

Glimpse



A Newsletter of CSD – December 2021, Issue 36

Global Social Business Summit 2021 Convened Successfully with the Theme of

Planting the Seeds of New Economy: Time is Now

The Global Social Business Summit 2021 was co-organized by the Yunus Centre, the Grameen Creative Lab, and Mount Kenya University on November 6–10 2021. The theme of the Summit was "Planting the Seeds of New Economy: Time is now." The Summit was a hybrid event with physical programs in

Nairobi, Kenya, and virtual programs at online events. The Yunus Centre and the Grameen Creative Lab hope to expand social business around the world through this event. This summit focused on various thematic areas like environmental sustainability, technology, micro-finance, health and sports in building renewed economy that can co-exist with social businesses. Similarly, Country Forums were also organized which devoted to regional focus and it was expected to provide opportunities to exchange experiences, discover potentials, and analyze the actual practice of social businesses in every country.

The Global Social Business Summit, 2021, Country Forum of Nepal was held on 9th November, 2021 with the aim of creating congenial atmosphere for achievement of Zero Poverty, Zero Unemployment and Zero Net Carbon Emission in Nepal. It also discussed on promotion of "3 ZERO Clubs", to encourage youths to commit themselves for providing impetus for the concept of three zeros; zero net carbon emission, zero wealth concentration for ending poverty, and zero unemployment through entrepreneurship development.



Participants of the program

The Nepal Country Forum attempted to exchange experience, discover potential and analyze the practice of social business for youth employment, enterprise incubation and development, financial access and upliftment of the ultra-poor as well as sustainable living solution through environment management and discussion on the modality and enrollment process of the "3 ZERO Club", an initiative for the youth aimed at attaining effective implementation and provide feedbacks on 14 point action plan formulated in the 11th Social Business Day 2021: Country Forum of Nepal.

The global Social Business Summit, Country Forum of Nepal was conducted into seven thematic presentations by seven well known speakers. The first session was held on the 14 Point Action Plan set by the 11th Social Business Day Country Forum of Nepal. It was moderated by Dr. Bhesha Prasad Dhamala. Mr Jyoti Chandra Ojha CEO of RMDC highlighted on the core values of the 14 point Action Plan. Similarly Mr. Sanjay Mandal and Mr. Dambar Bahadur Shah shared their experience on the implementation of the 14 point action plan. In the second session Dr. Purushottam Shrestha presented on

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the mechanism of developing Self-help Eco-village, Mr. Narayan Prasad Sigdel on Enterprise Incubation of Students in the Rural High School, Ms. Bimala Yogi on Youth Self-employment Creation among the Children of MFIs/Cooperatives and Mr. Narottam Aryal on Village based Youth Self-employment Creation program to be launched as a joint venture of educational institutions and microfinance institutions.

In the Last session there was a presentation on Concept and Operational Process of 3Zero Club by Mr. Damodar Regmi.

The Country Forum of Nepal also passed 7 point way forward to be implemented by concerned stakeholders.

The Forum was attended by 378 people from economic, social, education and environmental sectors, NGOs, women leaders, youths and students.

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The last opportunity for mankind to defend its existence

- Prof. Muhammad Yunus' Keynote Address

It is a right time for us all to meet because UN Climate Change Conference of the Parties is currently being held in Glasgow, Scotland which has brought parties together to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change. The Paris Agreement was continuation of Kyoto Protocol, international treaty, which was adopted in 1997, that aimed to reduce the emission of greenhouse gases that contribute to global warming. The treaty advocates to carry out a binding agreements so that the temperature remains within 1.5 degree celsius from the pre-industrial revolution. We have developed practices of carbon credits that permit a country, company or other entity to emit a certain amount of carbon dioxide based under the Kyoto Protocol based on 'caps' or quotas for Greenhouse gases. Carbon trade agreements allow for the sale of credits particularly by a rich country, company or other entity involved in high carbon emission. The credit is sold to poorer nations or programs replacing fossil fuel with renewable energy or nations contributing to net carbon emission through various activities like forestry programs as part of an international agreement aimed at gradually reducing total emissions. The average global temperature has risen by 1.2 degree Celsius from the onset of industrial revolution. So if we do not act now we will not be able to save our planet from being extinct. Old generation is focused on profit maximization and have proclivity towards fossil fuel. We should not use this planet solely for profit maximization and so we should let the youth take the front seat. Youth should design the destination where there is zero net carbon emission, no wealth concentration and zero unemployment. For that we will formulate 3 zero clubs of the 12 to 35 years youths. Each 3 zero club will have 5 members and students of schools, colleges and universities should be encouraged to join this club. The club will develop networks within the country and also from countries like Nepal, Bangladesh, India and other developed countries. The 3 zero club will implement as well as advocate and promote the concept of zero net carbon emission, zero unemployment and zero poverty. In 2020 Tokyo Olympic I also made a speech which was watched by 1.5 billion people around the world. The Olympic body and particularly the sports world are inviting us to link social business with sports' clubs as well as federation of sports' club. We will help sports world to create microcredit program or they will support us in expanding our microcredit program and linking other social business programs. Nobin program is an example of social business program which we have extensively promoted.



