

InM ANNUAL
REPORT

2012



Institute of Microfinance (InM)

InM

ANNUAL REPORT

2012

**TOWARDS
A
POVERTY
FREE
WORLD**



Institute of Microfinance (InM)

A Centre of Excellence in Research, Training, and Knowledge Management

Content Preparation and Overall Supervision

Mr. Touhid Uz Zaman

Senior Deputy Director, Research & KnM

Team

1. **Mr. Syed Najibullah**, Senior Assistant Director (Training & Education)
2. **Mr. Syed Badruddoza**, Research Associate
3. **Ms. Faria Ahmad**, Assistant Director (KnM & Communication)
4. **Mr. Md. Abdullah Al-Kaium**, Assistant Director (KnM & Communication)

Design and Illustrations

Mr. Sk. Jabeer Al Sherazy

Assistant Director (MIS & KnM)

Published in April 2013

This publication has been supported under the PROSPER Programme funded by UKaid, DFID.

© Institute of Microfinance (InM)

Published by: **NETPARK**, www.netparkbd.com



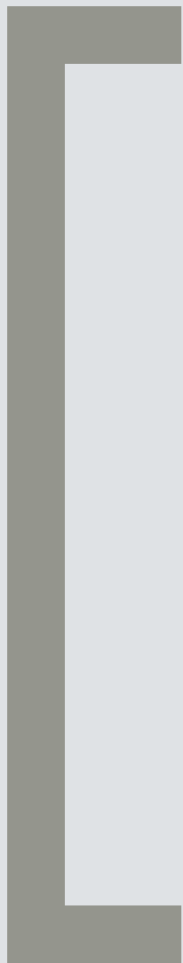
Institute of Microfinance
(InM)

A Centre of Excellence
in
Research, Training,
and Knowledge Management



Contents

Contents



6	Messages
17	The Institute
23	Governance and Internal Management
29	Research
55	Training and Education
73	Knowledge Management and Communication
91	Other Events
101	Acronyms

Message from the Chairman



InM has already established its eminence in the sector through its various research, training and knowledge creation activities...



The Institute of Microfinance (InM) is a unique and independent non-profit institution initiated with the mission of playing an important role in research and training in the field of microfinance, poverty alleviation, and development interventions.

It is my pleasure to assume InM as its Chairman from 1 January 2013 and I thank Professor Wahiduddin Mahmud, the recent past Chairman of InM, for his leadership and contribution during these past six years.

Initiated and promoted by Palli Karma-Sahayak Foundation (PKSF) in 2006, InM has already established its eminence in the sector through its various research, training and knowledge creation activities.

I hope, like previous years, InM will keep responding to the appropriate and relevant research topics addressing greater development issues of the sector and the nation with its timely and effective research interventions. Though InM with its effective and flagship research projects and customised training programmes already put significant positive effects in the sector, still I believe the research and training activities of InM should be more diversified and challenging to take it to a newer height to emerge as a center of excellence.

InM already has been enhancing professional efficiencies of the human resources of the microfinance sector through its customised training programmes which can be enhanced significantly if newer and dynamic academic certification courses on microfinance can be initiated. InM has been creating new knowledge in the past six years which should be further strengthen through a strong and effective disseminating process.

I seek help from all the donors, sector stakeholders, and the government in developing InM further. I believe, with help from all InM would certainly extend to its desired level of becoming a center of excellence in research, training and knowledge management ensuring the overall development of the sector.

I look forward to working for the development of InM in the coming days.



Qazi Kholiquzzaman Ahmad
Chairman
Institute of Microfinance (InM)

Message from the Executive Director



Our vision and interest for InM has become larger and we envision InM to be recognised globally as a “centre of excellence” in research, training and knowledge management in near future...



The Institute of Microfinance (InM) has completed six years of its operation and stepped into the seventh year. Building a research and training institution like InM is not an easy task, it requires commitments and dedications from all associated with this and over the past six years, it has rightly witnessed the willingness, devotion and appropriate enthusiasms from all. Our vision and interest for InM has become larger and we envision InM to be recognised globally as a “centre of excellence” in research, training and knowledge management in near future.

My affiliation with InM is not new as I got the opportunity to serve InM as its first regular Executive Director (ED) when it commenced its operations in 2006. I have recommenced as its ED on 1 October 2012, so, it is more gratifying for me to see InM's progress through these years.

The research interests of InM have changed both in quality and in content. Initially the studies focused on the issues mainly related to microcredit and its impacts on poverty alleviation, whereas, at present, InM research studies have been more development focused, as poverty is multi-dimensional in nature. Even the microfinance sector has gone through major changes which InM keeps covering through its flagship studies like: “Long-term Dynamics of Microcredit Programmes in Bangladesh”, “Microinsurance, Poverty and Vulnerability”, etc., including addressing other critical issues like: “multiple memberships/ overlapping” and “high interest rates of the MFIs”. InM has also conducted the timely national survey on “Access to Financial Services” which is so unique of its kind.

One important achievement of InM in 2012 was the collaboration with Institute for Global Environmental Strategies (IGES), Japan which is a worldwide renowned Institution working for environment and sustainable development in the Asia-Pacific region. Alongside with its regular research studies, InM has embarked on a collaborative research project with IGES titled “Building Resilience and Adaptive Capacity to Climate Change through Microfinance in Bangladesh” by signing an MoU on 26 July 2012.

To broaden its dynamism in Training, InM has also extended its customised training programmes outside Bangladesh in 2012. To enhance the professional efficiency of the human resources and to strengthen the microfinance sector, InM has already planned to

initiate academic certification courses. InM would keep exploring beyond its regular training activities in the years ahead.

The knowledge management (KnM) activities of InM have become diversified in past few years and it would be a challenge for InM to materialise its research findings and policy recommendations by influencing the policymakers to modify and change the existing policies of the country.

All the employees and staff should be applauded for their output and level of commitments towards InM, and on behalf of the management, I personally thank them for their dedications. I deeply acknowledge the role and contribution of Dr. Md. Mosleh Uddin Sadeque, who took up the baton of the Institute from me as the Interim Executive Director on 31 January 2010. Under his leadership, the Institute certainly has progressed significantly.

I would like to thank Palli Karma-Sahayak Foundation (PKSF), all stakeholders and partners of InM who have been contributing significantly to our journey.

The tremendous support from all the Governing Body and General Body members has given InM the needed encouragement to move ahead in these years. I acknowledge the contribution of Professor Wahiduddin Mahmud, the immediate past Chairman of InM, whose guidance and leadership helped InM to progress significantly. I also welcome Dr. Qazi Kholiqzaman Ahmad, the new Chairman of InM. I believe with his valuable insight and guidance, InM would reach a newer height.

I extend my heartfelt thanks to the UKaid, Department for International Development (DFID) for their financial support through its Promoting Financial Services for Poverty Reduction (PROSPER) Programme. We hope InM, with mutual cooperation and joint collaboration with DFID, would be able to sustain and excel further in future.

I wish all to have a happy and productive year 2013.



Professor M. A. Baqui Khalily
Executive Director

InM Facts

InM has made significant progress since its inception in 2006 in achieving through its various activities on research, training and education, capacity building, knowledge management, and networking arena.

22 Research Studies completed on significant development issues

7 Research Studies are ongoing

More than **12000** practitioners received training in Microfinance and relevant fields

174 InM Certified Trainers are engaged in conducting field level training

9 Research Briefs/Policy Briefs

13 Working Papers

3 Policy Papers

2 Books

5 Publications in International Journals/Others

11 Standard Training Modules for Microfinance Practitioners

3 International Training (overseas)

7 Regional Dialogues

34 Seminar/Workshop(s)

1 Regional Conference with SAARC Countries in Nepal

5 Microfinance Statistics

2 Occasional Papers

8 State of Microfinance Reports on SAARC Countries

1 Overview Report on State of Microfinance in SAARC Countries



Overview: Year 2012

Over the course of last few years, InM has grown to become one of the leading institutes in Bangladesh working in the field of microfinance, poverty alleviation, and development that is sector-focused and global in outlook. Rather than being involved in traditional and stereotyped activities, InM emphasises on conducting

its research and training activities and dissemination of its knowledge effectively that could put significant impact and implications at policy levels. InM has made significant progress in year 2012 in terms of its achievements in research, training and education, capacity building, knowledge management, and networking arena.

InM conducted **13** Research Studies on the issues of poverty interventions, programme evaluation, microfinance product development, and development of MFIs.

InM published **3** Working Papers, **4** Research Briefs, **1** Bangladesh Microfinance Statistics, along with **2** books on Microfinance in Bangladesh (in Bangla) and Seasonal Hunger and Public Policies.

17 unique reference text with teaching cases on microfinance and development in Bangladesh.

InM has already established its eminent presence in the sector through its effective and flagship research projects. Different significant studies conducted by InM on microfinance, poverty, and development related issues are: "Access to Financial Services", "Multiple Memberships (Overlapping) in Microcredit Programmes", "Dynamics of Poverty in Rural Bangladesh", "Microinsurance, Poverty and Vulnerability", "Impact of PRIME Interventions on Monga Mitigation", "Long-term Dynamics of Microcredit Programmes in Bangladesh", etc. It is worth mentioning that most of these important research studies have been extended to the second phase following the success from the first phases. Apart

from these flagship research projects, there are other specialised studies like: "Assessing Financial Inclusion in Char and Haor Areas in Bangladesh", "Effectiveness of PRIME Interventions in the South-western Bangladesh: Baseline Survey", "Position of Microcredit Recipients and Providers in the Sidr and Aila Affected Coastal Areas of Bangladesh (Pilot Study)", "Social Impact of Microfinance on Gender Norms and Behaviour", etc. New dimension has also been introduced in research arena of InM with topics like "Effectiveness of MRA Regulations in Microfinance Sector: The User Perspective" and "Impact of MRA Regulations on the Cost Efficiency of Microfinance Institutions in Bangladesh" this year.

InM established its **International Training Centre** in Cox's Bazar.

5514 microfinance practitioners received training through InM's **24** Training Service Providers.

40 Professionals have become InM Certified Trainers through ToT in 2012.

InM would further extend its research focus on other new areas of concern like “Environmental Development and Climate Change”, “Inclusive Finance”, “Enterprise Development”, “Indebtedness”, etc. The areas of operations of InM research consequently have been expanded through important policy suggestions and recommendations by preparing “Policy Notes” on dynamic and diversified development issues related to the sector.

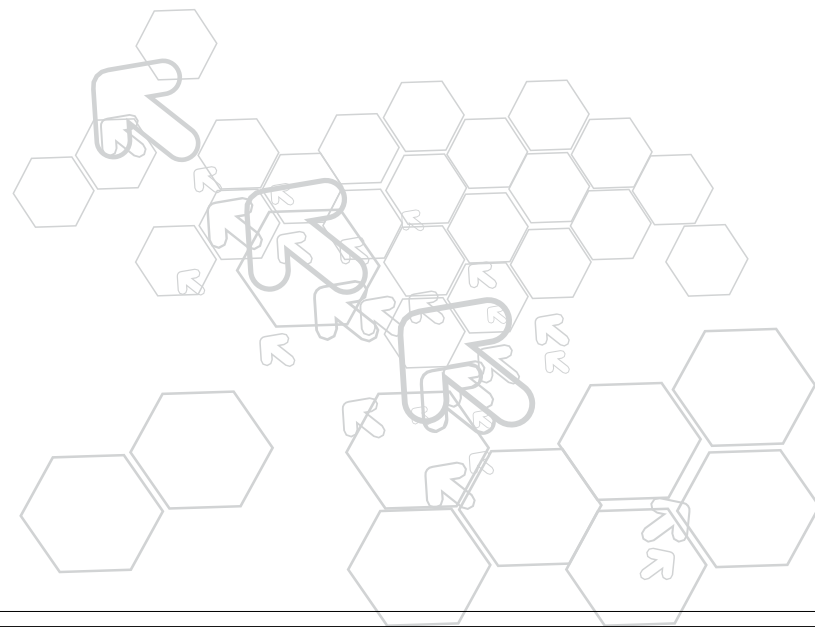
Significant progress has been observed in terms of InM Training activities in 2012. The Training division has been developing specialised, standard, and integrated training modules for its training programmes. For developing training modules, generic as well as demand-driven and relevant specialised topics have been taken into account to maintain the standard of these modules. InM has already developed modules on new demand driven topics like: “Microfinance Product Design and Business

Planning” and “Microfinance Credit Delivery Process and Operations”. The previously developed modules of InM are: “Microfinance Operations and Management”, “Book Keeping and Accounting Management for MFIs”, “Legal Regulatory System and Governance”, “Monitoring and Evaluation of Microfinance Programme”, “Improving Participatory Managerial Skills & Management Style”, and “Advanced Training of Trainers (ToT)”. In 2012, InM has trained 5,514 MFI professionals and so far, the Institute has trained more than 12,000 microfinance practitioners through its various training programmes. Apart from arranging regular training for the sector stakeholders, InM, jointly with Japan International Cooperation Agency (JICA) and Dhaka South City Corporation (DSCC), organised a 5-day training on “Participatory Monitoring and Evaluation”. The training was aimed at building capacity of the Conservancy Officers (COs) and Conservancy Inspectors (CIs) of DSCC.

In **China, India, Japan, and Nepal**, InM extended its activities and support to development practitioners and researchers in related areas.

1 Innovative product developed (Niramoy) in Micro Health Insurance.

Another significant event of the Institute was the launching of InM International Training Centre at Cox’s Bazar in January 2012. InM plans to provide international level training to the sector stakeholders and the practitioners and also to rent out the centre to other organisations in order to generate revenues. InM has already conducted two customised training programmes at the training centre, one of them was an international training programme jointly organised with Asian Institute of Technology (AIT), Thailand on “Design and Development of Training Materials”. InM also conducts different training programmes in China for various Chinese institutions. Personnel from InM are working as microfinance experts in China for this purpose. Teams from different Chinese MFIs also visited InM to know more on microfinance activities in Bangladesh.



The Knowledge Management and Communication (KnM) division has organised a significant National Seminar on: “Designing and Piloting Micro Health Insurance (MHI) in Bangladesh”. Prior to this event, an innovative MHI product named “Niramoy” has been inaugurated at Churkhai, Mymensingh with the initiative of InM in cooperation with Community Based Medical College Hospital, Bangladesh (CBMCHB) under Community Health Foundation Bangladesh (CHFB), Green Delta Insurance Company Ltd., General Pharmaceuticals Ltd., and some major microfinance institutions (MFIs) active in the location.

Another important event of KnM division this year was arranging the Dialogue on “Strengthening India-Bangladesh Relations: Sustainable Development and Poverty Eradication” jointly with Bangladesh Unnayan Parishad (BUP) and Palli Karma-Sahayak Foundation (PKSF) in cooperation with the Centre for Policy Research (CPR), India. Besides, InM organised two Regional Dialogues in Chittagong and Mymensing to understand the needs, problems, and challenges being experienced by the MFIs and to strengthen interactions and collaborations with the MFI practitioners and stakeholders at the regional levels.

InM organised **5** thematic seminar, workshop and dialogue(s), including **1** special dialogue on Bangladesh-India relations.

InM organised **3 policy advocacy programmes** through electronic media and among them, **1** was internationally acclaimed and awarded (a programme on climate change, environment and development).

For its Media Relation and Advocacy Programme, InM organised different TV programmes such as: Tritio Matra and Krishi Budget-Krishoker Budget of Hridoye Mati O Manush on Channel-i and also telecast Documentary Programme: Environmental Development and Poverty Reduction on ATN Bangla which have put significant impact on building awareness on the objectives of microfinance among the mass people. Besides, InM published Working Paper, Policy Brief, Research Brief, Policy Paper, Book, Study Report, Bangladesh Microfinance Statistics, etc. as its regular publications. InM also published a Bangla Book named “Microfinance in Bangladesh: Past, Present and Future” along with a collaborative publication of a book named “Seasonal Hunger and Public Policies: Evidence from Northwest Bangladesh” with The World Bank.

Looking ahead at the upcoming years, InM is dedicated to continuing its effort to serve for the overall capacity building of the sector, and to play a more pro-active role in shaping the future agendas of the Institute in terms of microfinance, poverty alleviation, development as well as other relevant and contemporary areas of operations concerned with the theory and practice of development.

Dr. Qazi Kholiquzzaman Ahmad

New Chairman of InM

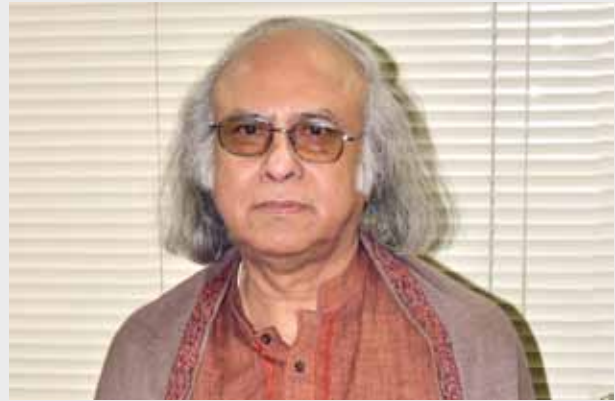
Renowned economist and a socio-economic specialist of international repute Dr. Qazi Kholiquzzaman Ahmad is the new Chairman of InM.

Dr. Qazi Kholiquzzaman Ahmad has a wide range of research work on policy planning, food and agriculture, environment and water resources, rural development, poverty alleviation, human development, technology and employment generation, women in development and gender issues, etc. He is currently the Chairman of Palli Karma-Sahayak Foundation (PKSF).

Dr. Ahmad is a member of the 2007 Nobel Peace Prize winning UN Intergovernmental Panel on Climate Change (IPCC) Team. He is also the Coordinator of Bangladesh Climate Change Negotiating Team, and a Member of the UNFCCC Clean Development Mechanism (CDM) Executive Board. A development thinker and practitioner, he is the Chairman of Governing Council and Director of Dhaka School of Economics (DScE).

