Usually, the clients are already quite adept in the business that they want to avail the loan for. For example, they /their husbands already know how to milk a cow, make garlands, perform minor construction work, repair bicycles etc. We on our part have trained some clients in businesses like making Agarbattis, candles and handicrafts. Our main aim is to inculcate financial discipline in the loan clients through weekly meetings and advice, thus enabling them to invest, earn, save, reinvest, save more and thus move towards greater financial well-being.

Myself: You mentioned about micro-insurance for clients during our return to your office back from the weekly meeting centre. Can you tell me more about that?

Mr. Kumar: While availing loans from Samrudhi, the clients are automatically insured for losses in certain businesses due to natural factors. For instance we provide insurance cover for livestock but not for perishable goods and multi-asset businesses (a grocery store is a multi-asset business as it involves ownership of items of different kinds like grains, processed food, non-eatables like combs,toys etc). This is because of problems in defining such asset classes in insurance schemes. Clients are informed about this at the time when they avail the loan.

Myself: How are you moving towards self-sustenance?

Mr.Kumar: There are two aspects of self-sustenance: operational and financial. By operational self-sustenance I mean not having to depend on the banks for providing loans to new clients and being able to use the balance available from loan repayments to give loans to these clients. We have already achieved 80% operational self-sustenance, meaning we depend on the banks for only 20% of the loan money for new clients. Financial self-sustenance means not depending on the any external source even for providing salaries to the staff and for administrative and operational expenses. For achieving full financial self-sustenance, we need to have a minimum loan portfolio of ₹ 150 lakh. What this means is that once we have such an amount of disbursed loan, our monthly loan repayment rate would be equal to the sum of our current monthly expenditure on staff, repayment of our loans to the lending banks and other heads as well as for disbursing loans to new clients. I am expecting this number to be reached by this July given institutions like IDF, Ananya and the Sharda foundation provide their sanctioned amounts of ₹ 50 lakhs, ₹ 40 lakhs and ₹ 20 lakhs respectively by July. Presently our client base is 350 but our member base is 1500. In other words, there are a lot of potential clients waiting for loans.

4. Management Information Systems of Samrudhi

After the presentation, Mr.Kumar showed me the systems Samrudhi has in place to ensure transparent and efficient operations. They have a comprehensive MIS in place that is easy to maintain and is also very useful to ensure that the staff of Samrudhi report the expenses correctly.

There is a loan record dairy (Picture 9) (the computerised version is also there) in which the names, dates ,loan amounts and purpose of loan availing for each client are entered.

01/01/08
Sugama Nagar [13]

Sl. No.	Name	Date	Purpose	Amount	Name
1	Puspa	01/01	weeding work	5000	Sugamatha
2	Priyanka	01/02	flowers	5000	Sabana a/s sudha
3	Papawathi	01/03	Timber / firewood	5000	Chandakala
4	Jasni	01/04	welding work	5000	Kasthuri Bai
5	Nagamma	01/05	welding work	5000	Seetha
6	Penika	01/06	vegetable trading	5000	Bhazani
7	Bhazani	02/02	welding	5000	Udhaya
8	Mallamma	02/03	timber / firewood	5000	Lokama
9	Jasni Bai	02/04	welding work	5000	Jasni Bai
10	Jadhavai	02/05	Taklong work	5000	Sumitra
11	Amika	03/01	welding work	5000	Shidadi
12	Shakubai a/s Sillubai	03/02	fruit be selling	5000	Mamathi
13	Kakavathi	03/03	welding	5000	Tara Bai
14	Srinasi	03/04	welding work	5000	
15	Aidabai	03/05	stone cutting	5000	
16	Seema	04/01	welding work	5000	
17	Shashikala	04/02	welding	5000	
18	Sumangla	04/03	cassettes shop	5000	
19	Chandakal	04/04	welding	5000	
20	Pekka	04/05	Timber / firewood	5000	
21	Shakha	05/01	vegetable work	5000	
22	Sonubai	05/02	electrician	5000	
23	Mallamma	05/03	others	5000	
24	Shashiswathi	05/04	welding work	5000	
25	Enayamma	05/05	General work	5000	
26	Bhazani	01/04	cloth work	5000	
27	Shashikala	01/05		5000	

Picture 9: Loan Register

A transport register records (Picture 10) the travel details of the loan officers including fuel expenses. There is a staff daily cash flow report (Picture 11) that each loan officer has to give at the accounts department at the end of the day. This report contains the details of the cash receipts and disbursements for that day at the different centres that he visited. There are other such records for stationery, members savings and loan repayment history etc. Samrudhi's office has a large archive of these records. I was impressed how systematic they have been in their work.