So far we have thought of our individuals progress, now let's think and work for the good of mankind

- Mr. Shankar Man Shrestha, Chairman, CSD

We had organized the 11th Social Business Day, Nepal Country Forum on June 30, 2021 with the theme of "No going Back". There was an enthusiastic participation of all sectors. At the conference, we specifically discussed on the three burning issues, extreme poverty, rising carbon emissions, and unemployment. We discussed these issues under seven thematic sessions. We have come to the conclusion that in order to solve these problems we need to improve the way we have been working and change the economic system we have adopted. As a result of those discussions, we passed a collective commitment in the form of the 14 Point Action Plan which is being implemented by all concerned.



The biggest challenge of us right now is extreme poverty and unemployment. Especially our young manpower is looking for employment in foreign countries. As a result, our agricultural production has gone down and 2 million hectares of productive land has become barren. Now we are importing almost everything from outside Country. Nepal was a grain exporter in the 1980's. At that time, Nepal set up seven rice companies and exported rice to countries like Singapore, Mauritius and India. Another major challenge for us is increasing carbon emissions in its effect. The main cause of the crisis of climate change that has come before us caused by developed or industrialized countries. But we also need to be aware of this. The Dinosaur was disappeared from earth due to hit by meteorite, but we are on the verge of extinction due to our own reasons. That is why we need to change our habits and ways of living. The time has come for all to unite and contribute to the protection of the mankind. We have come together to make a new start in our thinking and style of work. I am confident that the discussion that took place today for more than 3 hours and 15 minutes will be a new milestone for the rural community and the microfinance sector. Till yesterday, it was alleged that the microfinance sector had lost its way and was solely aimed at making profit. This event has guided microfinance to walk in the right track. It has inspired the microfinance practitioners to reach highly neglected hardcore poor by providing integrated services along with credit. In addition, the youth will be made self-employed and they will be connected with enterprises from the school level. As the young manpower get stay back in the country and engage in self-employment, it will help solve the problem of outside dependency. For this, all the participants of this forum will have to effectively implement the issues raised here. If we review ourselves we have all made progress for ourselves. But my request is to be responsible towards the society and to contribute to the common interest of the world. To tackle the problem of climate change, we all need to start from oneself. Mankind is on the verge of self-destruction because of our own deeds. So we will first correct ourselves. Let us all work from today for the common good of mankind. If something goes wrong, let's fix it right away.

CSD Convened the 30th Annual General Meeting

The Centre for Self-help Development (CSD) convened its 30th Annual General Meeting (AGM) on December 2, 2021 (Marg 16, 2078). The AGM was attended by 6 individual and 26 institutional members. The distinguished members and guests of the AGM were welcomed by the Executive Chief of CSD Mr. Bechan Giri.

Presiding over the meeting, the Chairman of the Governing Board, Mr. Shankar Man Shrestha presented the annual progress report along with the Balance Sheet and the Profit and Loss Accounts of the FY 2077/78 and the program of the FY 2078/79 of CSD on behalf of the Governing Board. The report was passed unanimously by the members. In the meeting Mr. Shrestha also highlighted on the current status of the microfinance sector in the country. The member organizations also unanimously vowed to move ahead in the path set by the concept of 3 zeros, zero net carbon emission, zero unemployment and zero poverty.