He is former President (2002-2010) of Bangladesh Economic Association (BEA), founder Chairman of the multidisciplinary research organisation Bangladesh Unnayan Parishad (BUP), and a former Research Director at the Bangladesh Institute of Development Studies (BIDS).

He was president of the Kuala Lumpur-based Association of Development Research and Training



Institutes of Asia and the Pacific (ADIPA) and was Vice President of the Rome-based Society for International Development (SID). He participated in the Bangladesh War of Liberation in 1971 and worked in the Planning Cell set up by the Bangladesh Government in exile.

He received the Ekushey Padak awarded by the Government of Bangladesh in 2009. He has to his credit 35 books and over 200 learned articles published at home and abroad.



Professor M. A. Baqui Khalily joins InM as the **Executive Director**

Professor M. A. Baqui Khalily joins the Institute of Microfinance (InM) as its new Executive Director on 1 October 2012. He was the first Executive Director of the Institute from November 2006 to January 2010.

Professor Khalily retired from the Department of Finance, University of Dhaka on 30 September 2012, after working there for 37 years. He was the Chairman of the Department of Finance, University of Dhaka during 2000–2003. He did his Master's and Ph.D. from the Ohio State University, USA.

Professor Khalily has keen interest in corporate governance and is the current Chairman of the 'Center for Corporate Governance and Finance Studies' at the University of Dhaka. Besides, he was the Director of Dhaka Stock Exchange for the period 2000 – 2009. He was also the Pro-Vice Chancellor and the Acting Vice Chancellor of Presidency University from July 2004 to September 2005. He was Visiting Scholar in the Department of Agricultural Economics and Rural Sociology of the Ohio State University during December 1993 – January 1994.

Professor Khalily led a number of significant research projects from InM namely "Access to Financial Services", "Impact of PRIME interventions on Monga Mitigation in Greater Rangpur Region in Bangladesh", "Monga in North-Western Bangladesh – An Analysis of Benchmark Data of Five Districts in Greater Rangpur", "Multiple Membership (Overlapping) in Microcredit Markets of Bangladesh", "Impact of MRA Regulations on the Cost Efficiency of Microfinance Institutions in Bangladesh", etc.

He is the co-editor of the book entitled "Readings in Microfinance: Reach and Impact" published jointly by InM and the University Press Limited (UPL).



CHAPTER

1

THE INSTITUTE

The Institute of
Microfinance
(InM) is a “Centre of
Excellence” in Research
Training, and Knowledge
Management

18 Understanding the Institute

19 What We Do

21 Sustainability Strategy, Future Plans, and Challenges Ahead

Understanding the Institute

The Institute of Microfinance (InM) is a “Centre of Excellence” in Research, Training, and Knowledge Management in the field of microfinance, poverty alleviation and development at national and international levels.

Initiated and promoted by Palli Karma-Sahayak Foundation (PKSF) in 2006, InM is registered as an independent non-profit institution under the Societies Registration Act 1860. It is principally funded by UKaid, Department for International Development (DFID) through its Promoting Financial Services for Poverty Reduction (PROSPER) Programme. The Institute is working for developing the overall capacity of the microfinance sector and creating evidence-based knowledge in the area of microfinance and poverty reduction, as well as managing and disseminating the results for the benefit of policymakers and practitioners.

The Institute endeavours to further extend its research and capacity building activities in other diversified issues like microinsurance, inclusive finance, environmental development, climate change, and other allied areas through building network with microfinance institutions, sector stakeholders and reputed researchers at home and abroad.

Vision

Towards establishing a poverty free world, InM sees itself as a frontline centre of excellence in knowledge creation and management.

Mission

- Firstly, InM will contribute to the capacity building of the microfinance sector in Bangladesh through training and academic programmes for human resource development, conducting research studies and dissemination of findings, regular dissemination of new knowledge and technology for the benefits of the sector.
- Secondly, the Institute should emerge as a centre of excellence in microfinance, poverty, enterprise development, and other allied areas at the national and international levels through building network with microfinance institutions, sector stakeholders, reputed researchers, thinkers and professionals, and exchange of ideas and experiences.

Goals and Objectives

InM is committed to poverty reduction and rural development through research, training and knowledge management on microfinance at the national and international levels.

The Institute has the following key objectives:

- To conduct research on microfinance and its effects on the economy, poverty alleviation, inequality and vulnerability.
- To initiate, undertake and promote research and action research activities directed towards the expansion, growth and consolidation of national and global microfinance and related programmes for poverty alleviation.
- To collaborate with national and international agencies and universities for research, action research and other professional activities such as training, livelihood promotion, environmental issues, experimentation and academic degree programmes in Bangladesh and other countries.
- To use research results and lessons of inter-country experiences and prepare policy notes and reports to help policymakers and practitioners of microfinance.
- To initiate, undertake and arrange training programmes for microfinance professionals and practitioners from home and abroad.
- To develop and maintain database on national and global microfinance.
- To set standards, prepare best-practice examples, formulate policy documents and prepare guidelines to help the sector stakeholders.

What We Do

Apart from the regular research studies and training programmes, InM is engaged with different consultancy and programme management activities. These services give InM opportunities to excel as a unique organisation at home and abroad.

Research: InM conducts different research studies on dynamics of poverty and inter-relationship with microfinance, household survey and impact assessment. It also conducts studies on evaluation of microfinance programmes, microfinance product development, etc.

Training: InM conducts scheduled and tailor-made courses, capacity building planning, training of trainers along with curriculum and module development, training evaluation, etc.

Consultancy: For its consultancy activities, InM is involved in microfinance programme management, developing policy advice, strengthening local governance, strategic planning, project design and development, monitoring and evaluation, change management and institutional development, etc.

Programme Management: InM provides technical assistance to management services, project and programme cycle management, monitoring, review and evaluation to other organisations.

Key Areas

InM has three unique divisions - Research, Training and Knowledge Management. The key areas are:

Research

Research is the main activity of the Institute focussing on microfinance, poverty and development issues in the national and international arena. The goal of InM Research is to derive lessons and insights to guide policymakers and stakeholders of the microfinance and development. Therefore, InM conducts research independently and/or jointly with distinguished researchers as well as in collaboration with renowned research institutions from home and abroad. The underlying objective of the research agenda is to develop insights into the issues of poverty and microfinance, and also to assess the impact of different interventions including microfinance. InM research primarily focuses on the following issues: Poverty Alleviation and Socio-Economic Development, Microfinance and Rural Economics. In addition, it can also work in other areas such as: Human Rights, Governance, Gender and Equity, Health, Hygiene, Sanitation, Nutrition and Demographic issues, Environmental and Natural Resource Economics and so on. Besides, InM also encourages action research supporting poverty reduction programmes and conducts research as per clientele need.

Training & Education

As comprehensive and relevant capacity building programmes are essential to overcome many development challenges, InM Training division is dedicated towards the capacity building of MFIs and other partner organisations. Providing training and education services of international standard on microfinance, microenterprise, livelihood promotion, gender,

governance, environmental issues, and encouraging the best practice models are the underlying principles of the training activities of the Institute. InM has also been mandated to collaborate with national and international organisations in supporting need based training, diploma and degree programmes in microfinance. InM believes that to increase the competencies of trainers and service providers are needed to ensure their readiness in responding appropriately to the demands of the sector.

Knowledge Management & Communication

The Knowledge Management and Communication (KnM) division of the Institute works as the hub of all research data and works as the voice of InM by disseminating its activities to the wider audience and managing its public relations activities. It coordinates the task of editing, featuring, publishing and preserving/managing all academic papers, teaching case banks, reports, books and other publications and intellectual properties of the Institute. This division is also responsible for MIS, microfinance pricing transparency, publishing newsletters, microfinance statistics, organising seminars, workshops and dialogues with the stakeholders, journalists, civil societies and policymakers. KnM division helps the Institute's ability to get the most from the activities through its workforce and information technology to harness the intellectual capital of the Institute by maintaining networks with development partners in the field of microfinance and development.

Sustainability Strategy, Future Plans, and Challenges Ahead

With respect to organisational sustainability, InM is always keen to see itself as a self-sustained institution.

InM looks forward to obtaining the organisational sustainability for fortifying its future and has already extended and diversified its activities with new scope and ventures keeping its goal and sustainability issue in mind. It envisions itself as a dynamic Institute with a new height of expectations of onward vision to establish itself as a “Centre of Excellence”.

InM has already established its prominence in the sector through its research, training and knowledge management activities by making effective impact in terms of knowledge creation and capacity building. InM would continue taking up qualitative research studies on new and significant research areas like – managing climate induced risks, employment generation through microcredit, asset creation mechanisms, designing micro-insurance products, etc. InM would prioritise the dissemination of its research findings through its publications and different issue based seminars, workshops and dialogues. The publications would be an effective mode and the seminars/workshops and dialogues would be a strong platform for InM to propagate its research findings effectively to the policymakers, sector stakeholders and mass people. InM will also continue organising TV programmes, dialogues like talk shows in different TV Channels as its knowledge dissemination approach to enhance mass people’s knowledge and ideas on microfinance and other development issues.

New areas would also be explored in terms of training and capacity building of the sector. InM Training Division

would also explore new, innovative and dynamic training programmes like – business planning, entrepreneurship development, group dynamics, community mobilisation, risk management mechanism, along with emphasising different environmental and disaster management issues. InM also plans further to strengthen its presence in the international arena through its research and training activities. As a result it has already collaborating with different institutions from China, Japan, Nepal, and Thailand to carry out different training and networking activities. It also plans to generate revenues by attracting training professionals from home and abroad to use InM International Training Centre at Cox’s Bazar as their training venue for organising training, seminars and workshops on regular basis.

To contribute towards its organisational and financial sustainability, significant changes in the Institute’s sustainability strategy have already been adopted such as branding InM in the microfinance and development sector, developing diverse strategic alliances, developing a strong working group, rearranging the governance system of international standard, revenue generation through national and international training programmes, research revenue, selling of the publications, and developing business plan and partnership model with stakeholders etc. InM is also looking forward to having funds from other development agencies as the Institute desires to work with multi-donor agencies for expanding its activities in different relevant and specialised fields related to the development sector.

CHAPTER 2

GOVERNANCE AND INTERNAL MANAGEMENT

The Institute is
governed by a
two-tier Governance
System: Governing
Body and General
Body

- 24 Governance Structure in 2012
- 27 Administration and Finance
- 27 Internal Management

Governance Structure in 2012

The Institute is governed by a two-tier Governance System: Governing Body and General Body. The basic governance lies with the Governing Body of the Institute. It comprises of 7 (seven) members, including the Executive Director of the Institute as an ex-officio member. Professor M.A. Baqui Khailly is currently the Executive Director of the Institute.



The InM Governing Body 2012

The General Body is the Institute's highest authority. It is responsible for the overall policy guidance and direction for efficient functioning of the Institute. Total number of members of the General Body is 14 (fourteen), including 7 (seven) members of the Governing Body.



General Body of InM (1 January – 31 December 2012)

InM Governing Body (as of 31 December 2012)



Chairman

Prof. Wahiduddin Mahmud

Former Advisor to the Caretaker Government of Bangladesh, and Member of the United Nations Committee for Development Policy (UNCDP)

Members



Dr. Iqbal Mahmud
Professor Emeritus
Department of Chemical
Engineering
Bangladesh University of
Engineering & Technology
(BUET)



**Dr. Quazi Mesbahuddin
Ahmed**
Managing Director
Palli Karma-Sahayak
Foundation (PKSF)



**Ms. Rasheda K.
Choudhury**
Former Advisor to the
Caretaker Government
of Bangladesh, and
Executive Director,
Campaign for Popular
Education (CAMPE)



**Dr. Toufic Ahmad
Choudhury**
Director General
Bangladesh Institute
of Bank Management
(BIBM)



**Dr. Pratima Paul-
Majumder**
Senior Research Fellow
Bangladesh Institute of
Development Studies
(BIDS)



**Professor M. A. Baqui
Khalily**
Executive Director, InM
(Ex-officio)
(since 1 October 2012)

Dr. Md. Mosleh Uddin Sadeque
Interim Executive Director, InM (Ex-officio)
(31 January 2010 - 30 September 2012)



InM General Body (as of 31 December 2012)

InM General Body consists of 14 members. 7 members of the Governing Body are also the members of the General Body.

Other Members of the General Body:



Mr. Khondkar Ibrahim Khaled
Chairman
Bangladesh Krishi Bank



Professor A. K. M. Nurun Nabi
Department of Population Sciences
University of Dhaka



Dr. Jadab Chandra Saha
Former Managing Director
Bangladesh Krishi Bank



Ms. Parveen Mahmud
Managing Director
Grameen Telecom Trust



Dr. M. A. Hakim
Professor & Chairman
Department of Business Administration
University of Development Alternative (UODA)



Dr. Jashim Uddin
Deputy Managing Director
Palli Karma-Sahayak Foundation (PKSF)



Dr. Md. Mosleh Uddin Sadeque
Director (Training and Operations)
(since 1 October 2012)

Administration and Finance

InM has a strong team at each of Administration and Finance divisions to cater the administrative and financial support to the management and the activities associated with research, training and knowledge management divisions.

The Administration Division provides HR and support services to the functional divisions of the Institute. It ensures coordination among the divisions, top management, and Finance & Accounts Division regarding compliance issues.

InM has an efficient Finance and Accounts (F & A) Division that maintains the overall financial affairs and manages related budgetary activities as well as ensures financial transparency of the regular activities of InM. The financial activities of the Institute are performed and monitored by two auditing cells – internal and external auditing bodies.

Internal audit of InM ensures the regular auditing activities of all the expenditures of the Institute. The adequate internal check and control are in place through appropriate employment of finance and internal audit team to check and validate the expenses and the

systems in operation. It performs the regular auditing of the financial documents of all programmes and branches, and reports to the ED.

The F & A Division prepares financial statements in conformity with general accepted accounting practices, Bangladesh Accounting Standard (BAS) and Bangladesh Financial Reporting Standards (BFRS).

External audit is performed each year by reputed external audit firm appointed by the InM Governing Body after getting the approval at the Annual General Meeting. KPMG, Rahman and Rahman Huq, a renowned world class audit firm, has been appointed as the external auditor of InM for this year which provides considerable time to audit the expenditures of the Institute's operational activities and overall financial management.

Internal Management

Research Committee (RC)

To strengthen the research activities of the Institute, InM has constituted a five-member Research Committee (RC) with a view to ensuring proper planning and implementation of various research programmes initiated by InM. The RC monitors the progress in research works, evaluates/approves research proposals, and deliberates on various decisions regarding research.

Review, Coordination and Planning

InM arranges "Monthly Staff Coordination Meeting" each month with its regular employees discussing

the departmental activities and work progress of the Institute.

The meeting follows-up the progress of activities in terms of previous coordination meeting and the suggested deadlines. It provides opportunity for the staff to interact and discuss issues relating to various departmental and administrative matters.

The meeting is mainly arranged to review the work progress, coordination and planning mechanism of the Institute along with delivering instructions for important Institutional and administrative orders. The meeting also discusses the employees' work plan for coming month.



InM Team

For operating the Institutional activities smoothly, the research, training and knowledge management divisions of InM have a competent team of professionals. The regular core research and training group comprises well-coordinated and dedicated researchers/trainers with extraordinary expertise. Besides, InM draws research scholars from reputed national and international universities and institutions across the world. In addition, InM always welcomes interested researchers and academicians to join the dynamic team for working with the best practice examples of the sector.

Current Strength of InM Core Staff (as of 31 December 2012)

Posts	Number of Positions
Executive Director	1
Directors	2
Senior Deputy Directors	2
Senior Assistant Directors / Senior Research Associates	7
Assistant Directors-1 / Research Associates-1	9
Assistant Directors-2 / Research Associates-2	5
Officers / Assistant Officers	4
Total	30

CHAPTER 3

RESEARCH

Research is the most
prominent
among the core
activities of
the Institute

- 31 Thematic Areas of Research
- 34 InM Research in 2012
- 49 InM Flagship Research Projects

InM Research

A Sphere of Distinctive Knowledge

Research is the most prominent among the core activities of InM. It is mainly focused on the issues, challenges and experiences of microfinance programmes and their roles in poverty reduction and development.

The Institute carries out research on policy relevant strategic issues of microfinance and development. The key consideration of research is to derive lessons and insights for guiding policymakers and practitioners so that the research outputs can be of direct relevance to the sector stakeholders, both at macro- and micro-levels.

InM Research has been streamlined by defining the key themes of its research, preparing the concept notes on all research projects, outlining the research questions addressed, and policy issues covered by each of the research projects. It also undertakes multi-disciplinary studies on various development issues of national and global importance.

During these days, InM research has been focusing on a vast range of socio-economic development issues such as access to financial services, dynamics of poverty, multiple memberships (overlapping), indebtedness of microcredit borrowers, microfinance interest rate, social impact of microfinance, microinsurance, asset accumulation, and governance of MFIs etc.

Along with the mandated research, the new areas of concern of InM Research have been extended to related innovative areas such as inclusive finance, enterprise development, health and education, rural credit market portfolio, performance of MFIs, environmental development and climate change, etc.



Thematic Areas of Research

1 Poverty and Microcredit

Eradication of poverty is the prime goal of many countries. In Bangladesh, it is even more important given its high level of poverty. Research in this area is most important for formulation of policies/programmes of poverty alleviation. Microcredit has so far been found to be a useful tool of poverty alleviation. InM is mandated to study how microcredit can affect the aspects and dynamics of poverty.

2 Evaluation of Specific Programmes

Government and non-government agencies/organisations undertake and implement specific poverty alleviation programmes overall or in times of needs. InM undertakes impact evaluation studies of the programmes especially connected with microfinance.

