



ENABLE National Workshop

26-27 September 2019

APMAS, Hyderabad, Telangana State, India



REPORT ON ENABLE NATIONAL WORKSHOP

The session started at the scheduled time i.e. 10 AM. CS Reddy has introduced himself and extended warm greetings to everyone present and welcomed all the guests to APMAS Training Centre.

Before starting the 2-day event, CS Reddy mentioned about Mr. BN Yugandhar IAS, who expired on 13th September 2019 due to prolonged illness. Talking about him, CS Reddy mentioned his tremendous contributions to poverty reduction in India and APMAS is fortunate to have known him closely due to its association with Commitments Trust. Mr. BN Yugandhar also played an important role in establishing APMAS Training Centre. A 2 min silence was observed remembering him.

Lighting the Lamp ceremony



All the participants also introduced themselves one after the other.

Presentation on 10 years journey of ENABLE Network by CS Reddy

- The ENABLE Network started in 2007 with founding members being APMAS, Centre for Microfinance, Chaitanya, SHG Promotional Forum, ISWM, Reach India and Sampark
- The initial five years were funded by The FORD Foundation for the activities under ENABLE
- A ToT manual was developed by the ENABLE network which is widely used now across organizations in India
- 18 self-learning modules developed by APMAS
- APMAS acted as Convener & ENABLE Network Secretariat throughout the journey



Session 1: Experience sharing on Self-Regulation of SHGs & SHG Federations for Self-Reliance & Sustainability

Chairpersons:

1. Dr. P. Satish, ED, Sa-Dhan
2. Mr. Tarun Debnath, SHG Promotional Forum, West Bengal

Presenters:

1. Ms. Rama Lakshmi, APMAS, Hyderabad
2. Mr. Rajesh Singhi, ED, IBTADA, Rajasthan
3. Mr. Mukesh Kumar Mandal, YP, BRLPS, Bihar
4. Mr. Ram Prasad Sharma, District Manager, Rajeevika, Rajasthan

The Chairpersons have started the session with opening remarks giving an example of German cooperatives in the financial sector. He chairperson said that there is a lot to learn from German cooperatives.

APMAS:

Sector Own Control is the 12 years' experience based on German coop. movement which was customized and scaled-up. SOC components (governance, audit, management, accountability, review, compliances) were adopted through partners. Till now we have reached 10 states and informally throughout India i.e. 8 govt. agencies and 9 NGOs, 9 states. 4 Phases of SOC implementation - Pilot 2008 (Nizamabad) started with 5000 SHGs 15 VOs and CLFs. Scaled-up to other states in phase II. Phase III - customizing SOC elements to FPOs. Phase IV - mainstreaming.

APMAS Booklets, posters and film are being adopted in countries like Kenya and Myanmar.

IBTADA:

Introducing SOC had a positive impact on the community. The leaders are taking control and ownership. Formation of sub-committees. EC members have roles and responsibilities. Income and Expenditure presented to the EC by staff. EC members also share what was done by them during the month. Because of SOC, the members and staff are becoming more accountable to EC. OBs come to office at least twice a month in addition to meetings. Evaluation of SHGs - participatory self-evaluation (committee for evaluation). Linkage with ICICI.

Rajeevika:

Ram Prasad has requested APMAS to provide similar support to take-up the activities in all the districts of Rajasthan. All the CLFs are registered under the Societies Act. Auditing has led to increased awareness among the institutions and also the membership has increased. There was increased ownership among the members. Rajeevika auditors were asked to do the auditing of Panchayats all over the state. There is proposal for installation of Tally at CLF level. Ram Prasad has requested support from APMAS for setting-up MIS system.