Mr. Shrestha said "the achievements of microfinance institutions should not be measured in terms of profit. Socio-economic progress of members should be the prime concern and indicator of success. The end result of microfinance should be zero poverty and zero unemployment and new thrust should be on promoting Three Zero Clubs of youth as agent of change among masses. The youth are the future of the country. The clubs will contribute to new economy with zero poverty, zero unemployment and zero net carbon emission and play a proactive role in dealing with relevant issues endemic in our world. If we do not act now, these issues could destabilize our world and the consequence will be unrepairable."



CSD Chairman Presenting the Policy and Program

Speaking on the progress of CSD in the fiscal year 2020/2021 he said, "The Centre successfully carried out 16 online webinar on burning issues faced by MFI by inviting eminent speakers from the country and abroad. In the same year the Centre had also organized 7 online training programs for the staff of MFIs in different topics. CSD has geared up its efforts to developing micro-entrepreneurship among the members and children of MFI members for creation of self-employment. It has recognized three outstanding female micro-entrepreneurs with the entrepreneurship award which carries a cash price of Rs. 25,000 each.

Similarly, the report says, CSD supported to the Samata Education Trust which has been providing education for their students at an affordable rate of Rs. 100 per student since its beginning with Rs. 2 lacs and a desktop computer to the Kunchipwakal Secondary School at Tarekeswor Municipality, Kathmandu.

CSD Held Review of Entrepreneurship Development Training



Mr. Bechan Giri delivering his speech

The Centre for Self-help Development (CSD) held a six-monthly progress review of its third training on "Identification and Development of Micro-entrepreneurs" on 4th October, 2021. The training was organized on December 27-28, 2020 with participation of 16 Branch managers from 9 MFIs and Cooperatives.

During the review, each participant presented his/her progress achieved on the action plan formulated after the

training for the identification of potential micro-entrepreneur clients and lending them based on their business plan. The Branch Managers also discussed on the problem faced during the implementation as key learnings.

Fear of uncertainty due to COVID-19 and subsequent lockdown has been the major reason for failing to meet the target of creating new entrepreneurs. However participants also viewed that enterprises like agricultural farming, animal husbandry, and grocery stores were doing well even in the Covid situation. Interestingly, there were also good development of new enterprise

clients who could take benefits from this adverse situation. The enterprises like flower planting, vegetable farming have flourished.

Mr. Bechan Giri, Executive Chief of CSD, facilitated the review program. On the occasion, he advised the participants not to give up despite the difficult time and encouraged them to achieve their target of making successful entrepreneurs in the coming days.



A Glimpse of Review of the Training

Microfinance has been successful to reduce poverty in Bangladesh

On 24th October 2021, the Centre for Self-help Development (CSD) organized 16th episode of its webinar series titled "Pathways to Fighting Poverty and Unemployment: An Experience of Integrated Development Foundation (IDF), Bangladesh". Mr. Zahirul Alam, the Founder and Executive Director of IDF was featured as the keynote speaker.

Speaking in the webinar Mr. Zahirul Alam, shared that IDF had been working to alleviate poverty, unemployment and reducing carbon emissions since the beginning of its operation in Chittagong, Bangladesh. He flashed back on how IDF started microfinance program in the 1990s with the timely loan support from Grameen Trust to reduce poverty and unemployment in Chittagong Hill Tracts. Which was considered to be a most difficult and backward area in Bangladesh. He said, "There was a big gap between the poor and the rich. The people from the Chakma Community were very primitive and did not know how to make use of money to do small business. They did not know anything about savings. So we had to aware them in how to make use of money in income raising activities and also do savings for meeting future needs and emergency purposes. Later we also introduced credit plus activities such as education to their children, health services at their homes and renewal energy such as solar home."

He further said, "Microfinance has been successful to reduce gap between the rich and the poor and get the poor out of poverty and social discrimination, inequality, prejudice. We also focussed on nutrition and sanitation problems and health clinics. When the people were infected with minor diseases they get treatment with small fee. The nutrition and sanitation plan has been a boon to the people in the remote areas of Bangladesh. In the same manner, we also extended services in agriculture as well. Farmers have started adopting



Speaker of the Webinar Mr. Zahirul Alam

high value crops and also increasing production, working with new technology. At present, the overall condition of the people have been drastically improved in many ways compared to earlier conditions."