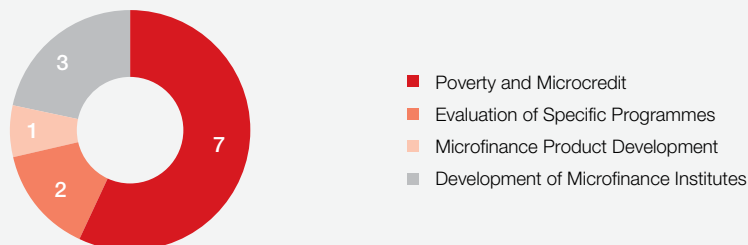
3 Microfinance Product Development

At the beginning, MFIs used to administer microcredit for the rural poor for their poverty alleviation through investing the borrowed money in income generating activities. Over time, the dimensions have expanded and the service of MFIs is no longer confined to only administering microcredit for income generating activities. Instead of microcredit, the term "microfinance" which encompasses microcredit, micro-saving, microinsurance, and so forth, is commonly used. Even the traditional microcredit has crossed its limit of financing income generating activities to financing microenterprises. InM undertakes studies on the aspects of various product developments of MFIs.

4 Development of Microfinance Institutes

Since the MFIs have become development partners in terms of poverty alleviation through administering microcredit and other such products, their success relies on their governance. Therefore, governance issues of MFIs are the burning questions to be looked into for further development of the institutions.

Theme-wise Research Projects (2012)



Policy Research

The Institute conducts rigorous policy research and carries out research on many topics of concern to policymakers.

InM provides policy suggestions and recommendations for significant policy implications through its “Policy Notes” based on the InM Research findings, and also reviews of the best practices for the benefit of policymakers, planners and development practitioners at home and abroad giving special focus on microfinance. These policy recommendations and advices are in

conformity with the contemporary policy issues and challenges that the microfinance sector faces. InM regularly disseminates these policy suggestions by publishing Policy Papers and Policy Briefs, and by organising seminars and dialogues on the selected contemporary issues.

Research Staff

Two categories of research staff—In-house and Visiting Researchers—are involved in various research studies of the Institute.

Besides, fresh graduates from different reputed universities with outstanding academic results are selected as the in-house research staff at junior levels. Lateral entry is also allowed at senior positions based

on their academic achievements and experiences in research. The visiting researchers are appointed from various reputed local and foreign universities and research institutions.

In-house Researchers

Senior Level

Mid Level

Junior Level

Visiting Researchers

In-Country

Expatriates

InM Visiting Fellows for the Year 2012



Dr. Rashid Faruqee
Virginia International University,
USA, and former Lead Economist,
The World Bank



Professor Syed M. Ahsan
Department of Economics
Concordia University,
Canada



Professor S. R. Osmani
Department of Economics,
University of Ulster, UK

Researchers involved in different research works (2012)

Renowned research scholars from home and abroad with extensive expertise are invited to work with InM research team to produce significant research outputs of distinguished quality. InM has been drawing eminent research scholars from reputed universities and development institutions across the world. The Institute has drawn the following research scholars in 2012.

In-country Researchers

- **Professor M. A. Baqui Khalily**, Department of Finance, University of Dhaka
- **Dr. Binayak Sen**, Research Director, Bangladesh Institute of Development Studies (BIDS), Bangladesh
- **Dr. S. M. Nurul Alam**, Professor, Department of Anthroptology, Jahangirnagar University, Dhaka
- **Dr. Syed Abdul Hamid**, Associate Professor, Institute of Health Economics, University of Dhaka
- **Dr. Atonu Rabbani**, Assistant Professor, Department of Economics, University of Dhaka
- **Dr. Meherun Ahmed**, Assistant Professor, Asian University for Women (AUW)
- **Dr. Wahid Abdallah**, Department of Economics & Social Sciences, BRAC University

Expatriate Researchers

- **Dr. Rashid Faruqee**, Virginia International University, USA, and former Lead Economist, The World Bank
- **Professor S. R. Osmani**, Department of Economics, University of Ulster, UK
- **Professor Syed M. Ahsan**, Department of Economics, Concordia University, Canada
- **Dr. Shahidur R. Khandker**, Lead Economist, The World Bank

InM Research in 2012

Completed

- Dynamics of Poverty in Rural Bangladesh (Anthropological Study)
Lead Researcher: **Professor S. R. Osmani**

- Access to Financial Services (ATFS) in Bangladesh: Phase-I
Lead Researcher: **Professor M. A. Baqui Khalily**

- Multiple Memberships (Overlapping) in Microcredit Market of Bangladesh
Lead Researcher: **Professor M. A. Baqui Khalily**

- Effectiveness of PRIME Interventions in the South-western Bangladesh: Baseline Survey
Lead Researcher: **Dr. Atonu Rabbani**

- Effectiveness of PRIME Interventions in Greater Rangpur: A Longitudinal Approach (Phase-IV)
Lead Researcher: **Dr. Atonu Rabbani**

- The Outreach-Profitability Trade-off: Evidence from an Ultra-Poor Programme in Bangladesh
Lead Researcher: **Dr. Wahid Abdallah**

On-going

- **Microinsurance, Poverty and Vulnerability in Bangladesh: Phase-II**
Lead Researcher: **Professor Syed M. Ahsan**
- **Impact of MRA Regulations on the Cost Efficiency of Microfinance Institutions in Bangladesh**
Lead Researcher: **Professor M. A. Baqui Khalily**
- **Effectiveness of MRA Regulations in Microfinance Sector: The User Perspective**
Lead Researcher: **Dr. Muhammad Abdul Latif**
- **Long-term Dynamics of Microcredit Programmes in Bangladesh**
Lead Researcher: **Dr. Shahidur R. Khandker**
- **Social Impact of Microfinance on Gender Norms and Behaviour**
Lead Researcher(s): **Dr. Sajeda Amin & Ms. Simeen Mahmud**
- **Assessment of Existing Status of Beneficiaries and Experience of Service Providers in the Sidr, Aila Affected Areas of Bangladesh with a Particular Focus on Microcredit**
Lead Researcher: **Dr. Santi Ranjan Howlader**
- **Assessing Financial Inclusion in Char and Haor Areas in Bangladesh**
Lead Researcher: **Dr. Mahfuz Kabir**

Research Highlights (2012)

Dynamics of Poverty in Rural Bangladesh: Anthropological Study

Lead Researcher:
Professor S. R. Osmani

The “Dynamics of Poverty in Rural Bangladesh: Anthropological Study” observes how the livelihood of people is changing over time, in a more focused way. It is a part of the original research design of “Dynamics of Poverty in Rural Bangladesh” to undertake specialised anthropological surveys on a smaller scale using the sub-sample of the benchmark sample of the main study. In addition, this study will help develop further hypotheses about poverty dynamics based on case studies that can be tested and refined when quantitative panel data become available.

The six Thematic Reports of the Anthropological Study show that the inherited assets play a strongly positive role in furthering the asset base of households and the occupational diversification plays important role to move up the asset ladder. The notable achievement is that MFIs could convince the households to save but usually the poorer households use microcredit to purchase the asset but to use it in any kind of income generating work. Proper use of microcredit is an important instrument for asset creation. Medical expenses and the natural disasters affect the household’s ability in a large scale to improve their economic condition and thus the internal and external factors work in tandem to shape the trajectory of economic transition, and favourable internal factors help largely to improve the economic fortune. Legal and successful migration helps households to improve their economic condition while the illegal and unsuccessful migration the worst.

This study also suggests that a strong social safety net may help the households with unfavourable internal factors in a great way; at least it can prevent the economic decline. Microfinance borrowers should be given a choice of alternative repayment schedules – weekly, fortnightly, and monthly instalment – to suit the particular circumstances of different households. There should be greater provision for adjusting instalment from savings made with the MFIs. There should be greater flexibility in rescheduling loan repayment taking due note of contingencies.

Effectiveness of PRIME Interventions in the South-western Bangladesh: Baseline Survey

Lead Researcher:
Dr. Atonu Rabbani

PRIME (Programmed Initiatives for Monga Eradication) is a programme initiated by Palli Karma-Sahayak Foundation (PKSF) in the northern *monga*-prone areas of Bangladesh in 2006. Since *monga*-like situation of seasonal deprivation exists in other parts of Bangladesh, PKSF has decided to extend PRIME to other ecologically vulnerable areas. As such PRIME was initiated in the five districts of south-western coastal regions of Bangladesh. The report is based primarily on a household survey carried out in the programme areas under PRIME in the south.

Since this study covers the first round of household survey data for the targeted households before the programme initiated, the findings in this report truly reflects the baseline characteristics of the PRIME participants. This also allows tracking the same households over time to identify the potential impacts of the programme on the same households and it was found that the targeted households exhibited features which are more or less in line with the stated criteria for being eligible to receive benefits under the programme. Most of the households primarily depend on wage income and such income is especially susceptible to seasonal variation. Income from wage labour falls short of threshold income for majority of the households during all year round and during the monsoon and its aftermath as high as 70 per cent of the households earn less than Tk. 3,000 per month.

The benchmark study found that the targeted households have exhibited features which were more or less in line with the stated criteria for being eligible for receiving benefits under the programme. It has also showed that the given average income drops during this time, and this drop is primarily demand driven and lack of employment opportunity is an important policy concern for the people in these areas.

Effectiveness of PRIME Interventions in Greater Rangpur: A Longitudinal Approach (Phase-IV)

Lead Researcher:
Dr. Atonu Rabbani

PRIME is a large-scale intervention programme initiated by PKSF and implemented through its POs in the Greater Rangpur region to facilitate credit and other services (such as training, health services) to the ultra-poor households. This study continues to identify the impacts of PRIME participation on many different household welfare parameters such as income, expenditure and asset accumulation. A strongly balanced panel of households was observed over a period of four years (2008 through 2011) to estimate the differential growth rates in the aforementioned outcome variables.

The households participating in PRIME performed better than the non-participating households in terms of income, expenditure and accumulation of livestock (especially cows) and also experience a higher growth in asset values over time. PRIME has been effective in alleviating seasonal and chronic food deprivation among ultra poor households of Greater Rangpur, which has been the short-term objective of the programme. For attaining the long-term objective of diversifying and stabilising income sources of ultra poor households and thereby eradicating *monga*, continuation of PRIME participation will still be critically important. Also, it appears that the programme can be operationally sustainable in the long run to reach out to the ultra-poor households in the *monga*-prone areas of Bangladesh.

The Outreach-Profitability Trade-off: Evidence from an Ultra-Poor Programme in Bangladesh

Lead Researcher:
Dr. Wahid Abdallah

The study investigates the outreach-profitability trade-off using a unique branch level panel dataset on an ultra-poor programme in Bangladesh. The government funded ultra-poor programme in Bangladesh is successful in reaching the ultra-poor. This information was used to calculate proportion of ultra-poor loans at branch level as a measure for outreach (instead of average loan size as used in the literature).

The proportion of Ultra-Poor (UP) loan was considered as their measure of outreach and operational self-sufficiency as the measure for profitability. Researchers found that there indeed exist a robust trade-off between outreach and profitability suggesting that MFIs may not be willing to serve the poorest of the poor. It was found that one per cent increase in proportion of ultra-poor loans decreases operational self-sufficiency by at least 0.23 per cent and up to 0.6 per cent. However, the MFIs with greater proportion of UP loans experiences greater changes in self-sufficiency over time.

Microinsurance, Poverty and Vulnerability: Phase-II

Lead Researcher:
Professor Syed M. Ahsan

Financing of the health care has been a pressing public health issue in Bangladesh since its birth. The longitudinal research project, “Microinsurance, Poverty & Vulnerability”, undertaken by InM has begun to assess and evaluate the viability of micro health insurance as an alternative means of health care financing in rural Bangladesh. The study design calls for three rounds of household surveys in alternate years starting with 2009. In the 2nd phase, in addition to the 2011 household survey, a “Health Care Facility Survey” has also been conducted in 71 health care centres situated in 36 unions spread over 18 upazilas in 9 districts. The analysis carried out invariably points to persistent inequity and inequality in health services delivery in all survey areas such that the poorest are most prone to catastrophic health expenditures. Moreover, due to large unforeseen health expenditures about 4 per cent of the population fall below the poverty line each year.

The study team has begun piloting an experimental micro health insurance (MHI) package entitled as “NIRAMOY” in order to examine the impact of MHI on the level utilization of formal health care for acute illnesses, on the behaviour of out-of-pocket (OOP) payments, and the extent of reliance on ‘costly’ sources (e.g., asset depletion and borrowing) in financing the OOP payment. This pilot is being implemented in collaboration with a major health care provider, namely, Community Based Medical College Hospital Bangladesh (CBMCHB), Churkhai, Mymensingh, three microfinance institutions (MFIs) active in the vicinity namely, ASPADA Paribesh Unnayan Foundation, People’s Oriented Program Implementation (POPI) and Society for Social Service (SSS). The project has secured partnerships of a prominent national insurer, Green Delta Insurance Company Limited and some leading drug manufacturers (e.g., General Pharmaceuticals, Sanofi Aventis). In order to meet the goals in entirety, a clustered randomised controlled trial (CRCT) protocol has been formulated for this study and the benefit package is being offered in 24 clusters in the first round whereas the remaining 12 clusters are being taken as control. The baseline survey for the pilot intervention, conducted in September, 2012, collected information from 3,623 households belonging to the study area. It is anticipated that such action research would eventually shed light on concrete ideas as to the true scope micro health insurance as an effective health care financing mechanism; such that when scaled up quality health care reaches the poor en masse thereby contributing to the cause of universal health coverage (UHC).

Impact of MRA Regulations on the Cost Efficiency of Microfinance Institutions in Bangladesh

Lead Researcher:
Professor M. A. Baqui Khalily

Bangladesh, even being a pioneering country in microfinance, lagged in regulation until 2006 when Microcredit Regulatory Authority (MRA) was established. During the past six years, MRA has granted license to around 650 microfinance institutions (MFIs); and has been supervising them with prudential and non-prudential regulations.

The present study assesses impact of regulation on cost efficiency of MFIs with translog cost function in a stochastic frontier model, using data of some 182 MFIs covering the period of pre-regulation and post-regulation years. The balanced panel data analysis shows that regulation contributes to improve cost efficiency. It impacts directly through changing behaviour of the MFIs, and indirectly through increasing staff productivity and portfolio size. The study also finds that subsidised MFIs have more expense preference behaviour, and are more inefficient. Small MFIs are less efficient. Regulation has higher impact on the partner MFIs of PKSF, the wholesale lending agency in Bangladesh. Robustness of the findings was also tested.

Effectiveness of MRA Regulations in Microfinance Sector: The User Perspective

Lead Researcher:
Dr. Muhammad Abdul Latif

The objective of this study is to examine the effectiveness of MRA Regulations in the microfinance sector. The effectiveness is looked into in terms of the practice and perception of MRA rules at the level of users who are the microcredit institutions, their branches and clients. Moreover, this study examines the level of awareness of the microfinance activities at the clientele level. Data have been collected from 65 MFIs randomly selected from 649 licensed MFIs, their 115 branches and 920 clients.

Preliminary analysis shows that all MFIs, in general, appreciate the establishment of MRA. Obtaining MRA license brings positive change in those institutions in terms of social and financial aspects. Perception of MFIs regarding various rules and regulations set by MRA is positive in general; however, the level of practice varies across different rules. This study has found that most clients are unaware of their rights and rules set by MRA, so steps should be taken to enhance their microfinance knowledge.

Long-term Dynamics of Microcredit Programmes in Bangladesh

Lead Researcher:
Dr. Shahidur R. Khandker

Over the last 20 years, Bangladesh underwent a significant progress in income growth and poverty reduction. Over the same period, Bangladesh has also witnessed phenomenal growth in micro-lending as well as severe competition among microfinance institutions (MFIs). Widespread policy debates have ensued on the effects of micro-lending on poverty reduction as well as MFI competition on the performance and ability of MFIs to meet the needs of the poor. This research study sponsored jointly by World Bank and Institute of Microfinance (InM) attempts to assess (1) how much of the observed growth in income and poverty reduction can be attributed to microfinance growth and (2) how competition among MFIs play out in rural credit markets. The long panel data on household and programme are necessary to study such dynamic issues. A follow-up household survey of some 3,000 households was conducted in 2010/11 to create a long panel along with two earlier surveys carried out in 1991/92 and 1998/99. The programme level panel data from 2005-2010 was made available by InM on 117 MFIs, including BRAC, ASA and Proshika.

An analysis of the long panel household data (1991/92-2010/11) yields interesting findings. First and foremost, microcredit participation indeed improves household income and lowers extreme poverty. Overall, household income grew by almost 10 per cent and their extreme poverty dropped by 2.6 percentage points as a result of microcredit participation. Second, the households that participated in microcredit programmes on a continuous basis benefited more from such participation than their counterparts who participated in microcredit programmes only irregularly. Continuous participation in microcredit programmes lowers both moderate and extreme poverty rates and at rates higher than that achieved by short-term participation.

The analysis of 117 MFIs demonstrates the changing roles of MFIs in product markets and pricing, targeting and MFI ability to recover loans. Findings do not support that newer MFIs are less risk-averse than their older cohorts in targeting, or that increased borrowing among households due to MFI competition has lowered loan recovery rates. The portfolio mix has changed for newer MFIs. Agricultural credit has increased for newer MFIs, but savings products have declined over the period, with loan activity rising among borrowing groups relative to older MFIs.

The data are being further analysed for issues such as indebtedness and net worth, agri-finance, microenterprise growth, and the distributional benefits of microfinance growth in Bangladesh.

Social Impact of Microfinance on Gender Norms and Behaviour

Lead Researcher(s):
Dr. Sajeda Amin
Ms. Simeen Mahmud

This research attempts to study the spread, nature and wider impact of MFIs on gender norms and behaviour. It studies the longer term and synergistic impacts of microfinance programmes for the poor and their implications for women who form the majority of the direct programme members as beneficiaries, an issue which has not received adequate attention in research so far. This study looks at programme duration, diffusion of programme impact in communities that differ in their experience of programme intensity, and the modalities of MFI programmes and their influences and interactions with social dimensions and characteristics of communities. The primary justification of such a study is that it reflects the reality of how credit programme influences diffuse through communities. It is a response to current trends in impact evaluation studies that identify the impact of MFI membership by employing research designs to control for broader impacts. The study asserts that in matters of change in gender norms and behaviours, these characteristics of the community and the interaction with programmes are important both to grasp the true nature of impact and to understand the underlying characteristics that make them work.

