



Enabling Sustainable Enterprises

M2i's Experience in Community Banking

SUMMARY

Title	Duration	Client	Page No
Fiduciary review of the Strengthening Rural Credit Cooperatives project	Jan 2009-May 2009	International Bank for Reconstruction and Development (The World Bank)	2
Market Scan and Business Model Advisory for formal financial linkages of VSLAs in Cote d'Ivoire	Nov 2014-Jan 2015	CARE, Cote d'Ivoire (Access Africa)	3
Development of Project Plan on Financial Linkage	Nov2014-Dec 2014	CARE, Vietnam	3
Market Research and product development for Financial linkages of VSLAs in Ethiopia	May 2012 -June 2012	CARE International USA	4
Capacity building support to LEEP India, a National level network of SHG Federations	June 2011-May 2012	Child Fund India	4
Feasibility study to create a national level Community-based Microfinance Program	Mar 2011-May 2011	Child Fund India	5
Market research and product development for Financial linkages of VSLAs in Kenya	Nov 2010-Feb 2011	CARE-Access Africa	5
Mentorship of Microfinance programme of Ushamath Mahila Mahasangh (UMM)	Jan 2006-Dec 2006	Appropriate Technologies India (ATI)	6



Enabling Sustainable Enterprises

M2i's Experience in Community Banking

Title of Assignment	Fiduciary review of the Strengthening Rural Credit Cooperatives project
Duration (From – To)	Jan 2009-May 2009
Details of Client	International Bank for Reconstruction and Development (The World Bank)
Short Description about assignment	
<p>The World Bank has supported the Government of India (GoI) for the reforms in country's rural credit cooperative banks (CCBs). The revival package was designed, aimed at reviving the short-term rural co-operative credit structure and make it an efficiently managed and vibrant medium to serve the credit needs of rural India.</p> <p>This assignment was undertaken to review whether the revival package had been effectively applied. M2i performed the Fiduciary Review of the World Bank's Recapitalization Assistance under revitalization Package evolved on the basis of Vaidyanathan committee's recommendations in UP and Gujarat in 2009.</p> <p>M2i reviewed the process of the Special Audits and assessed whether the recapitalization requirements arrived at by them were correct. The objectives of this review were:</p> <ul style="list-style-type: none"> • To assess the capacity and effectiveness of the DLIC/DLST's role in the review of the Special Audits. • To verify that the recapitalization funds have reached the intended cooperative entities (DCBs/ PACS) and confirm that they have been used for recapitalization purposes only. • To examine that the Co-operative entities deemed eligible for financial restructuring support have received recapitalization funds, only after they have achieved the agreed benchmarks as specified in the GOI package and the MOUs have been signed. • To verify that the necessary documentation as required under NABARD's disbursement circular is maintained at the DCCB and PACS level. • To undertake a sample check of the data pertaining to the training and IT components. <p>As part of the review, M2i's teams visited the NABARD's regional offices in Lucknow and Ahmedabad. Teams also visited Head Offices of Gujarat State Cooperative Bank (GSCB), and Uttar Pradesh Cooperative Bank (UPCB) DCCB, along with their branches as well as PACS. In Gujarat, teams covered Mehsana, Surendranagar and Surat, while in UP, teams covered Barabanki, Mathura, Gorakhpur, Varanasi, Shahjahanpur and Muradabad.</p>	



Title of Assignment	Market Scan and Business Model Advisory for formal financial linkages of VSLAs in Cote d'Ivoire
Duration (From – To)	Nov 2014-Jan 2015
Details of Client	CARE, Cote d'Ivoire (Access Africa)
Short Description about assignment	
<p>CARE has been promoting community-based savings and credit groups, called VSLAs, in Cote d'Ivoire since 2006. These groups carry out savings and credit activities internally and are also involved in various business activities. Groups' financial requirements increase as they mature. CARE wanted to link these groups with formal financial institutions through a technology based (preferably mobile based) intermediary platform. The assignment involved understanding the financial needs of the groups as well as understanding the financial market, regulations and mobile network operators. Further, a linkage model needed to be developed which does not lead to dilution of original VSLA methodology. M2i was engaged by CARE for the assignment.</p> <p>M2i was involved in:</p> <ul style="list-style-type: none"> • Financial needs assessment of VSLAs • Market scan of financial markets, covering Types of financial institutions operating, their outreach, strengths and weaknesses • Understanding the regulatory framework • Market scan of mobile network operators and products offered. • Shortlisting potential financial institutions and Mobile Network Operators (MNOs) for collaboration. • Initial round of negotiations with the FIs and MNOs. • Development of financial linkage model and potential products. • Development of pilot plan and draft MOU with the partner FIs and MNOs 	