Mr. Alam proudly announced, "Most of the IDF microfinance members have now become successful medium entrepreneurs; and also increasing their production and income. Their credit demand is also on raise and that has booted up our level of lending operation as well." He urged policymaker, promoters, and practitioner presented in the webinar to be client centric and focus on the interest of the members and support them to raise their income and living standard than making a profit for oneself. He said that if MFIs able to do so their interest will be automatically fulfilled. Mr. Alam suggested that MFIs and regulatory body should keep in mind the ways to

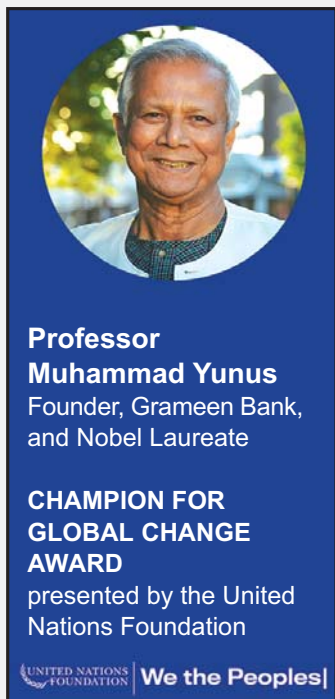
reduce poverty, creating self-employment for the people and protection of environment.

Lastly, the Chair of the webinar, Mr. Shankar Man Shrestha urged the Nepalese MFI practitioners learn from the experience of IDF Bangladesh on how served the poorest of the poor. He said, "Although the microfinance sector in Nepal was initially on the right track, it has been found deviating from its mission gradually with the increase in the number of MFIs. We need to focus on reaching the poorest and upgrade them in to micro entrepreneurs not just focus on the profit maximization by way of providing bigger loans and over lapped financing to the member. If you lend properly and maintain quality, profit will just happen and benefit come to your hands. We should not indulge wrong practices that lead to misuse of loan and overindebtedness of the borrowers. We can sustain only if adhere to best practices and serve the needs of the member." Mr. Shrestha congratulated the keynote speaker of the webinar for his impressive presentation and thanked him for sharing his valuable time to enlighten the audience with his rich experience in microfinance. There were 150 dignitaries from Bangladesh, Sri Lanka, Philippines, India and Nepal, who were patiently listening to his presentation and discussions.



Participants of the Webinar

Nobel Laureate Prof. Muhammad Yunus Receives Champion for Global Change Award for 2021



Nobel Laureate Professor Muhammad Yunus accredited with the Champion for Global Change Award 2021 by the United Nations Foundation along with Dr. Ngozi Okonjo-Iweala, Director-General of the World Trade Organization. The award was handed over on December 9, 2021.

The Award recognizes the extraordinary contributions of individuals and organizations striving to further the work of the UN and advance its goal of a more peaceful, just, and sustainable world for everyone, everywhere.

Professor Muhammad Yunus, Nobel Laureate and Founder of Grameen Bank was given the Award in recognition of his enlightened leadership and innovation to enhance human dignity, equity, and justice.

UN Deputy Secretary-General Amina J Mohammed presented the Award and interviewed Professor Yunus on stage focusing on his campaign for creating a Three Zero World.

The Awards were presented in New York at "We the Peoples" event, named after the inspiring opening words of the UN Charter, and to honor the profound vision of the UN's founders — to save future generations from the scourge of war, reaffirming the faith in human rights and equal rights, ensure justice and international law, and promote social progress and freedom.

Previous honorees of Champion for Global Change Award include: US Presidents Barack Obama and Bill Clinton, UN Secretaries-General Kofi Annan and Ban Ki-moon, Archbishop Desmond Tutu, and Goodwill Ambassador Angelina Jolie.

Developing Masine as a Self-help Eco-village



An Agreement Ceremony

A tripartite agreement has been reached among the Centre for Self-help Development (CSD), the Mahila Sahayogi Bachat Tatha Rin Sahakari Sanstha Ltd. (MSBTRSS) and the Centre for Rural Technology/Nepal (CRT/N) on October 28, 2021 for initiating a "Self-help Eco-village" at Masine, Ward No. 2 of Chandragiri Municipality in cooperation with the local inhabitants and ward office. The initial phase of

the project was kicked off launching two activities namely Goat Rearing Training and Exposure visit of local farmers to observe improved grass cultivation program at dhading. This project has been commenced with common goal of developing Masine as an environment friendly village.