Assessment of Existing Status of Beneficiaries and Experience of Service Providers in the Sidr, Aila Affected Areas of Bangladesh with a Particular Focus on Microcredit

Lead Researcher:
Dr. Santi Ranjan Howlader

Many NGOs are operating their microcredit programmes in the Sidr, Aila affected areas. This study aims to assess results/effects of microcredit on the affected areas particularly after these cyclones hit in November 2007 and May 2009. The study will assess the role and contribution of microcredit programmes on the clients and their households in terms of social, economic, livelihood security, environment, financial, access to service providing institutions and, coping mechanism (for disaster, vulnerability and risks). It will look into scopes, potentials and constraints of such programmes based on the experiences of the microcredit providing NGOs. It will also review any support provided by different agencies with post cyclone (Sidr and Aila) rehabilitation programmes and their contribution to the livelihood of the recipient households. In order to mitigate poverty and livelihood insecurity of the people of the Sidr and Aila affected areas, this research project will also try to understand the nature and extent of over-indebtedness and identify major causes and possible remedies at the household and MFI levels.

Assessing Financial Inclusion in Char and Haor Areas in Bangladesh

Lead Researcher:
Dr. Mahfuz Kabir

The study assessed the state of financial inclusion in selected *char* and *haor* areas and to explore avenues for inclusive finance. It was conducted in eight districts in five administrative divisions in Bangladesh in 2011 and 2012 through applying qualitative techniques of field investigation. The aspects of financial inclusion were availability, accessibility, quality, and market structure where both demand side and supply side perceptions were uncovered.

Financial service providers focused by this study are: general commercial banks, specialised banks, department of social welfare, postal department, Microfinance Institutions (MFIs), cooperative societies, and insurance companies. The study revealed major factors that are impeding financial inclusion in char and haor areas to be: (i) difficult eligibility criteria practiced by service providers, (ii) higher socio-economic vulnerability of char and haor making these areas riskier for investment, (iii) high cost of services provided by some service providers, (iv) meagre financial literacy of char and haor dwellers due to their overall backwardness, (v) weak and inadequate communication and transportation facility, and (vi) weekly/monthly installment system practiced by MFIs.

The study suggested a set of recommendations that includes, inter alia: redefine the roles of the government operated financial service providers considering resource constraints of the government; introduce special intervention from the government and/or central bank in the form of providing incentive to those commercial banks and insurance companies to enhance outreach in char and haor areas; create flexible provision of yearly/semi-annual/seasonal instalment payment system of MFIs considering char and haor households; generate provision of customised service packages, viz. 'anytime loans' and 'insurance services; and introduce a hybrid model where MFIs and commercial banks can team up to provide financial services to char and haor households.

**Completed Research
Studies of InM
2007-2012**



Completed Research Studies of InM 2007-2012

Poverty and Microcredit	
Title of the Research Study	Lead Researcher
Monga in Greater Rangpur: Intensity, Coping, Vulnerability, and the Impact of Mitigating Strategies	Professor M. A. Baqui Khalily
Dynamics of Poverty in Rural Bangladesh: Phase I	Professor S. R. Osmani
Access to Financial Services in Bangladesh: Phase-I	Professor M. A. Baqui Khalily
Multiple Memberships (Overlapping) in Microcredit Market of Bangladesh	Professor M. A. Baqui Khalily,
Impact of Microcredit on Agricultural Farm Performance and Food Security in Bangladesh	Professor Abdul Wadud
Urban Microfinance in Bangladesh	Professor Salim Rashid
Searching for An Explanation of Poverty Levels and Trends at Sub-national Levels	Dr. Sajjad Zohir
Microfinance, Gender Role and Individual Modernity: Evidence from Rural Household in Bangladesh	Professor Habibul Haque Khondker
Internal Female Migration in Rural Bangladesh: An Effective Household Coping Strategies	Professor Quamrul Ahsan Chowdhury

Completed Research Studies of InM 2007-2012

Evaluation of Specific Programmes	
Title of the Research Study	Lead Researcher
Impact of PRIME Interventions on Monga Mitigation in Greater Rangpur: Phase-I	Professor M. A. Baqui Khalily
Impact of PRIME Interventions on Monga Mitigation in Greater Rangpur: Phase-II	Professor M. A. Baqui Khalily
Effectiveness of PRIME Interventions in Greater Rangpur: Phase-III	Dr. Atonu Rabbani
Effectiveness of PRIME Interventions in Greater Rangpur: A Longitudinal Approach, Phase-IV	Dr. Atonu Rabbani
Effectiveness of PRIME Interventions in the South-western Bangladesh: Baseline Survey	Dr. Atonu Rabbani
Baseline Data Analysis of Microfinance Support Intervention for Food Security for Vulnerable Group Development (FSVGD) and Ultra Poor (UP) Beneficiaries	Professor M. A. Baqui Khalily
Impact Study of Microfinance Support Intervention for Food Security for Vulnerable Group Development (FSVGD) and Ultra-Poor (UP) Beneficiaries Project	Professor M. A. Baqui Khalily
An Evaluation of Microfinance Programme of Plan Bangladesh: Effectiveness and Efficiency to Reach the Extreme Poor	Professor M. A. Baqui Khalily

Completed Research Studies of InM 2007-2012

Microfinance Product Development

Title of the Research Study	Lead Researcher
Developing Appropriate Microinsurance Products for the Low Income Households (UNDP)	Professor Syed M. Ahsan
Microinsurance, Poverty and Vulnerability: Phase-I	Professor Syed M. Ahsan

Development of Microfinance Institutions

Title of the Research Study	Lead Researcher
The Impact of Governance Mechanisms on performance and outreach of Microfinance Institutions in Bangladesh	Professor Tanweer Hasan
Strategic Behaviour of NGOs/MFIs in Bangladesh	Dr. Kazi Iqbal
The Outreach-Profitability Trade-off: Evidence from an Ultra-Poor Programme in Bangladesh	Dr. Wahid Abdallah

InM Flagship Research Projects



Access to Financial Services (ATFS) in Bangladesh

Lead Researcher: Professor M. A. Baqui Khalily

InM conducted a national survey on “Access to Financial Services (ATFS) in Bangladesh” providing the insight of multi-dimensional characteristics of ATFS. The ATFS survey was conducted over 8936 households in 63 districts of Bangladesh (Rangamati is excluded).

This study encompasses an analysis of the intensity of access to different financial services, and impact of access to finance on different outcomes. It is the first comprehensive national survey on ATFS in Bangladesh including all the major financial services (savings, credit, and insurance), needs, and usage among consumers, in both the formal and informal sectors. The findings of this survey have implications for the Bangladesh Bank, commercial and development banks, insurance companies, MFIs as well as Microcredit Regulatory Authority (MRA).

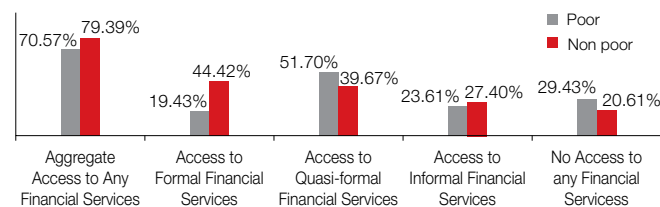
The ATFS survey data shows that around 77 per cent of the households have access to any financial services – credit, savings and insurance. Nationally, 54.12 per cent of the households have access to any credit (formal, quasi-formal and/or informal). Non-poor households have more access to any financial services than the poor one. Almost two-third of the borrowers in the credit market (formal and quasi-formal together) is female. But female borrowers are mainly dominating the quasi-formal credit market with a share of 82.29 per cent of this particular credit market. On the other hand, formal credit market is a male-dominating market with 67.2 per cent of borrowers in it. Nationally, 56.53 per cent of the households have access to any form of savings (formal, quasi-formal and/or informal). But the share of quasi-formal savings in the largest among the three types (29.31%) followed by 27.56 per cent for formal market. Highest percentage of households have access to saving via MFIs (37.94%) followed by government commercial banks (23.79%). Nationally 23.23 per cent of the households do not have access to any financial services.

“About 77 per cent of the households have access to any kind of financial services.”

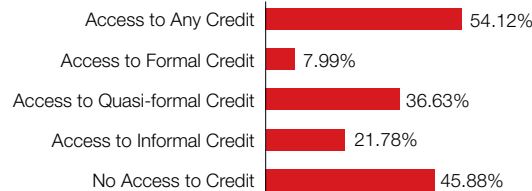
Intensity of Access to Different Financial Services at Aggregate



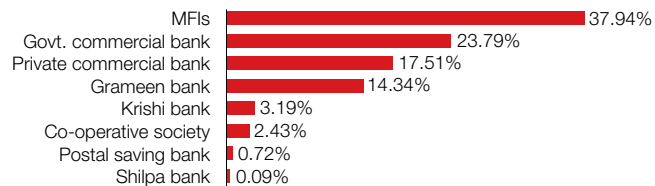
Access to Financial Market by Poverty Status



Access to Credit



Percentage of Households Having Access to Savings Account by Institution



Access to Savings



Dynamics of Poverty in Rural Bangladesh

Lead Researcher: Professor S. R. Osmani

InM conducted a Benchmark Survey of the study titled “Dynamics of Poverty in Rural Bangladesh”. The survey was based on a sample of 6,300 rural households from 180 villages in 63 districts.

The study reveals some key features of the nature and the extent of poverty decline as follows:

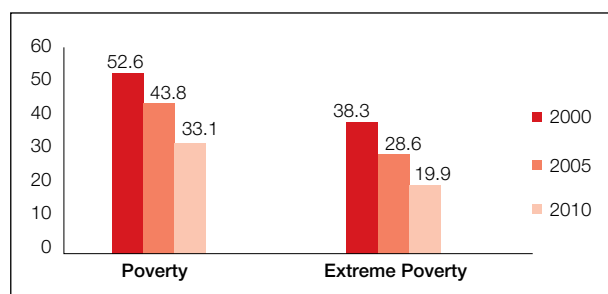
- Very sharp decline of the proportion of extreme poor - from 38 per cent in 2000 to just 20 per cent in 2010.
- Equally sharp rise in the proportion of the well-offs - from 36 per cent to 54 per cent.
- The group owning more land not only had less poverty but also enjoyed faster rate of poverty reduction than those owning less.
- Shifts in occupational pattern played only a minimal role in the process of rural poverty reduction. Less than 10 per cent of the decline of poverty during the last decade can be attributed to shifts between occupations.
- The level of poverty falls systematically with higher educational status of the head of household. Higher

“Microcredit’s contribution towards poverty reduction in rural Bangladesh is estimated at about 5 per cent”

levels of education are also found to be associated with faster rates of poverty reduction.

- Female-headed households (both married female heads and single female heads) as a whole experienced similar level of poverty as compared with male-headed households in 2000 and then enjoyed a faster rate of poverty reduction over time, thus ending up with a lower level of poverty in 2010.
- Faster reduction of poverty in recent years is consistent with macroeconomic developments.

Trends and Patterns of Poverty in Rural Bangladesh (%)



Comparison of Current Poverty between Microcredit Borrowers and Non-borrowers (%)

Category of households	Proportion of households		Proportion of persons	
	Poor	Extreme Poor	Poor	Extreme Poor
Microcredit borrowers	33.7	19.1	37.4	22.0
Non-borrowers	26.1	15.4	29.0	17.9
All	29.6	17.1	33.1	19.9

The Role of Microcredit in the Dynamics of Asset Transition

- Microcredit reduces the probability of being a ‘faller’ in asset transition, and raises the probability of being a ‘mover’, but the effect is much stronger for the poor than for the non-poor.
- Microcredit also raises the amount of asset owned in absolute size.
- Microcredit helps the poor, especially the extreme

poor in the acquisition of non-land physical assets while remittance helps the well-offs.

- The positive effects of microcredit are evident not just for ‘productive borrowers’ but also ‘consumption borrowers’.
- Consumption borrowers benefit from better ability to avoid asset depletion at times of crises.
- Productive borrowers benefit from both avoidance of asset depletion and creation of new assets.

Multiple Memberships (Overlapping) in Microcredit Market in Bangladesh

Lead Researcher: Professor M. A. Baqui Khalily

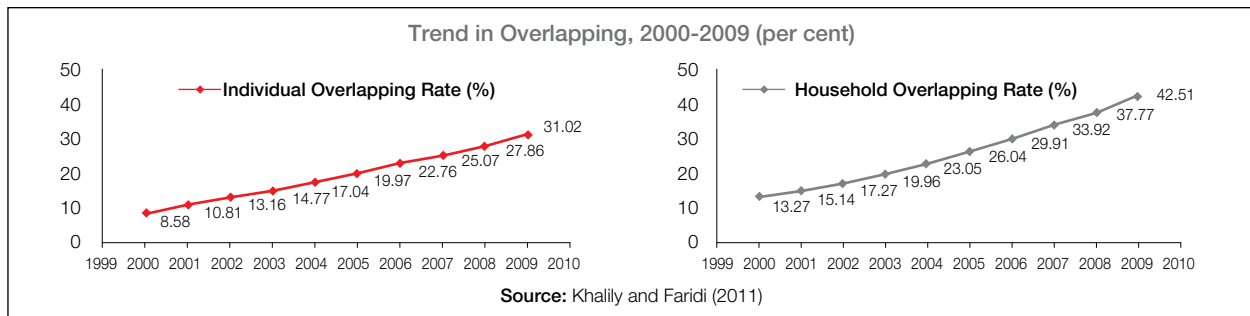
The phenomenon of multiple borrowing is referred to as overlapping or multiple memberships, which is used to indicate multiple microfinance memberships at the level of individual or household.

The general idea of overlapping of the microfinance sector tends to link the matter with over-indebtedness. InM carried out two research studies on overlapping. A pilot study in Pathrail Union was conducted where Professor M. Yunus replicated his Grameen Bank model in late seventies. Another national survey was conducted over randomly selected 4143 households from 118 villages in 17 upazilas of randomly selected 12 districts of 6 divisions. That survey gives the trend in individual membership by overlapping household memberships over the past ten years.

“The study reveals that there is no evidence of growing indebtedness due to overlapping.”

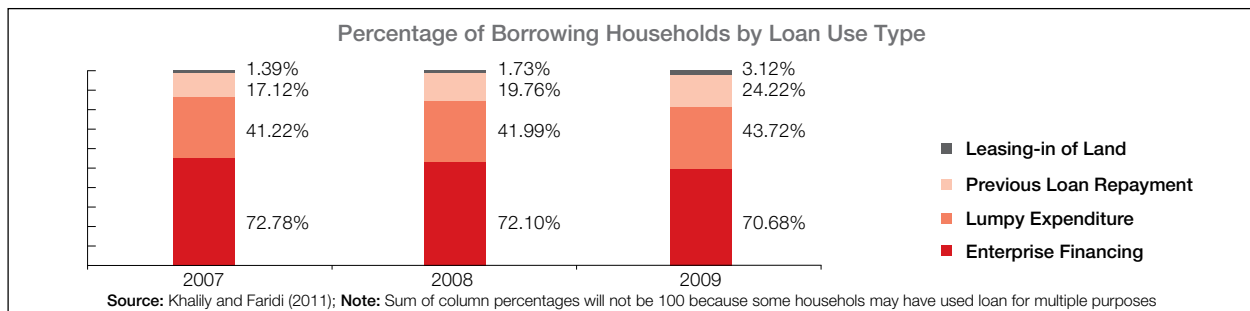
The study finds that Enterprise Financing is the dominant head in the microcredit loan, followed by Lumpy Expenditure. However, household overlapping rate was found comparatively higher for those who used loan for the purposes of Lease-in of Land and Repayment of Previous Loan. But the percentage of loans used for repayment of loans was quite low.

Research



It is found that there is positive impact of overlapping. Overlapping households are better off in total assets, net worth, savings, consumption, employment days

and non-food expenditures, than the non-overlapping households.



Overlapping is not a phenomenon unique to Bangladesh only. The experiences from other countries reveal that multiple borrowing is essentially sign of competition in credit market. Impact of multiple borrowing on loan default is ambiguous and the evidence is mixed. Impact of competition or multiple borrowing on indebtedness is

not uniform. Clearly, overlapping itself is not a problem; it is how the borrowers use money. Poor households are vulnerable and whatever gains they derive from microcredit are lost, in many cases, because of high intensity of idiosyncratic and co-variate shocks.

Microinsurance, Poverty and Vulnerability: Phase - I

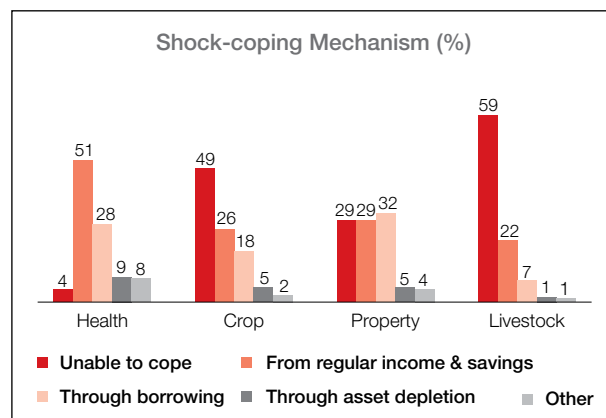
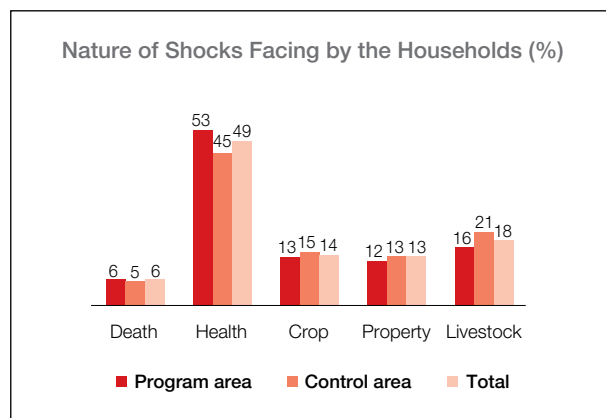
Lead Researcher: Professor Syed M. Ahsan

InM launched a longitudinal study entitled “Microinsurance, Poverty & Vulnerability” in order to examine the current state of the microinsurance market in Bangladesh including its scope, product range, demand, and their design. Institutional aspects of research focused on the regulatory framework and delivery modalities suitable for the emergence of an efficient microinsurance market.