Session 2: Identification of key Issues & Challenges faced by SHGs & FPOs

All the participants were divided into four groups and each group was given a topic. Accordingly, all the groups discussed in detail for one hour and made presentations on the topic given to them

Topic 1: Governance and management

- Governance - ensuring the works for which institution is established (delivering functions)
- issues and challenges from experiences of many participants
 - lack of conceptual and role clarity amongst the members
 - communication loss - Chinese whisper analogy
 - bookkeeping is irregular
 - lack of rotation in leadership
- Most of the participants discussed about the Govt. taking the main lead in promoting the SHGs and its Federations in large scale compromising the quality
- The main idea of savings, regular meetings, rotation of savings etc. is a big question mark as of now



Topic 2: Access to resources (HR & Funds) in SHGs and Federations

- SHG movement has transformed in the 30 years into what was it is not supposed to be. The SHGs today are not doing savings, monthly meeting, rotation, etc.
- Many SHG members don't know what CCL means
- The whole emphasis on savings is lost in the SHGs
- Today the program is either dependent on loans or grants.
- The ecosystem has not geared itself equally to support the scale
- There is a need to create new tools
- Vision building is to be done very thoroughly



Topic 3: Governance and management in FPOs

- SOC and SOP are applicable for FPO as they are in SHG and Federations
- Development of CRPs in FPO that is what we can learn from SHGs and Federations
- Development of local resources like mechanic, drivers, accountants etc. and their services are to be utilized in FPOs

Topic 4: Access to resources (HR & Funds) in FPOs

- Legal compliances are very stringent in Producers Company Act
- Getting skilled people in the rural areas is a very challenge
- Most of the FPOs in many places are paying huge fines and taxes even without doing any business as they are not well aware about the legal compliances
- Whatever the services the FPC wants to do, there has to be proper documentation in terms of MOA and AOA and the amendments should be done in proper forum
- There is a need to explore more on the financial services that FPO can provide their members
- SHG movement and foundation shaped up well in the initial days. FPO is more of project implementation. For e.g. SFAC, NABARD etc. promoted many FPOs in mission mode and formed FPOs one after another. Sustainability is a big question mark.
- FPO must be a business entity.
- We need to have national consortium with stakeholders who are primarily farmers and not from govt. or other POPIs.
- Lot of resources in terms of knowledge, curriculum building to let this sector mature
- Journey of FPO is very effective in the last 4 years though it started 10 years ago.
- The first phase of learnings has not been introduced in the second phase. Definitely changes were made accordingly
- How do these SHGs and FPOs work hand in hand?
 - Social capital that works with SHG system should be introduced in FPOs as the women were taught most of the things from time to time
 - Synergy between SHG and FPO with women as main stakeholders
 - Self-regulation is the KEY



Day 2

Session 3: Sharing of experience: Innovations to sustain SHGs and FPOs

Chairpersons:

1. Ms. Harvinder Bedi, Managing Trustee, Development Support Team (DST), Pune
2. Ms. Rama Lakshmi, APMAS, Hyderabad

Presenters:

1. Mithilesh Kumar, GM, MCID, NABARD
2. P. Satish, ED, Sa-Dhan
3. Dr. Sudha Kothari, Managing Trustee, Chaitanya
4. Bijayini Jena, Executive, Jharkhand, Pradan

NABARD

- Mithilesh has explained about Eshakti program of NABARD
- Livelihood entrepreneurship program was introduced in 2014, especially for women
 - LEDP was done with SRLM with 90 women in Bihar in 2014
 - LEDP started in 2 districts, expanded to 23 and later 75.
 - Now they are scaling it up to 150 more districts
- digitization of SHGs through a friendly mobile application in local language - data captured in individual basis and family basis
- each animator enter 30 SHGs data
- every transaction should get recorded in the mobile after uploading all the data
- the NRLM and SRLM take the data and move ahead with the regular activities like for passing on subsidies, giving loans, policy makes can frame policies also - NABARD is in close consultation with NRLM and SRLM
- credit history of both SHG members and their accounts is available with the banks
- animator goes once in a month and updates all the data
- Through eShakti, they are auditing only 10% of the data as of now; more 10% shall be audited
- Data inconsistency is there. They are trying to work out solutions for the same
- passing on digital literacy to many people through eShakti platform