The upcoming activities to be implemented in Masine are Vermi-

Composting and Black Soldier Flies Training, Akbary Chilli Farming Training and Tunnel Farming, Goat's Shed Management (Five Cluster of the communities), Installation of Chaff Cutter Machine (Five Clusters of the communities), Introduction of Technology and Climate Smart farming Practice (demo unit). These activities are the part of the integrated ecological development program which will help to preserve the ecology of Masine. Local people of Masine will learn new skills and adapt themselves to the newly time relevant technology with the help of technical experts who will provide trainings to the locals. After learning new methods of plantation, producing organic manure, tunnel farming, goat rearing, shedding process, and understanding how to apply the learnt skill into practice. The program impact study will be executed after the project in completion stage and training completion report will be prepared hand in hand after the completion of each and every activity.

CSD Convened Leadership Development Program for Chief Executives



Participants of the Leadership Development Program

CSD organized a two day "Leadership Development Program" for the Chairpersons, CEOs and DCEOs of Microfinance Institutions and Cooperatives operating microfinance program from December 24-25, 2021 (Poush 13-14, 2078). The objective of the program was making the microfinance leaders more dynamic insightful and creative.

Speaking on the occasion, Chairman of the Centre for Self-help Development (CSD) Mr. Shankar Man Shrestha said that the leadership of microfinance needs to be mindful if the condition of the target group and the country is to be improved. He said, "First and second tier leaders from microfinance institutions are present here. You all have enough skill, education and capacity but lacks mindfulness of the current situation. The leadership of microfinance needs to be dutiful, patient and free from greed. Greed weakens the leadership and leads one's journey downward. We are in a campaign of "Clean Microfinance". In order to create clean microfinance, first the leadership has to be clean and mindful which leads to achievements and success. If the image of the leadership is not good then the image of the employee also cannot be good and eventually the image of the organization also will be bad."

He further said "We are facing many challenges. Right now the main challenge for Nepal is poverty and unemployment. We can overcome these two problems with smooth and proper delivery of microfinance service. Therefore, the leadership of microfinance should be mindful and determined to deliver service in right

manner. Earlier, the microfinance of Nepal was one of the best practices in the world and microfinance staffs were disciplined, dedicated and respectable. One of the team of Bangladesh MFIs experts after their visit to Nepal said that Nepal's microfinance institutions and members are more disciplined than in Bangladesh. Microfinance staffs also have to work as gardeners to raise the living standards of their members. The main problem is that CEOs who are in the lead now do not visit the field and do not have the right view of ground reality. They need to be responsible to the members and work for their wellbeing. I do not mean to say that you have not done anything. You have done a lot of work. But there are some mistakes that need to be corrected. That is why we have to move forward with right discretion and determination. Let's be mindful first. Employee will follow us. Thus, let's move forward to achieve the goal of the zero poverty by 2025, five year ahead of the UN Deadline 2030. It can change the face of the country."

On the occasion, Shrestha stressed on the need for the participants to put into practice the knowledge learned in the training. "What we have learned is necessary to be put into practice. Otherwise what we learned will have no value." Shrestha said.

Mr. Bikal Prasad Sherchan, the Main Facilitator of the training, said that the leadership needs to be Mindful for success. In his deliberation in the program, he covered the aspects such as the concept of mindful leadership, how to practice mindful leadership, the principles of emotional leadership, its positive impact on personal and

professional life and the practice of mindful leadership in the global arena. Mr. Sherchan also delivered on the theoretical as well as practical aspects for mindful leadership. Another trainer of the training, Ms. Usha Malla Singh, insighted on the art of mindful communication which should be followed by good leadership. Under this topic she convened the importance of conscious communication and the three main elements of conscious communication, conscious observation, conscious listening and conscious behavior.

Speaking at the closing ceremony of the training, Executive Chief of the Centre for Self- help Development (CSD) Mr. Bechan Giri stressed on the need of the mindful leadership to solve the problems seen in microfinance. "Our main aim is 'Clean Microfinance'. In order to make it effective, it is necessary for leadership to be mindful. If we follow our motive, we will be able to solve the problems of microfinance with ease. Many of the problems have been created by ourselves and so we have to solve them by ourselves. For this, the leadership needs to be prudent." Giri said.