Given the absence of a dataset adequate for the design of insurance products, It is decided to start building a new panel dataset over a 6-year period (2009-14). The empirical portion of the study is based on about 4,000 households living in 120 villages (70 from Grameen Kalyan’s programme areas and 50 from control areas) of 7 districts in Bangladesh.

Key Findings at a Glance

- There is no effective microinsurance for the rural poor, nor there is any suitable pilot intervention at this time.
- The rural poor face a variety of shocks where health is the dominant category.
- Morbidity rate at the individual (i.e., not household) level is over 33%.
- Majority of ill (about 60%) receive health care from ‘informal’ providers.
- There are significant socioeconomic inequities in the utilization of formal health care.
- The financial burden for availing health care is BDT 4,686 per household annually.
- One in seven households encounters catastrophic health payments (i.e., exceeding 10% of household expenditure).
- Drug is the major portion (about 60%) of this burden.
- The effect of health care burden on the poverty level is over 3% annually, and that of catastrophic health payments is about 17% annually.
- There is a significant demand for well-designed and meaningful micro health insurance, where the mean willingness to pay comes within the range of the premium required to cover the total cost of risk (i.e., excluding administrative and operational support) so long as the provider is a non-profit hospital.



The first phase of the microinsurance study reveals that the poor end up spending a very large share of their resources on health care, though this high spending does not buy them quality care. In doing so, about 15% of them incur catastrophic health expenses (at the 10% threshold). The NGO-led health intervention and similar

community programmes do not appear to meet the critical requirements of health insurance; instead these are mainly subsidised care. Analysis reveals not only the low propensity to join these types of ‘insurance’ programmes if given a choice, and once signed up, they do not even use the provider’s facility most of the time.

Niramoy

An innovative Micro Health Insurance (MHI) product has been designed based on the data of the first and the second phase surveys of Microinsurance, Poverty, and Vulnerability project of InM.



The key findings from the data analyses, it was found that a true insurance model offering a prototype benefit package should be developed and thoroughly evaluated to have an insight whether this alternative health financing solution is viable for the impoverished and emerging middle class populace of Bangladesh. InM developed a benefit package and calculated the premium for such benefits. The scheme has been named as "Niramoy".

This scheme is a unique model of MHI which has assembled a healthcare provider, MFIs, pharmaceutical companies, a social business company and an insurance company under one umbrella. Community Based Medical College Hospital Bangladesh (CBMCHB) has been the mainstay of this pilot project, and the location at a rural setting (Churkhai, Mymensingh) has helped to design the scheme. MFIs are also indispensable partners of the design of the MHI project as their clients are the main beneficiaries of the scheme. At this stage, three MFIs are selected (ASPADA, POPI and SSS) all of which work intensively in the vicinity of CBMCHB. Participation by a leading commercial insurance company (Green Delta Insurance Company Ltd.) for carrying the risk is a major milestone for the microinsurance sector in Bangladesh. Several pharmaceutical companies (including General Pharma, Sanofi Aventis, Glaxo Smith Kline) are committed to provide drugs at significantly discounted prices. An IT company (Grameen-Intel Social Business Company) is providing support for integrating Mobile Health. Each of these organisations has consented to be a part of the pilot scheme.



CHAPTER

4

TRAINING AND EDUCATION

The Institute is mandated to meet the training needs of national as well as of global microcredit and other development related programmes

- 57 4 Thematic Areas for Module Development
- 63 Training Overview 2012
- 69 Glimpse on Developed Training Modules

Training and Education

A Spectrum of Excellence

As the Institute is mandated to meet the training needs of national as well as of global microcredit and other development related programmes, InM has taken initiatives for the development of the microfinance institutions (MFIs) through qualitative and integrated training programmes.

The Institute puts special thrust on need-based customised training, which requires standard and integrated training modules for the training programmes, rather than organising prototype training.

Due to the changing pattern of MFIs' operations, the activities of MFIs have been expanding beyond providing credit. Along with the rapid progression of microfinance, it requires specialisation, good governance practice and effective organisations. Moreover, lack of educated and trained manpower is a serious drawback in the microfinance sector of

Bangladesh. Lack of training facilities is one of the main reasons for that. All these issues need capacity building of MFIs, especially through training that enables InM to play an active role in the microfinance sector.

InM microfinance training provides a unique opportunity to shape participants' thinking about the contemporary issues they face back at the workplace. Upon its formal inception of training activities in 2009, InM, till to date, provided training to around 12,500 microfinance practitioners at the field level and created a pool of around 174 InM Certified Trainers.

Our Approach of Training



4 Thematic Areas for Module Development

1 Improving Efficiency of Microfinance Programme

Microfinance has evolved in years and went beyond credit delivery. As microfinance practitioners, it is important to have appropriate knowledge on the status of microfinance and its development and challenges for improving the efficiency, effectiveness, impacts and sustainability of the microfinance programmes in Bangladesh. This thematic approach of InM Training aims at understanding appropriate methodology for microfinance products design and service delivery mechanisms, process of operations, interest rates calculation, financial management, and effective internal control in MFIs.

2 Organisational Development

With the aspect of advancement of the microfinance sector in Bangladesh, organisational development is a prerequisite for the sustainability of the MFIs. In this context, InM has been constantly working on increasing the efficiency of the staff of the MFI along with its overall capacity building and organisational development. Under this thematic approach, InM has been conducting training programmes and developing modules for providing knowledge to the MFI personnel on various issues like concept and process of proper organisational planning, logical framework for project planning, approaches and techniques of motivation, communication, leadership, supervision, team management, decision making, human resource development, control functions in management, etc. Besides, one of the major aspects of this approach is to develop certified/master trainers by organising generic and specialised Training of Trainers (ToTs) programmes on specific subject matters.

3 Performance Review and Evaluation of Microfinance Programme

Monitoring and Evaluation (M&E) is an essential tool that scrutinises the efficiency and effectiveness of a specific programme or project, which is a significant part of developing and reviewing microfinance programmes in the country. The M&E gives a pen-picture of overall performance of the programme from the implementation to operational levels. Training programmes under this approach are benefitting the field level microfinance practitioners engaged in regional and branch level operations and management. This approach mainly focuses on different key issues of M&E system like reviewing the existing system, identifying the gaps, upgrading the existing system, developing conceptual framework, reporting M&E findings, and also developing the M&E matrix for any microfinance programmes, etc.

4 Good Governance

To ensure accountability and to increase the efficiency of the microfinance sector, a well-structured governance mechanism is of great importance for smooth operation and sustainability of the MFIs. Good governance is also important for providing quality services to the microfinance beneficiaries. In this context, InM emphasises on the overall understanding of legal and regulatory structure of Bangladesh microfinance sector. Along with the role of MRA and governance issues of MFIs, various aspects of good governance have been covered through developing various modules.

InM Training Highlights: 2009 to 2012

Training Expert Committee

Since its inception in 2006, InM has been working towards the capacity building of the microfinance sector. A ten-member Training Expert Committee (TEC) comprising experts from Grameen Bank, PKSF, BRAC, University of Dhaka, and Experts of microfinance sector, etc. provides strategic guidance to the training activities of InM.

Training Needs Assessment

InM conducted Training Needs Assessment (TNA) in 2009 to assess the training needs of the MFIs with particular emphasis on microcredit operation in a holistic way so that it contributes to poverty reduction through improved livelihood and sustainable environment. Besides, InM also organised stakeholder workshops inviting the Executive Directors, CEOs, and Board Members of the MFIs working in the field of microfinance.

There is also demand of training on poverty and socio-economic development, livelihood promotions, human rights, governance, gender and equity, health, hygiene, sanitation, environment, and natural disaster that InM plans to embark upon in collaboration with the interested partners.



Training Milestones

Training Highlights

1 Comprehensive TNA for Microfinance Sector

11 Training Courses to cater the need to the sector

A pool of **174** Certified Trainers developed by InM

24 Training Service Providers to organise training across the country

Training offered to **12,468** microfinance practitioners at field



Training in Collaboration with Microcredit Regulatory Authority (MRA)

InM, in collaboration with Microcredit Regulatory Authority (MRA), the regulatory body of the microfinance sector in Bangladesh, has been offering training to the MRA Licensed MFIs. At the first stage, training on “Book Keeping and Accounting Management for MFIs” has been provided to 375 MRA Licensed MFIs during 2011-2012. This initiative aimed at strengthening financial reporting system of the MFIs. Another initiative on offering training on “Governance and Regulatory Issues of MFIs” targeting the CEOs, Executive Directors, and Chairmen of MFIs is on board. It is planned to conduct these training during 2013 with a view to strengthening the governance and internal control system of the MFIs. All the MRA licensed MFIs are expected to join the training course.



Training for Stakeholders

Training for the Officials of MRA

InM joins hand with MRA to build the capacity of the MRA officials to strengthen their knowledge and skills on microfinance field and related issues so that they can perform effectively and efficiently. Till date, InM provided training to 53 MRA officials on Microfinance Operations and Management and Book Keeping and Accounting Management for MFIs.

Training for Media Personnel

With a view to deepening the understanding of the media personnel on microfinance and poverty alleviation, InM organized a daylong Training Workshop for the media personnel on “Poverty Alleviation Strategies and

Microfinance” at BRAC Center Inn, Dhaka on Thursday, February 10, 2011. 16 development journalists from 13 notable print and electronic media attended the workshop.

Training with Other Stakeholders

InM also successfully developed and conducted need-based customised training courses on Generic ToT, PRA, M&E etc. to different organisations like Clean Dhaka Project (funded by JICA), Char Development and Settlement Project (CDSP) Phase-IV (funded by Bangladesh Government, IFAD, and Netherlands Government), etc.

AIT – InM Training

A joint collaboration with Asian Institute of Technology (AIT), Thailand has been established to bring training and training facilitation skills and knowledge of the internationally recognised trainers to the local trainers, especially InM Certified Trainers.

With that in mind, InM organised professional development programme on “Training of Master Trainers” and “Design and Development of Training Materials”. This opened up the opportunity for the local trainers to learn and broaden their horizon of the training related skills including the use of IT in the class room environment.

International Training

During 2011-12, InM offered customised training courses on “Microfinance Product Design and Business Planning”, “Microfinance Credit Delivery Process and Operations”, and “Effective Management of Microenterprise Loans” for the microfinance practitioners in China.

Exposure Visit Programme

To provide the senior and top management officials of the microfinance institutions operating in different countries, InM also organises Exposure Visit Programme, a blend of class room learning and field visit to expose them of the real microfinance operations in Bangladesh. Till date, microfinance practitioners from Afghanistan, China, Nepal, and Nigeria visited InM to enhance their exposure on microfinance.

Teaching Case Bank on Microfinance

With a view to augment the classroom learning through real life scenario and solution, InM, with technical expertise from AIT Extension, Thailand, embarked upon developing a Teaching Case Bank on Microfinance. The project started with its sole objective to document the real life incidents faced by the microfinance practitioners in Bangladesh so that it becomes a learning tool for others too. The project aims at developing a Case-Bank of 200-250 teaching cases that can be used in

the class room environment, be it academic programme or training course. The first cohort successfully developed 17 (seventeen) cases covering a wide range of issues comprising gender, technology and innovation, loan management and default, customer service management, and environment. The case writers are the microfinance practitioners working in the reputed NGO/MFIs in Bangladesh, namely BRAC, PKSf, BURO Bangladesh, etc.



Training Service Providers

The Training Service Providers (TSPs) are selected on the basis of certain criteria such as experience as a training organisation, proximity, availability of training venue and physical facilities, InM certified trainers, etc.

At present, InM has 24 TSPs selected from all over Bangladesh. These TSPs, on behalf of InM, conduct

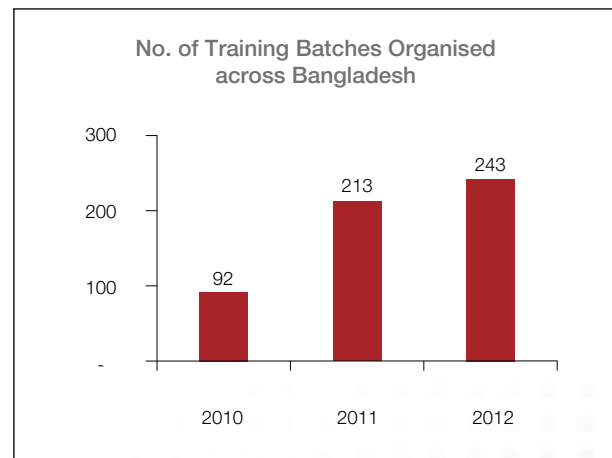
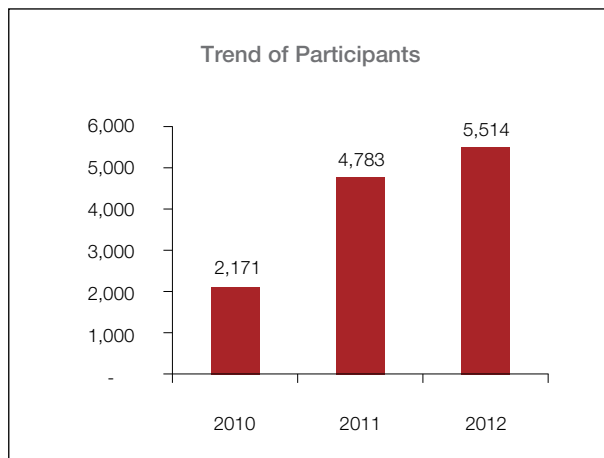
training at Regional and Dhaka (HQ) level. The training are facilitated by InM Certified Trainers.

InM is also going to select service providers at the hard-to-reach areas where the small MFIs operating in those areas will be in the purview of capacity building.

Training Implementation

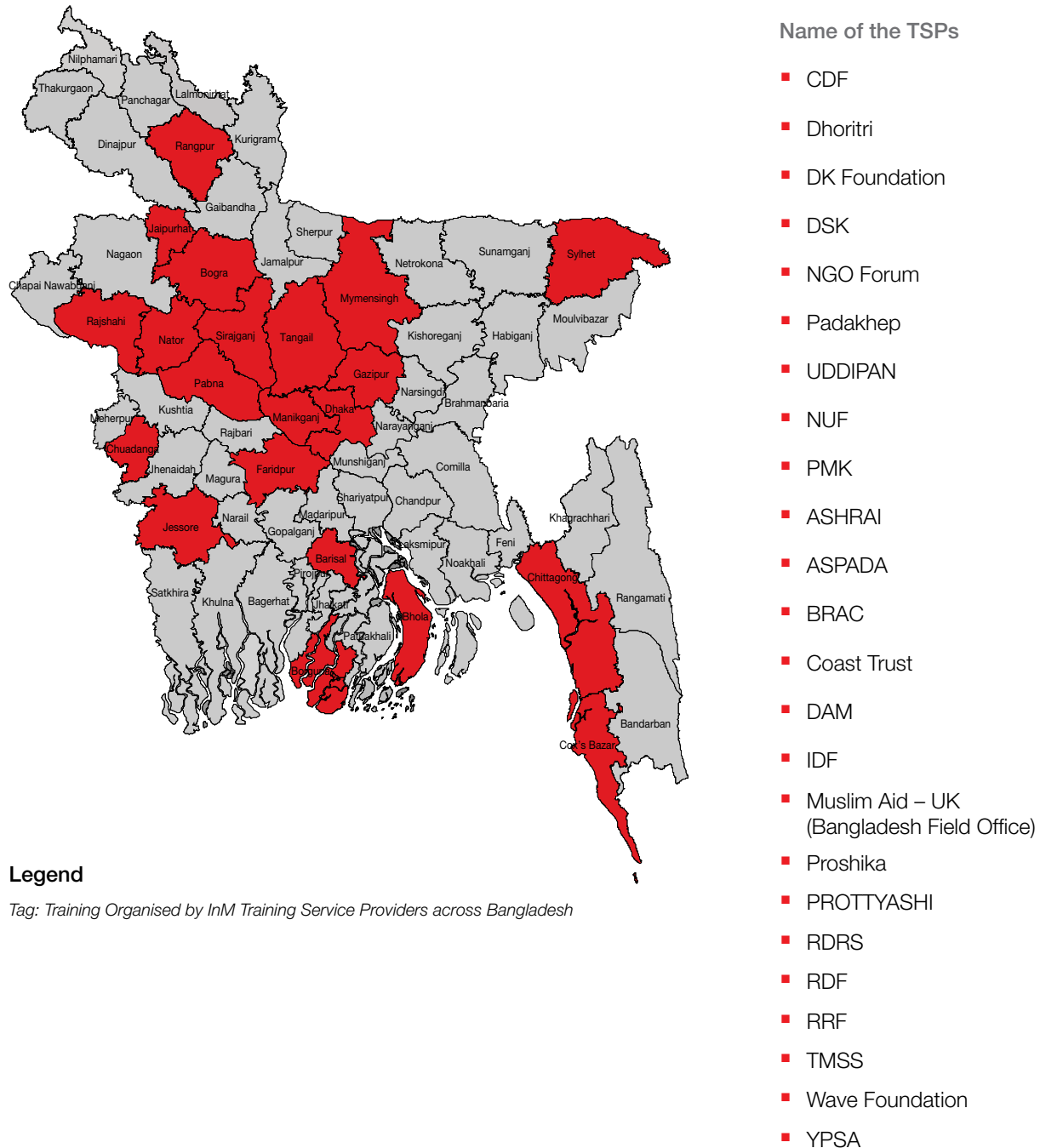
InM started to offer training courses for the microfinance practitioners at field from 2010. In the year 2010, 2,171 microfinance practitioners were trained in 92 batches through 11 training service providers across the country. Over the years, the outreach increased in terms of

geographical coverage and presence of small MFIs. By the end of the 2012, InM, through its 24 Training Service Providers across the country, provided training to 12,468 microfinance practitioners at field in 548 batches.