Sa-Dhan

- Dr. Satish has explained that a lot of innovations have happened in the villages and initiatives were taken at grassroots levels in the 90s. Majority role was played by the civil society organizations in bringing lot of innovations in various sectors
- Podupu laxmi movement in Nellore is good example
- Earlier there were a lot of interventions by banks but now it is not seen.
- Should the SHGs stick to saving, credit linkage and carrying out current livelihood activities or do they have to think beyond this?
- Some SHGs have evolved into a company for example some SHGs have taken tailoring trainings and started earning some additional income and in some areas, SHGs learned to make Solar lamps and marketed them locally in the village and schools etc.
- lot of such initiatives have happened because they have evolved from grassroots
- RBI has thought about an idea - when an SHG woman through her transactions over 15 years, can she avail a loan from any nationalized bank using the credit history of the SHG account?
- Whether we should have an alternative credit facility program for the SHGs?
- With regards to FPOs, the POPI role is more with regard to sowing the seed of idea among the farmers and let them think and grow
- Marketing, the existing structure is rigid. For example, MYRADA Tur dal FPO in Gulbarga. Even when we evolve and do our own marketing, they failed because of the rigidity in market
 - A new system has to be evolved in terms of marketing



Chaitanya

- For any idea to be implemented on ground, Human Resource is very important
- For SHGs to sustain, a side structure is very important
 - 3-tier structure - one maha sanghatan is important
- What is innovation? Is it an innovation from our perspective or other's perspective?
- Individual data tracking is necessary
- The business correspondence module

- Rate of interest of loans to the SHGs is an important aspect
- The staff of the federation does the grading of groups - gaps can be analyzed through this and more focused training can be taken up
- From experience to knowledge - civil society organizations
- There was an important role of Chaitanya in making the financial module of NRLM
- Livelihoods promotion is the key focus of Chaitanya as of now



Pradan

- Handbook on progressive agriculture, horticulture, goats/cattle, traditional arts/crafts/works, NTFC, skill development, placement of the skilled labour
- options are given to the SHG members on the above livelihood activities and they choose a particular activity on their own and then they are trained accordingly
- Booklets on package of practices are given to the women
- integrated livestock management - vaccination of cattle



Chairperson's remarks:

- The demand from the members or the needs of the members are important
- The main responsibility lies with the promoting institutions
- Building the institutions' capacity and social capital, governance are the major key areas for the promoting institutions to work on for sustainability

Session 4: Revival of ENABLE Network – Role, Strategy & Way Forward

All the participants were divided into 3 groups and each group was given a topic to discuss and present at the end.

Topic 1: Potential role and activities of ENABLE network (Mr. Anup Narayan and Mr. Anil Taide)

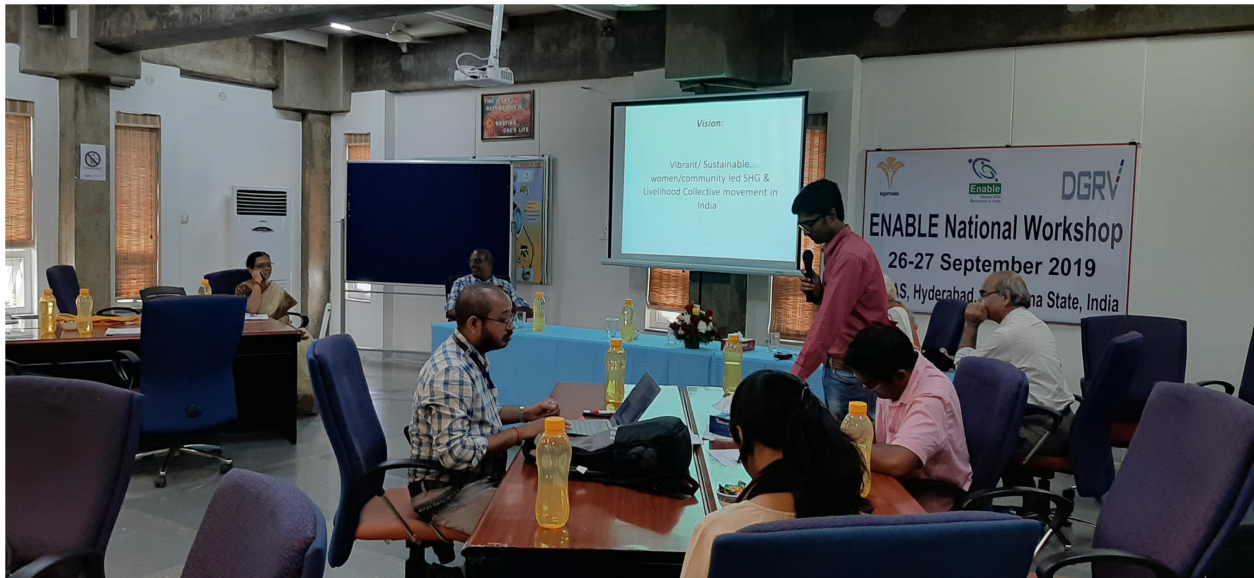
Create participatory learning platform for cross-learning; create good governance;