Title of Assignment	Development of Project Plan on Financial Linkage
Duration (From – To)	Nov2014-Dec 2014
Details of Client	CARE, Vietnam
Short Description about assignment	
<p>CARE Vietnam wanted to develop a Project Plan on development of VSLAs and financial linkage for CARE Vietnam. The plan was to be submitted by CARE to MetLife Foundation and Visa for funding their efforts in Vietnam.M2i developed the Project Plan on the development of VSLAs and financial linkage for CARE Vietnam.</p> <p>Under the assignment, M2i prepared the project plan that required:</p> <ul style="list-style-type: none"> • Conducting a Country Research 	



- Review of project documents,
- Review of regulatory framework

Title of Assignment	Market Research and product development for Financial linkages of VSLAs in Ethiopia
Duration (From – To)	May 2012 -June 2012
Details of Client	CARE International USA
<p>CARE promotes VSLAs across Ethiopia. These groups internally carry out savings and credit activities. Care wants to ensure that these groups get financially included in the formal banking services and get linked to the mainstream economy. Towards this objective, CARE wanted to develop an appropriate linkage model and financial products that can be availed by the VSLAs and is also viable for the financial institutions. CARE engaged M2i for this advisory.</p> <p>Under the assignment, M2i carried out VSLA need assessment, reviewed existing regulatory environment and visited various financial institutions as well as National Bank of Ethiopia (Central Bank). Based on the research, M2i developed a linkage model involving, VSLA, SACCOs (credit and saving cooperatives) and MFIs.</p> <p>M2i developed and presented a detailed financial linkage model and pilot plan to the key stakeholders in a workshop. The linkage model is presently being implemented by CARE</p>	

Title of Assignment	Capacity building support to LEEP India, a National level network of SHG Federations
Duration (From – To)	June 2011-May 2012
Details of Client	Child Fund India
Short Description about assignment	
<p>LEEP India is a network of SHG Federations promoted by Child Fund India. The objective of LEEP India is to provide capacity building support to its members to enable the federations to function on a sustainable manner. M2i supported Child Fund India in establishing LEEP India and setting up its governance and management structure.</p> <p>M2i supported LEEP India in:</p> <ul style="list-style-type: none"> • Developing the mission and vision of the organization. • Design of organizational structure. • Drafting of business plan • Recruitment of key staff • Training of SHG Federations • Support in developing a web based MIS software 	



Title of Assignment	Feasibility study to create a national level Community-based Microfinance Program
Duration (From – To)	Mar 2011-May 2011
Details of Client	Child Fund India
Short Description about assignment	
<p>Child Fund India had supported over 70 SHG Federations across India as part of its livelihood promotion program. The study explored the feasibility of setting up of a national level organization to consolidate all the federations.</p> <p>Activities included under the assignment were:</p> <ul style="list-style-type: none"> • Data mining to assess the quantum of revolving Loan Funds with the SHG Federations. • Assessment of a sample of federations on governance aspects, financial position and management capability. • Exploring strategic options to set up the national level organization. • Helping Child Fund India to choose from various strategic options. 	

Title of Assignment	Market research and product development for Financial linkages of VSLAs in Kenya
Duration (From – To)	Nov 2010-Feb 2011
Details of Client	CARE-Access Africa
Short Description about assignment	
<p>CARE has been promoting community-based savings and credit groups, called VSLAs, in Kenya since 2004. These groups carry out savings and credit activities internally and are also involved in various business activities. Groups’ financial requirements increase as they mature. CARE wanted to link these groups with formal financial institutions through a technology-based (preferably mobile based) intermediary platform. The assignment involved understanding the financial needs of the groups as well as understanding the financial market, regulations and mobile network operators. Further, a linkage model needed to be developed which does not lead to dilution of original VSLA methodology. M2i was engaged by CARE for the assignment.</p> <p>M2i was involved in:</p> <ul style="list-style-type: none"> • VSLA Need identification and prioritization 	



- Scan of Financial institutions and Mobile payment service providers to identify potential institutions for linking to VSLAs
- Analysis of existing products and delivery systems of the financial institutions and mobile payment service providers to identify the product and delivery channels that are most appropriate for responding to the needs of the VSLA identified
- Initiate dialogue with short-listed financial institution(s) for potential linkage to VSLA
- Assess their willingness to adapt their products and delivery channels in response to the VSLA needs and to link to the VSLAs.
- Design and suggest a pilot program for linkage between VSLAs and identified financial institutions.
- Also suggest the evaluation criteria to determine the success of the pilot, based upon which, the pilot could later be scaled up or modified or winded down.

Title of Assignment	Mentorship of Microfinance programme of Ushamath Mahila Mahasangh (UMM)
Duration (From – To)	Jan 2006-Dec 2006
Details of Client	Appropriate Technologies India (ATI)
<p>UMM is a community owned MFI promoted by ATI. M2I provided mentorship support to the MFI for a period of one year. Activities included under the assignment were:</p> <ul style="list-style-type: none"> • Preparation of Business Plan • Design of key processes • Preparation of Operations manual • Trainings 	