Training Organised by Training Service Providers of InM across the Country during 2009-2012

As per mandate, InM implemented its training intervention through its training service providers, who played a significant role in organising training across the country. During 2009-2012, 24 TSPs of InM organised 548 batches of training throughout Bangladesh to provide training at field to 12,468 microfinance practitioners from different Microfinance Institutions (MFIs) under the active guidance and supervision of InM.



Training Overview

2012



21-26
January '12

**ToT on
Microfinance
Operations and Management
at Cox's Bazar**

InM organised a six-day ToT on Microfinance Operations and Management during 21–26 January 2012 at InM International Training Centre, Cox's Bazar to strengthen the institutional capacity of the training service providers of the microfinance sector in Bangladesh by making high quality microfinance training accessible to the trainers, professionals and practitioners in the field of microfinance.

The ToT was followed by a grand inauguration of the InM International Training Centre. Professor Wahiduddin Mahmud, Chairman, InM, graced the inaugural session as the Chief Guest, and Dr. Rashid Faruqee, Visiting Fellow, InM, chaired the session. Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM, made his welcome speech at the very onset of the session. Dr. Quazi Mesbahuddin Ahmed, Managing Director, PKSF; Dr. M. Amanullah (MAK) Khan, International Team Leader,

PROSPER-PCU; Mr. Stephen K. Halder, Director, Public Engagement Division, World Vision Bangladesh; and Mr. Selim Md. Jahangir, Superintendent of Police (SP), Cox's Bazar, were present as the Special Guests. Among others, Dr. Muhammad Abdul Latif, Director (Research & KnM), InM and Ms. Simeen Mahmud, Lead Researcher, BRAC Development Institute (BDI) were present at the inaugural session.

Afterwards, the inaugural session led to the commencement of ToT. A total of twenty (20) participants attended the training from DK Foundation, Integrated Development Foundation (IDF), Proshika, PMUK, DSK, Muslim Aid, NGO Forum, Protyashi, RDF, RDRS and Coast Trust. With the active participation of all, the training was beneficial for the effective learning of the participants.



07-12
April '12

**ToT on
Microfinance
Operations and Management
In Dhaka**

InM organised another ToT on Microfinance Operations and Management during 7–12 April 2012 at Padakhep Institute of Development and Management (PIDM) to provide the participants with practical and theoretical knowledge in core operations management areas of microfinance.

The training was imparted to 23 participants from 12 MFIs who had the privilege to participate at the training. Participants showed their utmost endeavour to make the training more participatory and lively.

The participants found the course to be useful for them as the learning from this training would help them impart the training more progressively and efficiently at the field level. They will also be able to develop their skills from their practical and hands-on experiences while involving in the various activities during the course.



06-10
May '12

Training on Effective Management of Microenterprise Loans for DAIBANG, China

InM, in collaboration with DAIBANG, China organised a 5-day training on “Effective Management of Microenterprise Loans”, attended by the branch managers and loan officers of DAIBANG. The training was held during 6–10 May 2012. Other top management officials from different MFIs also attended the training as observers.

The training was designed to help the participants to understand the ins and outs of microenterprise loans. The contents covered the initial concept of

microenterprise loans, designing and implementing the microenterprise loan products, appraising loan application, and monitoring the microenterprise clients. During the training, the participants were taken to a one-day field visit so that they could relate the class room learning to the real life situation. Combining the experience from Bangladesh and expertise from Chinese MFI personnel, the training successfully delivered the way out for the branch managers and loan officers regarding microenterprise loans.



May-
June '12

Training for Partner NGO/MFIs of Char Development and Settlement Project (CDSP)- IV

InM puts special effort on designing need-based customised training courses for the microfinance practitioners. During 2012, InM, as invited by The Char Development and Settlement Project (CDSP) – IV, designed and facilitated training on “Microfinance Management and Book Keeping”.

This 5-day training was organised by CDSP for the newly recruited Credit Officers in its project partners – BRAC,

Sagarika Samaj Unnayan Sangstha (SSUS), Society for Development Initiatives (SDI) and Dwip Unnayan Sangstha (DUS).

A total of 75 newly recruited credit officers received training in three batches at NRDS Training Centre, Binodpur, Noakhali.



17-21
June '12

International Training Programme on “Design and Development of Training Materials” With AIT

InM and Asian Institute of Technology (AIT), Thailand jointly organised an International Training Programme entitled “Design and Development of Training Materials” at InM International Training Centre, Cox’s Bazar during 17-21 June 2012.

The training was focused on the interactive learning packages that should be designed to cater the changing ways of training with the advancement of information technology. At the training programme, the collaborative learning environment had created the avenue to share and exchange thoughts and ideas regarding development of teaching and learning materials from a wide diversity of working experiences.

At the onset of the 5-day long training programme, the inauguration was graced by Mr. Muhammad Zamir,

Honourable Chief Information Commissioner (State Minister), Information Commission, Bangladesh, as the Chief Guest. Among others, Professor Wahiduddin Mahmud, Chairman (InM), Ms. Narumon Wangnai, Head of Education and Training Development Programme, AIT Extension (AITE), Dr. Md. Reazul Islam, Team Leader, PROSPER-PCU, and Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM were also present.

23 (Twenty Three) national and international participants from different reputed institutions, MFIs, corporate entities and universities attended the training. The programme became lively by the effective facilitation of three AIT resource persons and active involvement of the participants.



11-15
November '12

**Training on
“Participatory Monitoring
and Evaluation” for JICA**

InM, in collaboration with Japan International Cooperation Agency (JICA) and Dhaka South City Corporation (DSCC), organised a 5-day training on “Participatory Monitoring and Evaluation” during 11-15 November 2012 at InM Lalmatia office, Dhaka.

The training was aimed at capacity building of the Conservancy Officers (COs) and Conservancy Inspectors (CIs) of DSCC. A total of 16 participants, serving at Waste Management Department (DSCC) and working at JICA’s ‘Clean Dhaka City’ project, attended the training. The content of the training was specially customised for and focused to the senior- and mid-level executives of the Solid Waste Management (SWM) project.

At the inaugural session of the training Dr. Md. Mosleh Uddin Sadeque, Director (Training & Operations),

InM, Mr. Takatoshi Arai, JICA Expert Team, JICA, and Captain Md. Anamul Haque, PSC – BN, Chief Waste Management Officer of Clean Dhaka Project among others were present.

The training was facilitated by Mr. Md. Abdul Hye Mridha, Senior Deputy Director, InM; Mr. Harun-Or-Rashid, Development Professional and Freelance Consultant, and Mr. Md. Shoriful Alam Mondal, National Advisor, Solid Waste Management, JICA Expert Team. The closing session of the training, followed by the certificate awarding ceremony, was chaired by Dr. Sadeque, Director (Training & Operations), InM. The certificates were given by the Chief Guest.



Glimpse on Developed Training Modules till 2012

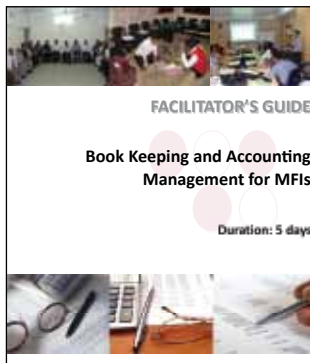
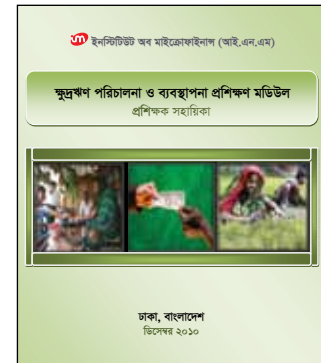
Name of Module:

Microfinance Operations and Management

Description: The training on “Microfinance Operations and Management” is designed to improve the overall performance of the microfinance sector by augmenting the capacity of the human resources at various levels. It also aims at increasing the efficiency, effectiveness, impacts and sustainability of the microfinance programmes.

Duration: 5 & 10 Days

Language: Bengali & English



Name of Module:

Book Keeping and Accounting Management for MFIs

Description: The training has been designed to improve the competence levels of MFI staff on standard accounting system, which ensures smooth operations of microfinance programmes. It also involves fundamental financial management of MFIs/NGOs related to microcredit.

Duration: 5 Days

Language: Bengali & English

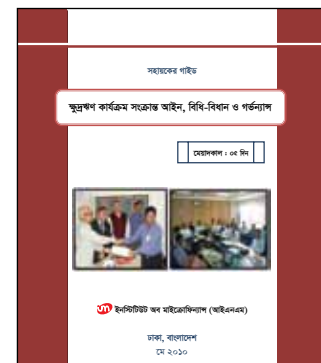
Name of Module:

Legal Regulatory System and Governance

Description: The course has been designed to provide an overall understanding of legal and regulatory structure of Bangladesh microfinance sector with special focus on Microcredit Regulatory Authority (MRA). It also aims at shedding lights on various aspects of governance issues related to the operational level of the MFIs.

Duration: 5 Days

Language: Bengali & English



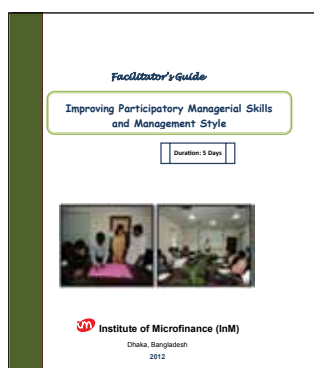
Name of Module:

Monitoring and Evaluation of Microfinance Programme

Description: This training has been designed for effective monitoring and evaluation of different microfinance programmes and this course will assist in the development of practical knowledge on monitoring and evaluation of microfinance programmes. The participants will also learn the ways to design an effective monitoring system and to apply this in their own organisations.

Duration: 5 Days

Language: Bengali & English



Name of Module:

Improving Participatory Managerial Skills and Management Style

Description: This training has been designed to introduce the participants of the course with the concepts of overall management functions in order to enhance their managerial skills to increase efficiency in their professional fields.

Duration: 5 Days

Language: Bengali & English

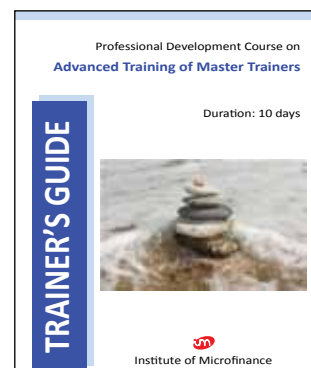
Name of Module:

Advanced Training of Trainers (ToT)

Description: This training has been designed to enhance the trainer's capabilities necessary for effective training delivery.

Duration: 10 Days

Language: English



Name of Module:

Microfinance Product Design and Business Planning

Description: This training has been designed to enable the participants to design market driven, appropriate and sustainable financial products and to prepare business plan for their microfinance programmes to maintain growth, efficiency and productivity of the programmes.

Duration: 3 Days

Language: English & Chinese

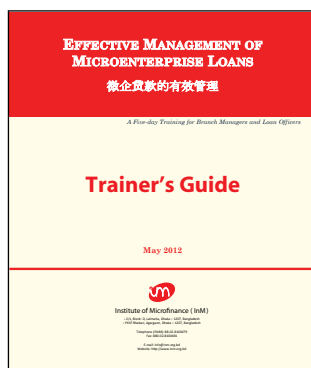
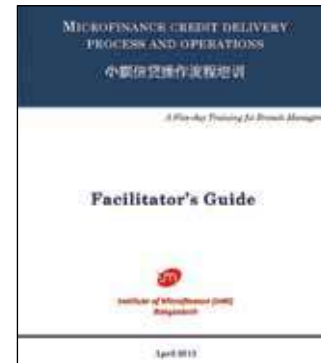


Name of Module:**Microfinance Credit Delivery Process and Operations**

Description: This training aims at enhancing the competencies of the participants on microfinance credit delivery process and operations.

Duration: 5 Days

Language: English & Chinese

**Name of Module:****Effective Management of Microenterprise Loans**

Description: The course has been designed to enhance knowledge, understanding, and competencies of the participants in effective and efficient management of microenterprise loans.

Duration: 5 Days

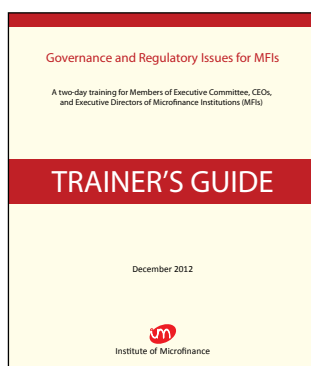
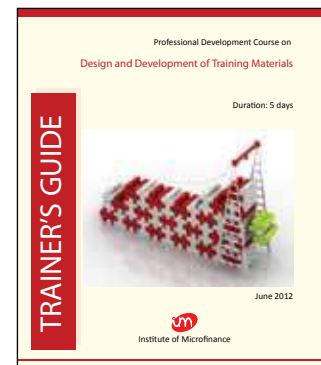
Language: English & Chinese

Name of Module:**Design and Development of Training Materials**

Description: This training aims at enhancing participants' knowledge and skills in designing, developing, and producing training materials for various instructions of any subject areas.

Duration: 5 Days

Language: English

**Name of Module:****Governance and Regulatory Issues of MFIs**

Description: The course has been designed to provide an overall understanding of legal and regulatory structure of Bangladesh microfinance sector with reference to MRA Act 2006 and MRA Rules 2010. It also focuses on general governance structure and internal control aspects of the microfinance program to strengthen the governance system of the MFIs.

Duration: 2 Days

Language: Bengali & English

CHAPTER 5

KNOWLEDGE MANAGEMENT AND COMMUNICATION

The Knowledge Management
and Communication (KnM)
Division works as the
voice of the Institute

75 InM Publications 2012
78 Seminar, Workshop, Dialogue, and Conference
86 Media Relations and Advocacy

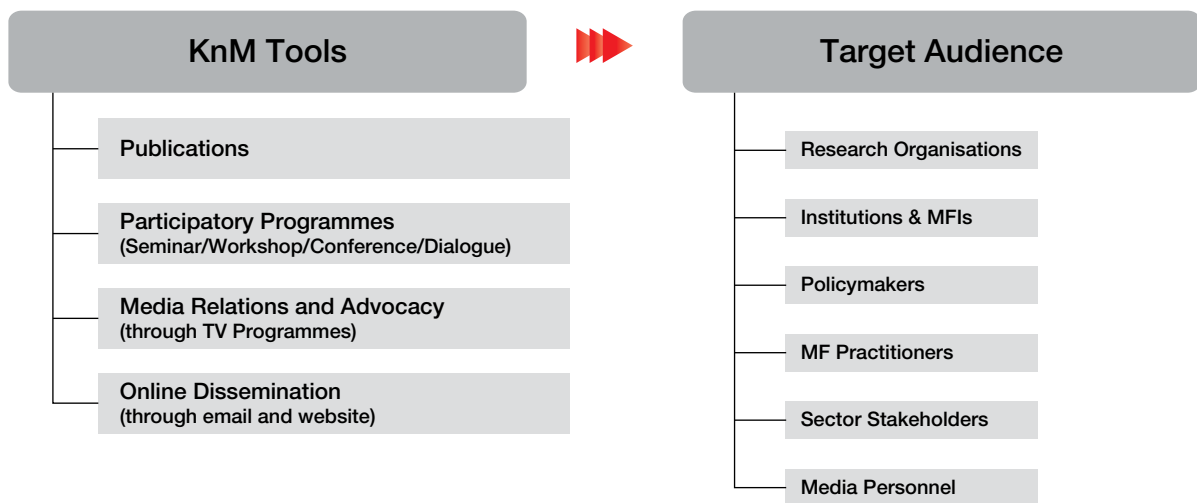
Knowledge Management and Communication

With a view to create knowledge, its management and dissemination in the area of microfinance and poverty alleviation, the Knowledge Management and Communication (KnM) Division works as the voice of the Institute by featuring its activities to the wider audience and managing its public relations activities.

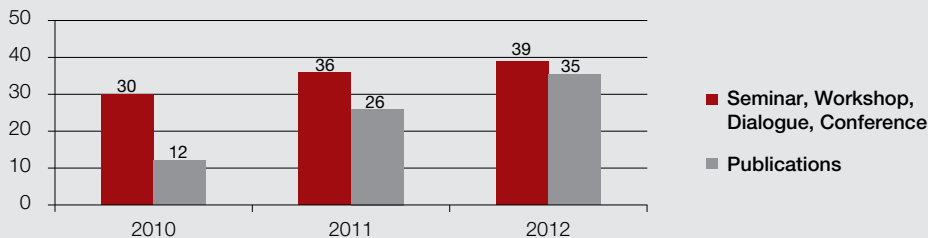
The KnM division of the Institute is the hub of all knowledge generation and dissemination activities. InM publishes its intellectual properties as academic papers, reports, books and other publications through this division. To circulate the research findings, InM has been organising dialogues, seminars, and workshops, etc. Moreover, to build consensus among stakeholders,

various TV programmes have been organising by InM on regular basis that suggest important policies and insights to government and private sector. KnM division also maintains an archive of all valuable research data generated from different InM research studies for further use.

Knowledge Dissemination



Seminar, Workshop, Dialogue, Conference and Publications



*Cumulative

InM Publications (2012)

To disseminate the research findings of InM governed research studies; and to aware the mass people of the country along with academicians, practitioners, stakeholders, InM has been publishing different types of publications such as books, policy papers, research briefs, policy briefs, working papers, occasional papers, study reports, microfinance statistics; etc.