Topic 2: Vision & results expected at the end of 5 years (Mr. Nirmalendu)

Vision: Vibrant/sustainable member led Self-Help Institution & Livelihood Collective movement in India

Mission: Has to be realistic and specific and should be a platform to achieve the mission. Working towards the sustainability should be included in mission. ENABLE cannot be a rating agency. Networks should not take the responsibility of rating. It can be made more aspirational after 3-5 years



Topic 3: Implementation arrangements to ensure effective management of ENABLE Network

(members in the group should take responsibility to make the discussed changes)



Plenary Session: Presentations & ENABLE Role, Strategy & Way Forward

Summary of Session 2 was given Mr. Rajesh Singhi and summary of Session 4 by Mr. Rathul Basu



Mr. Tarun said that we should move from target oriented supply driven approach towards target oriented demand driven approach

Dr Sudha Kothari in her speech said that Contact and interaction should be continued beyond the ENABLE workshop so that the process keeps going. Knowledge available with different institutions should be gathered, exchanged and customized for usage. A digital platform could be created and maintained to continue the interaction.

Dr. Satish suggested that wide range of institutions (govt. and non-govt.) can be a part of ENABLE. This network should listen to the member institutions and take-up activities accordingly.



Mr. Mithilesh has said that NABARD will consolidate the discussions and push for it at HO.

CS Reddy reminded all the members that there is whatsapp group available for the members and it should be put to effective use. He suggested that the Network will be effective if it is need based and member driven. He also suggested that it should be a dynamic organization and it should adapt itself to changing external context. It should have a focused agenda. APMAS has been working on self-regulation for self-reliance from 12 years. Lean and mean. He suggested that the Network should not compete with its members/duplicate effort of the member organization. A platform for sharing and learning/advocacy should be created and maintained by its members. Work with partners - govt. institutions.

He also suggested that the Network should play the role of bridge builder between the civil society organizations, govt., incubations, private sector players. APMAS will continue to convene but ultimately the goal is to have the member organizations leading. He also said that the funding from DGRV is available for the Network. He agreed that the Network should be informal for the first couple of years before it gets registered later on.

He concluded by saying that another meet with all those who have expressed interest to be members next quarter or Q1 of next year. And we could identify volunteers working on issues of FPOs for a working group.

Mr. Madhava Rao, Chairperson, APMAS, has mentioned that the Network has started with 7 member's team. As the FPOs are in a nascent stage, they are receiving notices and told that proper handholding support is to be provided to them. Mr. Madhava Rao in his speech expressed his doubts as whether the govt. is on the side of women, the poor and the farmers or whether it is on the side of private industries? He said that strong regulations should start from Private Companies involved in corruption instead of FPOs which are just learning and said that ENABLE should challenge this.

Resources and opportunities of the country must be available to all the people of India. There must be reduction in inequality.

All the SHPIs should enable the CBOs to demand their rights, assert their rights and occupy places for their well-being.