The participants opined that the training provided them sufficient knowledge and mantras to become a mindful leader and it has made us easier to work. On behalf of the participants, Mr. Sudip Kumar Mandal of the Jeevan Bikas Laghubitta Bittiya Sanstha Limited, Mr. Raj Kumar Shrestha of the Sreejansil Laghubitta Bittiya Sanstha Limited, Mr. Uday Raj Khatiwada of the Swabalamban Laghubitta Bittiya Sanstha Limited, Mr. Lokmani Regmi of the Jalpa Samudayiek Laghubitta Bittiya Sanstha Limited, Ms. Sharada Pokhrel of the Upkar Laghubitta Bittiya Sanstha Limited and Mr. Deepak Raj Dhungana of the Kisan Bahuuddesiya Sahakari Sanstha Limited shared their experiences of learning. In the program there were 34 participants comprising Chairmen, Board Members, Chief Executive Officers, Deputy Chief Executive Officers and high level officials of 21 microfinance and cooperatives organizations.

Three Zero Club Movement will Help Build Clean, Safe and Sustainable Development of Mankind



A Glimpse of Familiarization on 3 Zero Club



A Glimpse of Familiarization on 3 Zero Club

The Center for Self-help Development (CSD) conducted a one day program on "Familiarization with the concept of Three Zero Club" on December 14, 2021 (Mangsir 28, 2078). The objective of the program was to provide participants from MFIs to help create a world of Three Zeros by motivating youth to take up the responsibility as change agents. The young generation has the responsibility to shape the future of the world. They should change the world on a right track rather than spending their lives complaining about the world they live in.

The training was attended by 36 participants comprising CEOs, department heads and focal persons of Three Zero Clubs of Microfinance Institutions and Cooperatives.

The Director of CSD Mr. Satish Shrestha highlighted the importance of the training and said that a campaign has been started to implement Three Zero Clubs through the involvement of microfinance and cooperative institutions. Executive Chief of CSD, Mr. Bechan Giri welcomed all the participants and informed that CSD has included the 14 point 2 year Action Plan formulated by the 11th Social Business Day Country Forum Nepal in its annual plan to promote the campaign of Three Zero Clubs in Nepal.

The training was facilitated by Mr. Damodar Regmi, DCEO of the Jeevan Bikas Laghubitta Bittiya Sanstha Ltd. It was divided in two sessions; the first session covered the background, introduction, goals, objectives and other issues of the club and in the second session provided information on the formation of the Three Zero club and network expansion. Mr. Regmi also informed that the Jeevan Bikas Laghubitta Bittiya Sanstha Ltd. has formed six Three Zero Clubs so far.

Speaking on the occasion Mr. Shankar Man Shrestha, the Chairman of CSD, said that the promotion of Three zero club is necessary to build a clean, safe and sustainable living and development of the mankind in the world. The new generation should be inspired through the Three Zero Clubs to solve the problems of poverty, unemployment and carbon emissions. He also added that the Three Zero Club is a forum to make the young people good citizens of the world and solve local level problems locally without complaining about these. So, after the training, the focal persons will go to the field and organized Youth in the communities, schools and microfinance client's children and youth. Youth between 12 to 35 years of age organized themselves in to a club of five person and connect with such other clubs to discuss on various issues and problems related to the lives of the people around.

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Global Social ...

Way Forward of Global Social Business Summit Country Forum of Nepal

1. Ensure effective implementation of 14 Point Action Plan formulated in the 11th Social Business Day 2021: Country Forum of Nepal.
2. Organize awareness raising programs like meeting, seminar and interaction to enlighten opinion makers, media persons and other officials of concerned organizations on the concept of 3 Zeros
3. Adopt integrated approach in credit financing with micro-entrepreneurship development and market linkage.
4. Familiarize young generation with the importance of 3Zeros' concept and 3 Zero Club, and inspire them to organize 3 Zeros Club and join network of 3 Zero Clubs and encourage their actions for creating a 'New Economy'
5. Organize regular monitoring, supervision and evaluation of stakeholders' performance in implementing the 14 Point Action Plan effectively on time.
6. Encourage each MFI and Cooperative to assign separate Focal Person for overseeing the programs of Eco-village, Hard Core Poor Financing and 3 Zero Club.
7. Launching community based Youth Entrepreneurship Program as a joint venture of Educational Institutions and MFIs.