Working Paper Series

Working Paper 11
Asset Accumulation and Poverty Dynamics in Rural Bangladesh: The Role of Microcredit
 by **S. R. Osmani**



Working Paper 12
Inequality in Rural Bangladesh in the 2000s: Trends and Causes
 by **S. R. Osmani** and **Binayak Sen**

Working Paper 13
Utilisation of Formal Health Care and Out-of-Pocket Payments in Rural Bangladesh
 by **Syed M. Ahsan, Syed Abdul Hamid** and **Shubhasish Barua**

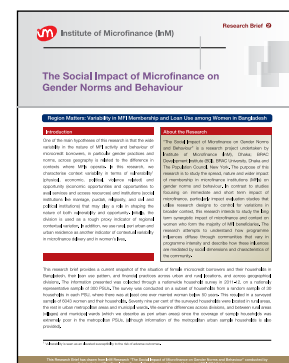
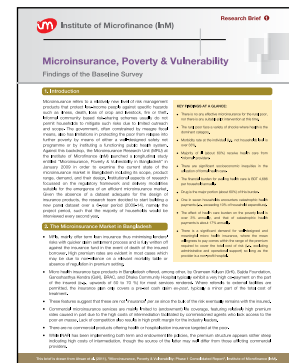
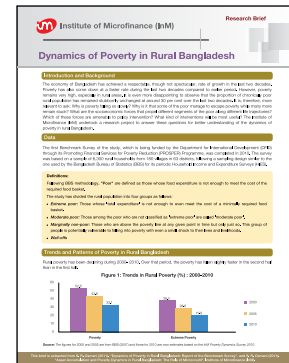
Research Brief

Dynamics of Poverty in Rural Bangladesh
 by **S. R. Osmani**

Microinsurance, Poverty and Vulnerability
 by **Syed M. Ahsan**

Social Impact of Microfinance on Gender Norms and Behaviour (Couched in Context: Village Study as a Research Methodology)
 by **Sajeda Amin** and **Simeen Mahmud**

The Social Impact of Microfinance on Gender Norms and Behaviour (Region Matters: Variability in MFI Membership and Loan Use among Women in Bangladesh)
 by **Sajeda Amin** and **Simeen Mahmud**

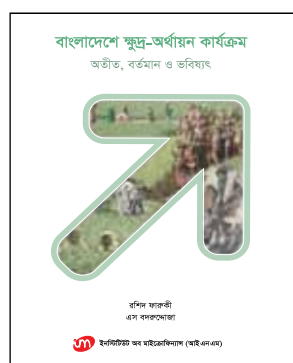
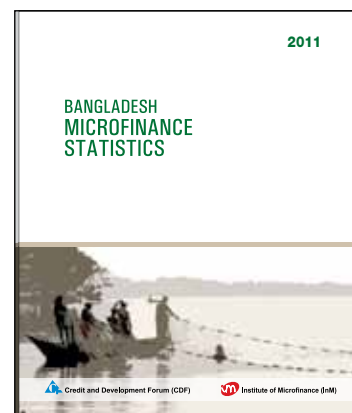


Publications can be downloaded from:
www.inm.org.bd/publication.htm

Bangladesh Microfinance Statistics Series

Bangladesh Microfinance Statistics 2011

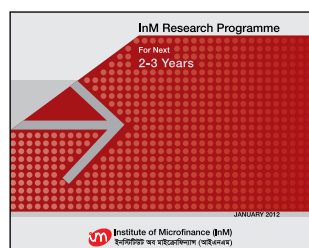
InM, along with CDF, collects microfinance statistical data from different MFIs in Bangladesh and publishes them in volumes titled Bangladesh Microfinance Statistics. These volumes contain information on operational and financial aspects of the MFIs along with comprehensive coverage of the microfinance sector. Since 2007, InM and CDF have been jointly publishing the series. In 2012, Bangladesh Microfinance Statistics 2011 has been published.



Bangla Book

বাংলাদেশে ক্ষুদ্র-অর্থায়ন কার্যক্রম: অতীত, বর্তমান ও ভবিষ্যৎ
(Microfinance in Bangladesh: Past, Present & Future)

by *Rashid Faruque* and *S. Badruddoza*



Research Booklet

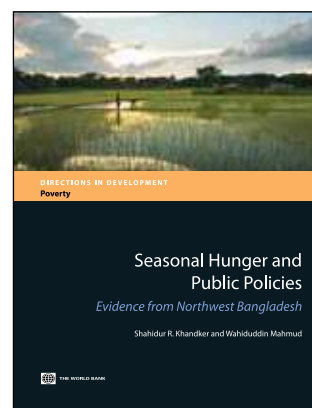
InM Research Programme for Next 2/3 Years

Collaborative Publication (with The World Bank)

Seasonal hunger and Public Policies:
Evidence from Northwest Bangladesh

Author(s): *Shahidur R. Khandker and Wahiduddin Mahmud*

This book provides an exhaustive inquiry of seasonal hunger in rural Bangladesh, with a special emphasis on the country's northwest



Article Published in International Journals and Other Publications

Revisiting Seasonality of Rural Poverty and Hunger: The Role of Public Policies

Published in: The Indian Journal of Labor Economics, Vol. 54.2011, 1,
Author: *Wahiduddin Mahmud*

Seasonal and Extreme Poverty in Bangladesh: Evaluating an Ultra-Poor Microfinance Project

Published as: Policy Research Working Paper No. 5331 by The World Bank, Washington, DC.
Author(s): *Shahidur R. Khandker, M. A. Baqui Khalily, Hussain A. Samad, 2011*

Dynamics and Determinants of Overlapping Borrowing from Microfinance Institutions

Published in: The Journal of Bangladesh Studies (Special Issue on Microfinance, 2012)
Author(s): *Atonu Rabbani and M. A. Baqui Khalily*

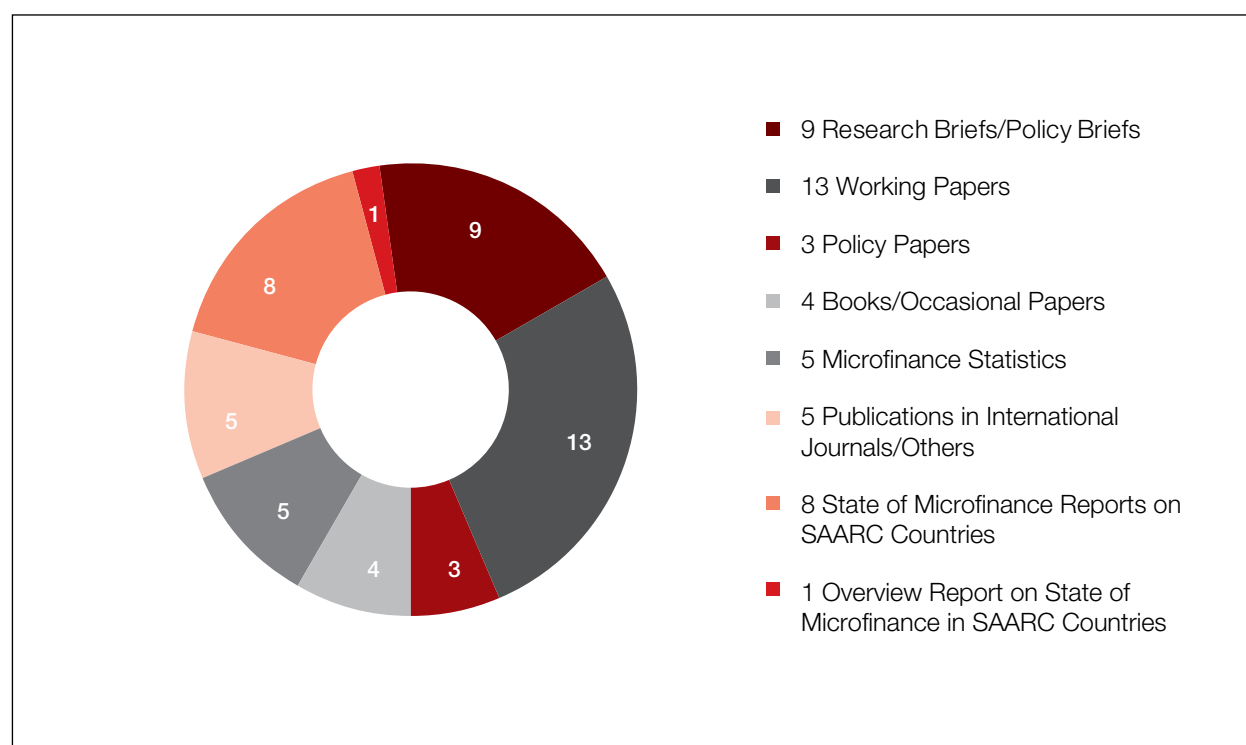
Seasonal Migration to Mitigate Income Seasonality: Evidence from Bangladesh

Published in: The Journal of Development Studies, Vol. 48, No. 8, 1063-1083, August 2012
Author(s): *Shahidur R. Khandker, M. A. Baqui Khalily, Hussain A. Samad*

Urban Microfinance and Urban Poverty in Bangladesh

Published in: The Journal of the Asia Pacific Economy, Vol. 17, No. 1, February 2012
Author(s): *Toriqul Bashar and Salim Rashid*

InM Publications at a Glance



Seminar, Workshop, Dialogue, and Conference

InM is regularly organising seminars, workshops, dialogues, and conferences for disseminating the findings of InM research studies and to communicate with the sector stakeholders and practitioners. These activities help InM facilitate as a mechanism to share the views and experiences along with knowledge creation and management. In 2012, several seminars, workshops, dialogues, and conferences have been conducted highlighting the following themes:

- Policy and Regulations of Microfinance.
- Dynamics of Poverty and Microfinance.
- Regional Performance of Microfinance.
- Governance of MFIs.
- Programme Evaluation of MFIs.
- Operational Issues of Microfinance.
- Health and Microinsurance Issues.



Inauguration of Micro Health Insurance Pilot Project

Seminar

5 September 2012 | Seminar on “Social Impact of Microfinance on Gender Norms and Behaviour”

InM organised a Seminar entitled ‘The Social Impact of Microfinance on Gender Norms and Behaviour’ based on a research project undertaken jointly by InM, BRAC Development Institute (BDI), BRAC University, Dhaka, and The Population Council, New York on 5 September 2012 at the Conference Room of InM’s Lalmatia Office.

The purpose of this research was to study the spread, nature and wider impact of membership in microfinance institutions (MFIs) on gender norms and behaviour. In contrast to studies focusing on immediate and short-term impact of microfinance, particularly impact evaluation studies that utilise research designs to control for variations in broader context, this research intends to study the long-term synergistic impact of access to microfinance and context on women who form the majority of MFI beneficiaries.

The event was organised mainly to publicise the preliminary findings of the research study, and two

Research Briefs were disseminated at the seminar. The research attempts to understand how programme influences diffuse through communities that vary in programme intensity and describe how these influences are mediated by social dimensions and characteristics of the community. Ms. Simeen Mahmud, Lead Researcher, BDI, BRAC University, and Ms. Lopita Huq, Research Fellow, BDI, BRAC University, were the keynote speakers.

Dr. Quazi Mesbahuddin Ahmed, Managing Director, PKSF, chaired the seminar. Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM, briefed on InM’s activities and also on the research study.

Among others, researchers, academicians, practitioners and microcredit stakeholders from different development organisations attended the Seminar.



8 April 2012 | Seminar on “Designing and Piloting Micro Health Insurance (MHI) in Bangladesh”

InM organised a National Seminar entitled “Designing and Piloting Micro Health Insurance (MHI) in Bangladesh” at Pan Pacific Sonargaon Hotel, Dhaka on 8 April 2012.

The seminar was aimed at undertaking an experimental health insurance service in Mymensingh for providing better health-care for the rural poor people in Bangladesh lacking access to formal/in-patient health-care services and facing a variety of health-related shocks.

At the very onset, Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM welcomed all to the National Seminar and described the significance of MHI for the marginalised rural people of the country. Professor Rounaq Jahan, Columbia University and Distinguished Fellow, Centre for Policy Dialogue (CPD) chaired the seminar.

The keynote presentation on “Micro Health Insurance: The Mymensingh Pilot Project” was made by Professor Syed M. Ahsan, Dept. of Economics, Concordia University, Canada and Team Leader, Microinsurance Research Unit (MRU), InM. He observed that there is an ample opportunity for micro-health insurance to be an alternative health financing mode.

At the seminar, key discussants were Professor M. A. Baqui Khalily, Department of Finance, University of Dhaka, and Team Leader, “Access to Financial Services in Bangladesh” at InM; and Dr. Binayak Sen, Research Director, BIDS.



Prior to this event, an MHI Pilot Project named "Niramoy" has been inaugurated at Churkhai, Mymensingh with the initiative by MRU of InM in cooperation with Community Based Medical College Hospital, Bangladesh (CBMCHB) under Community Health Foundation Bangladesh (CHFB), Green Delta Insurance Company Ltd., General Pharmaceuticals Ltd., and some major microfinance institutions (MFIs) active in the location. An Agreement was signed between InM and CBMCHB in this regard.

Niramoy has been inaugurated focusing on the provision of quality health-care and a standard formal health-care system for the underprivileged population of Bangladesh. Under the two-year pilot project, at least 3,000 households who hold the microcredit card of three designated organisations of Churkhai, Mymensingh will be covered under the scheme.

The main goal of enrolling the poor in micro health insurance schemes is to use it as a cushion against risk factors and to minimise their healthcare costs. One unique characteristic of this programme is the involvement of a leading national risk-carrier as part of the overall design. The proper implementation and positive results of this microinsurance scheme is expected to open up a new dimension of healthcare for the poor and also to provide an alternative scope for its financing the sector.



Though being the pioneer country of modern microfinance, feasible and innovative micro health insurance schemes for the poor have only emerged now in the Bangladesh market for the first time. The action research initiatives of MRU are directed at innovations on the finance front whereby resources of the poor are pooled to form an insurance fund which is necessary to pay for the care of those afflicted.



5 April 2012 | Seminar on “Towards a Public Policy on Microfinance in Bangladesh”

InM and Policy Research Institute (PRI) jointly organised a seminar entitled “Towards a Public Policy on Microfinance in Bangladesh” at the Conference Room of PRI, Dhaka on 5 April 2012. The seminar was aimed at addressing and discussing the necessity of a specific public policy particularly for microfinance along with regulations and systems to promote a sound and responsive microfinance sector for poverty reduction and development in Bangladesh.

Dr. M. Amanullah (MAK) Khan, International Team Leader, PROSPER-PCU was the keynote speaker of the seminar, and he presented a paper on the abovementioned topic. Dr. Atiur Rahman, Governor, Bangladesh Bank graced the event as the Chief Guest. Vice Chairman of PRI Dr. Sadiq Ahmed moderated the seminar.

In the presentation, Dr. Khan said, microfinance must be recognised as a vital part of the financial system, dedicated to meet the financial needs of poor clients in a responsive manner, and it is important to devise a national policy for microfinance for financial inclusion, a policy that is holistic, futuristic and yet practical.

Speaking as the Chief Guest, Dr. Atiur Rahman said, macroeconomic policy may seem miles away from microfinance but they are in fact interlinked, so it required to maintain a stable macro environment and a regulatory environment which safeguards people’s money while ensuring that microfinance institutions have the flexibility to develop financial products to suit poor people’s needs.

Dr. Hassan Zaman, Senior Economic Advisor to the Governor of Bangladesh Bank, Dr. Syed M. Hashemi, Director, BRAC Development Institute (BDI), and Professor M. A. Baqui Khalily, Department of Finance, University of Dhaka and Team Leader, Access to Financial Services Project, InM, were the distinguished discussants at the event.

The discussants, along with other dignitaries from renowned MFIs and research organisations, emphasised that the government should make a visionary public policy on microfinance to clear its position as an effective financial tool and help remove confusion over its implications.



Dialogue

15-16 April
2012 | **Dialogue on “Strengthening India-Bangladesh
Relations: Sustainable Development
and Poverty Eradication”**

InM, Bangladesh Unnayan Parishad (BUP), and Palli Karma-Sahayak Foundation (PKSF) in cooperation with Centre for Policy Research (CPR), India organised a Dialogue on “Strengthening India-Bangladesh Relations: Sustainable Development and Poverty Eradication” at PKSF Auditorium, PKSF Bhaban, Dhaka during 15-16 April 2012.

The Dialogue was aimed at addressing and discussing on the present and future status of India-Bangladesh relationship in terms of trust building and strengthening the non-trade and non-economic relations along with cultural, economic and political relations.

Comprising four main sessions on economic relations, poverty eradication, climate change, and water management, this meeting provided a valuable opportunity for a frank exchange of views about the India and Bangladesh relationship.

The dialogue was inaugurated by Dr. Qazi Kholiquzzaman Ahmad, Chairman, PKSF. Being the co-organiser, Dr. Nilufar Banu, Executive Director, BUP, and Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM; hoped for the integrated success and for the opportunity of bilateral discussion and appreciated for coordinating such dialogue on the important issues for both the countries, and for making ways of robust and innovative ideas to be implemented

The dignitaries and discussants of the dialogue emphasised on strengthening the bilateral as well as regional relations between Bangladesh and India along with other South Asian countries so that the countries could be able to cope up the problems regarding sustainable development and to eradicate poverty cooperatively throughout South Asia.

At the concluding session of the dialogue, Dr. Hasan Mahmud MP, Honourable Minister for Environment and Forest, Government of the People’s Republic of Bangladesh graced the event as the Chief Guest, and Mr. Pankaj Saran, HE the High Commissioner of India in Bangladesh was present as the Guest of Honour. The session was co-chaired by Dr. Qazi Kholiquzzaman Ahmad, Chairman, PKSF and Professor K C Sivarama krishnan, Chairperson, Centre for Policy Research (CPR).

The two-day Dialogue proved to be a fruitful exercise as it brought together divergent voices from India and Bangladesh and paved the way for a forum for the frank exchange of views and ideas. The dialogue became lively by the active participation of Honourable MPs, academicians, researchers, policymakers, environmentalists, stakeholders, practitioners, and other eminent personnel from reputed institutions and organisations from both Bangladesh and India.