Presentation on Stree Nidhi by Ramesh:

Stree Nidhi emerged due to problems with financing: high interest rates charged by MFIs, poor being pushed in debt traps, coercive methods of recovery.

Community owned financial institution



Day One : 26 September 2019

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| 10.00 – 10.30 hrs | Registration and TEA / COFFEE Lighting the lamp |
| 10.30 – 11.15 hrs | Welcome, Introductions & brief overview of ENABLE : Mr. CS Reddy, CEO, APMAS |
| 11.15 – 13.00 hrs | Session 1: Experience sharing on Self-Regulation of SHGs & SHG Federations for Self-Reliance & Sustainability |

Chairpersons:

Dr. P. Satish, Executive Director, Sa-Dhan

Mr. Tarun Debnath, SHG Promotional Forum, West Bengal

Presenters

- Mrs. Rama Lakshmi, APMAS, Hyderabad
- Mr. Rajesh Singhi, Executive Director, IBTADA, Rajasthan
- Mr. Mukesh Kumar Mandal, Young Professional, BRLPS, Bihar
- Mr. Ram Prasad Sharma, District Manager, Rajeevika, Rajasthan

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| 13.00 - 14.00 hrs | LUNCH BREAK |
| 14.00 – 17:30 hrs | Session 2: Identification of key Issues & Challenges faced by SHGs & FPOs |

Chairpersons

Mr. Rajesh Singhi, Executive Director, IBTADA

Dr K C Malick, Chairman, BISWA

Small Group Work (14:00 – 15:15 hrs)

- Topic 1: Governance & Management of SHGs and SHG federations
- Topic 2: Access to resources (HR & Funds) in SHG federations
- Topic 3: Governance & Management of FPOs
- Topic 4: Access to resources (HR & Funds) in FPOs

(Tea / Coffee Break after the Group Work & before the start of the Plenary Session)

Presentations, Discussion and Conclusion by the Chairpersons

| Day Two : 27th September 2019 | |
|---|---|
| 09.30 - 11.15 hrs | Session 3: Sharing of experience: Innovations to Sustain SHGs & FPOs |
| <p>Chairpersons: Mrs. Harvinder Bedi, Managing Trustee, Development Support Team (DST), Pune Mrs. Rama Lakshmi, APMAS, Hyderabad</p> <p>Presentations:</p> <ul style="list-style-type: none"> ● Mr. Mithilesh Kumar, General Manager, MCID, NABARD ● Dr. P. Satish, Executive Director, Sa-Dhan ● Dr. Sudha Kothari, Managing Trustee, Chaitanya ● Ms. Bijayini Jena, Executive, Jharkhand, Pradan <p style="text-align: center;">Discussions & Conclusion by the Chairpersons</p> | |
| 11.15 - 11.30 hrs | TEA / COFFEE BREAK |
| 11:30 – 13:00 hrs | Session 4: Revival of ENABLE Network – Role, Strategy & Way Forward |
| <p>Group work:</p> <ul style="list-style-type: none"> ● Topic 1: Potential role and activities of ENABLE network ● Topic 2: Vision & results expected at the end of 5 years ● Topic 3: Implementation arrangements to ensure effective management of ENABLE Network | |
| 13:00 – 14:00 hrs | LUNCH BREAK |
| 14:00 – 15:30 hrs | Plenary Session: Presentations & ENABLE Role, Strategy & Way Forward |
| <p>Chairperson: Mr. K. Madhava Rao IAS (Retd.), Chairman, APMAS</p> <p>Panelists</p> <ul style="list-style-type: none"> ● Dr. P. Satish, Executive Director, Sa-Dhan ● Mr. Mithilesh Kumar, General Manager, MCID, NABARD ● Dr. Sudha Kothari, Managing Trustee, Chaitanya ● Mr. Tarun Debnath, SHG Promotional Forum, West Bengal ● Mr. CS Reddy, CEO, APMAS | |
| 15:30 – 16:00 hrs | Valedictory & Vote of Thanks by Mr. CS Reddy, CEO, APMAS |
| 16:30 hrs | HIGH TEA |