Sr	Date	Staff Name	Room	Village Name	Purpose	Vehicle	Intime	Exactime	Vehicle No	OP
1	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	Relief	C.M	8:15	10:15	10:15	6077
2	12/10/10	Shankar Manohar	S.M.S	Kurapur	C.M	7:50	9:30	9:30	6077	3695
3	12/10/10	Shankar Manohar	S.M.S	Kurapur	C.M	7:50	9:30	9:30	6077	3695
4	12/10/10	Shankar Manohar	S.M.S	Bodan	C.M	12:25	1:00	1:30	6077	3695
5	12/10/10	Shankar Manohar	S.M.S	Santoshwadi	C.M	6:30	9:30	9:30	6077	3695
6	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	6:30	9:30	9:30	6077	3695
7	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:15	1:00	2:00	6077	3695
8	12/10/10	Shankar Manohar	S.M.S	Kurapur	C.M	9:10	10:10	10:10	6077	3695
9	12/10/10	Shankar Manohar	S.M.S	Kurapur	C.M	9:10	10:10	10:10	6077	3695
10	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:20	6077	3695
11	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	11:30	11:15	6077	3695
12	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	7:15	10:10	10:15	6077	3695
13	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:30	12:30	12:10	6077	3695
14	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	7:30	9:30	9:15	6077	3695
15	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	10:15	11:10	11:25	6077	3695
16	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:15	6077	3695
17	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:15	6077	3695
18	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:15	6077	3695
19	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:15	6077	3695
20	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:15	6077	3695
21	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:15	6077	3695
22	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:15	6077	3695
23	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:15	6077	3695
24	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:15	6077	3695
25	12/10/10	Shankar Manohar	S.M.S	Bodan Nagar	C.M	11:00	12:00	12:15	6077	3695

Picture 10: Transport Register

Gulbarga

Staff Daily Cash Position Report - Loans

Staff Name / ID: Manohar / 0010

Branch: Gulbarga

Meeting

Cash From | Net
Branch | Receipt

Receipts/Cash Inflows							
Principal	Cash	Cheque	Interest	VAR	Loan Fee	M. Fee	Total

Payments/Cash Outflows						
Principal	Cash	Cheque	VAR	Loan Fee	M. Fee	Total

Center #10 Gulla Baudi

Group 01	1,380	1,100	0	165	115	0	0	1,380	0	0	0	0	0	0
Group 02	1,140	1,200	0	180	105	0	0	1,485	0	0	0	345	0	345
Group 03	630	800	0	120	85	0	0	1,005	0	0	0	375	0	375
Group 04	1,005	1,100	0	165	85	0	0	1,350	0	0	0	345	0	345
Group 05	1,500	1,200	0	180	120	0	0	1,500	0	0	0	0	0	0
Total	5,655	5,400	0	810	510	0	0	6,720	0	0	0	1,065	0	1,065

Center #11 Shantash Wac

Group 01	1,125	1,500	0	225	90	0	0	1,815	0	0	0	590	0	590
Group 02	1,005	1,400	0	210	85	0	0	1,695	0	0	0	345	0	345
Group 03	1,380	1,400	0	210	115	0	0	1,725	0	0	0	345	0	345
Group 04	1,500	1,500	0	225	120	0	0	1,845	0	0	0	2,070	0	2,070
Total	5,010	5,800	0	870	410	0	0	7,080	0	0	0	2,070	0	2,070

Center #16 Sangtrash Wac

Group 01	1,635	1,300	0	195	140	0	0	1,635	0	0	0	0	0	0
Group 02	1,265	1,100	0	165	0	0	0	1,265	0	0	0	0	0	0
Group 03	1,380	1,200	0	180	0	0	0	1,380	0	0	0	0	0	0
Group 05	1,150	1,000	0	150	0	0	0	1,150	0	0	0	0	0	0
Total	5,430	4,600	0	690	140	0	0	5,430	0	0	0	0	0	0

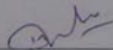
Total for Field Staff

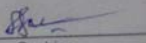
16,095	15,800	0	2,370	1,060	0	0	19,230	0	0	0	3,135	0	3,135
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Cash Returned to Branch

16,095

Signatures:





Picture 11: Daily Cash Receipt Report

5. Concluding Remarks

On the whole, I would rate the work being done by Samrudhi as very good. Their work has put many women on the path of better financial security. They have around 1500 members who would become loan clients as soon as they get the funds to give loans. They also have plans to expand their member base by surveying new villages. Mr.Kumar also told me that he wants to train women who are in the dairy business through Samrudhi to improve their processes so that they can expand their businesses.

I found Mr.Kumar to be an intelligent and receptive person who has the capability of getting things done. Moreover, as he comes from the north Karnataka region, he has a sound understanding of the local circumstances which has enabled him lead Samrudhi successfully till now and to chart out its future plans. His enthusiasm towards his work is praiseworthy. He is also taking care of the Asha Deepa school of the Blind in Bidar and wants to start a chain of local centres that provide support classes for Mathematics and English for school children in Gulbarga.

I therefore fully support Asha Stanford's support of Mr.Kumar's fellowship and would recommend further collaboration.