A CEO needs to be a Role Model



Speakers and Moderator of the Webinar

On 13th December 2021, the Centre for Self-help Development (CSD) hosted Episode 17 of its Talk Series webinar titled "Human Resource Development and Management in Microfinance Institutions: Problems and Way Forward". Mr. Uday Raj Khatiwada, CEO of the Swabalamban Laghubitta Bittiya Sanstha Ltd. and Mr. Sanjay Kumar Manadal, CEO of the Jeevan Bikas Laghubitta Bittiya Sanstha Ltd. were featured as panelists and Mr. Ram Chandra Joshi, Chairman of the Neighborhood Society Service Centre as the moderator of the program. Mr. Shankar Man Shrestha, Chairman of CSD chaired the program. The program was participated by 146 officials from various MFIs and Cooperatives.

Mr. Bechan Giri, Executive Chief of CSD welcoming the panelists, moderator and all the participants, highlighted on the importance and objectives of the program in light of the current state of microfinance in Nepal.

Speaking from the chair, Mr. Shankar Man Shrestha, reminisced how it was a whopping task to build the capable human resource from scratch., when he along with late Dr. Harihar Dev Pant, initiated microfinance nearly 3 decades ago. He further added how a strong will power and determination as well as personal commitments coupled with few assiduous staff that were refined through various training and following a well-disciplined Grameen culture help lay the foundation for successful replication of Grameen Model in Nepal. The tireless efforts and dedication of the staff brought success in this poor focused program and it took the unbelievable present shape after the involvement of commercial banks under the deprived sector financing.

He commented, "However, despite a good salary and fringe of the employees, the microfinance sector at present has drifted from its mission and failed to reach the needy poor. The problem is that the available human resources are not mobilized and managed properly by CEOs. The employees have become self-centered and the microfinance culture seems to be disappearing." He further observed "It is the responsibility of a CEO to set an example for others to follow. He should be a member centric and more often should visit the targeted group and see what they need and how they are doing. When the target group get uplifted, it will benefit the MFIs and staffs automatically. Increased salary can motivate a person for few months, so the main thing is to have a close relationship of the CEO with the employee. Similarly, the relationship had to be between field staff and customer members. CEOs have to be able to manage their staff properly and visit sites to see how and when they have been doing. The MFIs staff in Nepal are under used, less

efficient and less productive. Therefore, it is important for the CEO to mobilize staff, solve problems in a timely manner, go to the field level to understand the situation as much as possible and report back board to how things are moving in the field. The success of an MFI lies in attitude, manners, thinking, character of a CEO."

Moderator of the webinar, Mr. Ram Chandra Joshi, Chairman of the Neighbor Service Society Center, said, "CEOs need to be familiar with the problems of the employees. There is no problem of manpower mobilization and management in a microfinance institution which has a CEOs starting a career from bottom of pyramid. It is very important for a CEO to get information about the staff through regular follow up with first hand and onsite interaction with the staff and members.

The Chief Executive Officer of the Swabalambam Laghubitta Bittiya Sanstha Ltd, Mr. Uday Raj Khatiwada, one of the panelists of the webinar stressed on the need to make the employees emotionally responsible towards the institution. The manpower is skilled and trained, but they do not seem to have fully used their capacities. For this, we must take measures to keep the employees emotionally positive towards the organization. As microfinance is a social business, we should reach the poor women with our service and get them out of poverty and raise their living standards. The organization should earn marginal profit to sustain itself and pay some dividend to its investors. It should be ensure everyone will benefited and simultaneously prosper." He further added that regular transfer, promotion and incentives will enhance mobilization of staff and help to fulfill the goals and objectives of the organization.

Another panelist of the webinar, Mr. Sanjay Kumar Mandal, the Chief Executive Officer of the Jeevan Bikas Laghubitta Bittiya Sanstha Ltd, said, "Microfinance should work for the wellbeing of the target group and staff. We need to understand that we are in the business to solve problems, not to create problems. For this, it is important to explain the employees of MFIs that if the clients grow, the organization also grows. Top managements has to be responsible, accountable and use authority to the advantage of all concerned. Employees also need to be held accountable. It should be understood from top to bottom that all the officials should be honest, disciplined, service oriented. They should maintain high productivity and work efficiency up to the standard of the industry.



Participants of the Webinar



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