Regional Dialogue with MFIs

InM has dedicated a part of its endeavour for providing training to MFIs in Bangladesh. This operation is continuously being undertaken to accomplish an efficient, well-motivated and skilled workforce for MFIs. However, there are always questions of policy making and roadmap towards the objective. Hence, the Institute is arranging dialogues with representatives of microfinance

institutions in a regular manner to formulate an efficient and strong microfinance action. During 2007-2011, 5 Regional Dialogues in Dhaka, Rajshahi, Chittagong, Khulna, Barisal, was organised by InM. In the year 2012, 2 Regional Dialogues was organised in Mymensingh and Chittagong. InM has planned to conduct 2 more Regional Dialogues in Rangpur and Sylhet.



MFI Professional addressing at a Regional Dialogue organised by InM

28 August 2012 | Regional Dialogue with the MFIs of Chittagong Division

InM organised a Regional Dialogue with the MFIs of Chittagong Division at IDF Training Centre at Chandgaon, Chittagong on 28 August 2012.

A total of 47 top personnel from MFIs based in Chittagong and Chittagong Hill Tracts (CHT), participated in the dialogue. Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM, was present as the Chief Guest, and Mr. Zahurul Alam, Executive Director, IDF, chaired the ceremony.

Mr. Md. Abdul Hye Mridha, Senior Deputy Director (Training & Admin.) presented a brief on InM. In an open discussion, participants expressed their individual opinions on the contemporary issues in the arena of microfinance and development.

The dialogue was a success in a view that it provided InM an avenue to directly interact with the MFIs and understand their needs, problems, challenges being experienced at the grassroots level.



1 September 2012 | Regional Dialogue with the MFIs of Mymensingh Division

InM organised a Regional Dialogue with the MFIs of Mymensingh and Netrokona District at Aspada Training Academy, Mymensingh on 1 September 2012.

A total of 48 participants attended the dialogue from different MFIs. Dr. Md. Mosleh Uddin Sadeque, Executive Director (Interim), InM, was present there as Chief Guest, and Mr. Md. Abdur Rashid, Executive Director, ASPADA Paribesh Unnayan Foundation, chaired the dialogue.

Mr. Md. Abdul Hye Mridha, Senior Deputy Director (Training & Admin.), InM, briefly described the activities of InM to the participants. The participants shared and exchanged their views on recognising probable research areas and topics significantly contributing their future operations, exploring the courses and areas regarding future training demand of the sector, explaining the modalities of collaboration of InM for training in terms of cost sharing approaches vis-à-vis their expectations, finding out the critical issues to be shared with stakeholders through seminar/workshop/dialogue to strengthen the sector.



Media Relations and Advocacy

As a part of its knowledge dissemination and awareness building programmes, InM has been organising a series of television programmes i.e. talk show, documentaries, and other types of programmes focusing on the field of microfinance and development in Bangladesh.

These programmes are aimed at building awareness on the objectives of microfinance, poverty alleviation strategies and development issues among the mass people of Bangladesh which seemed to have a positive impact on the audience and considered to be successful at its goal and purpose.

Renowned academicians, practitioners, researchers, stakeholders, government officials and personnel from various reputed organisations and institutions have been participating at the programme highlighting the microfinance as a tool for development. They have been expressing their valuable thoughts and ideas with the aim of building awareness on the objectives of microfinance, poverty alleviation strategies and development issues among the mass people of the country.

As a continuation of this initiative, InM has been looking forward to take part in the programmes related to the development sector in Bangladesh so that the Institute could contribute to the policy formulation and implication effectively. InM thinks that the Institute's experience and expertise in poverty reduction and development programmes would be helpful to the overall development of the country.

Talk Show Programme "Tritio Matra"

InM has organised 26 episodes of a Talk Show named 'Tritio Matra' telecast on Channel-i since February 2011. Renowned academicians and practitioners from various associated organisations and institutions participated at the programmes highlighting the poverty alleviation strategies along with microfinance and development issues.



Pre-budgetary programme

“Krishi Budget Krishoker Budget”

InM organised a pre-budgetary programme named “Krishi Budget Krishoker Budget” arranged by “Hridoye Mati O Manush” of Channel-i, one of the renowned television channels in Bangladesh.

A total of 6 episodes has been organised in 6 districts of the country as follows: Comilla, Jessore, Manikganj, Mymensingh, Cox’s Bazar, and Tangail.

Mr. Shykh Seraj, Director and Chief News Editor, Channel-i, Impress Telefilm Limited, was the moderator of the programme.

The programme is organised in the pursuit of inclusive development of the agriculture by acquiring the thoughts and ideas from the sector’s core stakeholders i.e. opinions from the farmers on the budgetary allocation in agriculture, so that the farmers could express their views and needs directly to the government.

Honourable Ministers from various Ministries (such as: Ministry of Finance, Ministry of Industries, Ministry of Food and Disaster Management), local MPs, high government officials related to agriculture, local government officials and representatives, local eminent personnel, grassroots farmers’, microfinance borrowers, related agency personnel, and renowned professionals and practitioners participated at the programmes organised in 6 districts of the country.

The recommendations from the programmes were consolidated and submitted to the Finance Minister, Government of Bangladesh for the budgetary action on agriculture and related issues.



Documentary Programme on Environmental Development

InM has organised a Documentary Programme named “Environmental Development & Poverty Reduction” telecast on ATN Bangla. The programme has been organised with the key ideas and thoughts of Dr. Qazi Kholiqzaman Ahmad, Chairman, InM. He is also the moderator of the programme.

The programme highlights different issues of environment and climate change vis-à-vis their impact on poverty, and

also puts significant impacts on policy issues and could create awareness on poverty reduction, environment and related development issues among the mass people. The microfinance borrowers being affected from the natural disasters and adverse environment would also be benefitted through this programme.



InM Sponsored Programme wins **UNCA Award**

InM sponsored programme entitled “Environmental Development and Poverty Reduction” telecast by ATN Bangla, was awarded with silver medal from the United Nations Foundation Prize at the 17th Annual UNCA (United Nations Correspondents Association) Award 2012 in the category of “The United Nations Foundation Prize for coverage, in any medium, of the Humanitarian and Development Aspect of the UN”.

The awarded documentary series focuses on how environmental degradation, natural disasters and poverty are taking their toll on a sizeable percentage of the population in Bangladesh.

The award was handed over by the UN Secretary General Ban Ki-Moon at the UNCA Awards Dinner on 19 December 2012 in New York.

Networking

InM puts large emphasis on networking and eventually, its networking activities have expanded in times.

To emerge as a leading institute in creating and disseminating knowledge, InM works collaboratively in microfinance, poverty alleviation, enterprise development, environment, climate change and other allied areas at national and international levels through building network with likeminded research institutes, MFIs, sector stakeholders, reputed researchers, thinkers and professionals. InM applies its affiliation in two ways – firstly, through joint initiatives, and secondly, through intellectual properties by exchanging ideas and experiences.

- United Nations Development Programme (UNDP)
- Asian Institute of Technology (AIT), Thailand
- The World Bank
- Japan International Cooperation Agency (JICA)
- Microfinance Transparency, USA
- Save the Children UK
- International Centre for Diarrhoeal Disease Research, Bangladesh (ICDDR,B)
- International Growth Centre (IGC), UK
- Rural Microfinance Development Centre (RMDC), Nepal
- China International Centre for Economic and Technical Exchanges (CICETE), China

InM, in effort to create bilateral accomplishments, and to widen its network, has already collaborated with a number of international and national institutions through research and training activities.

For sharing and exchanging ideas and experiences, InM organises Regional Conferences with the purpose to build a strong network of relationships. InM is now concentrating on building forums and networks to initiate a common platform especially for microfinance and development practitioners, academicians, stakeholders, and researchers. So far, InM has developed networking with following international organisations:

- China Association of Microfinance (CAM), China
- DAIBANG, China
- GOPE Organisation of Training and Consultation, China
- World Vision
- Plan International
- Muslim Aid – UK
- LangFang City WanXinHe Credit Guarantee Company, China
- Institute for Global Environmental Strategies (IGES), Japan, etc.

Library

InM strives to build a comprehensive library which would be a potential resource for researchers, practitioners and academicians. InM library contains various books, journals, periodicals, reports, academic papers, etc. InM is collecting national and international publications further from different sources to enrich the physical library of the Institute.

InM is also collecting various reports and documents (annual reports, financial reports, brochures, other

publications) from different MFIs working in Bangladesh to develop the archive of printed materials. In this regard, InM is communicating with the major MFIs of the country and gathering their printed materials. InM is going to maintain the archive as a time-series and further expand the collections with the information of other major MFIs as one of the on-going activities of the Institute. In addition, InM is collecting and archiving microfinance related news published on different daily newspapers for future use.

Access to Online Journals

InM offers exclusive online access to valuable online journals like JSTOR and other resourceful virtual library for its staff and researchers.

These e-journal subscriptions have allowed the Institute to get access to a vast quantity of scholarly publications and education materials. Subscription of the PERI-INASP consortium programme enables each

participating institution to access over 20,000 scholarly publications, including those from both general and highly subject specific journal providers.

Some currently available e-resources are:

- JSTOR
- Cambridge University Press (CUP)
- EBSCO Host
- Institute of IEEE
- Nature Publishing Group (NPG)
- Oxford University Journals
- Royal Society
- Springer
- University of Chicago Press
- Wiley-Blackwell
- World Bank e-library, WDI, GDF
- NRC Press
- Beech Tree Publishing

ICT Support to the Institute

As computers are now extensively used in all over institutional activities such as research, training and other support services to the Accounts, Administration, Publication and Library Section; therefore, for providing support to its divisions, InM developed a physical network infrastructure which is managed by its MIS Unit. A Local Area Network (LAN) is developed in this purpose. To get access to the world of global knowledge

repository, the LAN is connected to the internet through high speed dedicated connectivity. The whole Institute is covered by wireless networking system. Several software are being developed and currently being used by the administration, finance and library units of the Institute. The MIS Unit also manages the website (www.inm.org.bd) of the Institute.

Internship (National and International)

InM's internship programme offers an excellent opportunity for undergraduate and graduate students to work in the development sector and gather firsthand experience of working in an official environment. Bright students from different renowned universities in the country are enrolled every year at the Institute for this programme. International interns from many reputed universities across the world are also regularly accommodated.

Total 122 national students and 9 foreign students from reputed universities/institutions worked as intern at InM so far. Among them, 15 national students and 3 international students worked at InM in the year 2012.



Other Events 2012



A Student Group from **Yale University** Visited InM

A group of 22 students of different disciplines from Yale University, USA visited InM on 6 March 2012. The students were interested to be acquainted with the current status and future prospects of microfinance in Bangladesh as well as in the international arena. They also intended to know about the varied activities on research, training, education and knowledge management programmes of the Institute. Professor Wahiduddin Mahmud, Chairman, InM briefed the students on the scenario of microfinance sector in the country. Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM and Dr. Muhammad Abdul Latif, Director (Research and KnM), InM along with other senior officials and researchers were also present on the occasion.



Exposure Visit of **Delegation Team from Nepal**

An 11-member delegation team from various institutes and organisations from Nepal visited InM on 17 April 2012. Senior officials and representative of different MFIs, agricultural banks and development banks attended a meeting for being informed about the activities of InM as well as the present status of microfinance in Bangladesh. Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM welcomed the delegates to the Institute and remarked on the ample opportunities for working in the microfinance sector together with various allied organisations on contemporary concerns. The delegates showed their keen interest to collaborate with InM on diverse bilateral issues.



Exposure Visit of **Delegation Team from Afghanistan**

A 3-member team from The First Micro Finance Bank, Afghanistan led by Mr. Ali Rawnaq, Senior Training Manager visited InM to know more about the training activities being offered by InM. During their visit, they were briefed about the training programmes offered by InM for the microfinance practitioners at field level.

They also showed their keen interest in organising joint training programme with InM for the Central Bank Officials looking after the microfinance programme in Afghanistan.



Meeting with **Rockefeller Foundation** Delegation

A meeting was held between Microinsurance Research Unit (MRU), InM and the Rockefeller Foundation on 22 March 2012 at InM's conference room, Lalmatia, Dhaka. The meeting was focused on the issue of collaboration between two parties. Dr. Mushtaque Chowdhury, Rockefeller Foundation; Natalie Phaholyothin, Rockefeller Foundation; Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM; Professor S. M. Ahsan, Visiting Fellow, InM; Dr. Syed A. Hamid, Project Coordinator, InM and the team members of MRU were present at the meeting.



PKSF Chairman Visits InM

Eminent Economist of Bangladesh and Chairman, PKSF Dr. Qazi Kholiquzzaman Ahmad, visited InM on 21 May 2012. Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM welcomed him to the Institute and presented a brief on the research and training activities of InM. Dr. Ahmad emphasised on the importance of conducting short-term, goal-oriented and objective focused action research by the Institute so that the immediate outcomes could response to the unanswered questions faced by the microfinance researchers and professionals while working in the sector. He also shared his thoughts and ideas on the overall microfinance and development sector. He praised and acknowledged the accomplishment of InM in terms of working for capacity building of the sector by its constructive research and training activities, and wished for ever more success to the Institute in future.



Collaboration with ICDDR,B

Inauguration of a health prepayment scheme named “Amader Shasthya” implemented by ICDDR,B funded by Rockefeller Foundation was held on 8 February 2012 at Kakara Village Health Post at Chakaria Upazila of Cox’s Bazar district. The Joint Secretary and Joint Chief, Health Economic Unit, MoHFW, Mr. Prashanta B. Barua, Interim Executive Director of InM Dr. Md. Mosleh Uddin Sadeque, Dr. Mohammad Iqbal of PHSD, ICDDR,B and the local administrators (both at sub-district and district level) were present in the ceremony.

Microinsurance Research Unit (MRU) of InM significantly supported ICDDR,B in designing the package and setting optimum premium for each household. Moreover InM printed an exclusive poster on the theme of alleviating health shocks through micro health insurance. This poster was also inaugurated and displayed during the ceremony. Later the poster was widely circulated in order to make the people aware about the health prepayment scheme.



Exposure Visit of Chinese Delegation

InM organised an Exposure Visit Programme during 10-24 September 2012 for a Chinese Delegation Team comprising microfinance and development practitioners consisting Mr. Yonghai Ren, Director of Board, and Mr. Lee Sueh, Director (Public Relations) of Lang Fang City WanXinHe Credit Guarantee Co. Ltd., China.

The main purpose of this programme was to let them know about the field level microfinance operations in Bangladesh. During their stay in Bangladesh, along with InM, the delegation team visited BRAC, TMSS, ASPADA,

PKSF, and COAST TRUST. The team also visited Grameen Trust and met with Professor Muhammad Yunus, Nobel Laureate.

The delegates showed their keen interest to the microfinance and development activities in the country. The team felt the visit to be useful as they gathered knowledge and experiences on microfinance which would be beneficial for the microfinance practitioners and stakeholders in China.





InM Established **International Training Centre** in Cox's Bazar

InM has inaugurated its “International Training Centre” in Cox’s Bazar on 21 January 2012 to cater the growing demand of microfinance sector at home and abroad.

The International Training Centre is aimed at becoming a central learning hub for national and international microfinance practitioners. InM would like to continue organising national and international training, seminar, and workshop at the Centre on regular basis for undertaking training and capacity building programmes of international standard.

At the inaugural session, Professor Wahiduddin Mahmud, Chairman, InM graced the event as the Chief Guest, and Dr. Rashid Faruqee, Visiting Fellow, InM chaired the session. Dr. Quazi Mesbahuddin Ahmed, Managing Director, PKSf; Dr. M. Amanullah (MAK) Khan, International Team Leader, PROSPER-PCU; Mr. Stephen K. Halder, Director, Public Engagement Division, World Vision Bangladesh; and Mr. Selim Md. Jahangir, Superintendent of Police (SP), Cox’s Bazar, were present as the Special Guests. Among others, Dr. Muhammad Abdul Latif, Director (Research & KnM), InM and Ms. Simeen Mahmud, Lead Researcher, BRAC Development Institute (BDI) were present on the occasion.

At his welcome speech, Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM thanked the Chief Guest, Special Guests, the Chair, and all other participants. He said that it was dream come true to establish InM’s own Training Centre which to be developed as the “Hub of Excellence” and “Centre for Experience Sharing” in the future.

Mr. Stephen K. Halder, Director, Public Engagement Division, World Vision Bangladesh, in his speech as one of the Special Guests, expressed his happiness as he found that InM has been able to establish the International Training Centre and make effective and practical use of the Centre. He hoped that it would become an enriched International Training Centre soon.

At his speech of Special Guest, Dr. M. Amanullah (MAK) Khan, International Team Leader, PROSPER-PCU said that this event implied the credibility and capability of InM for establishing this International Training Centre. He emphasised on maintaining the standard of training programmes and urged for the best fit plan, funding and process to ensure quality training services as well as promised his full support to the Centre.

Mr. Selim Md. Jahangir, Superintendent of Police (SP), Cox's Bazar, emphasised on continuing this success of InM and described the Institute as the future Think Tank in Bangladesh. He assured to continue his whole-hearted support when required, and hoped for the best of InM.

Dr. Quazi Mesbahuddin Ahmed, Managing Director, PKSf, in his speech of Special Guest, said that as a development partner, PKSf is also happy with this success of InM.

He expressed that the relationship between InM and PKSf is strengthening in terms of conducting research studies which will be continued in the future. He hoped the best for the Training Centre and promised his continuous support to InM. The Chief Guest of the inaugural ceremony, Professor Wahiduddin Mahmud, Chairman, InM described InM as an internationally recognised Institute and referred to the collaboration of InM and Asian Institute of Technology (AIT), Thailand and China International Centre for Economic and Technical Exchanges (CICETE), China which could create the avenue to arrange international training facility at InM International Training Centre.

Professor Mahmud emphasised on the need for quality trainers for conducting international training programmes. He expressed that the trainers must be updated with the changing environment of microfinance sector and also, should be supportive and sensitive to the poor condition of beneficiaries. He also opined that microcredit is a social process, so if we want to succeed in microfinance, we must understand the economic and social life of the poor people through research studies and also must work for the capacity building of the sector.

The Chair of the event Dr. Rashid Faruqee, Visiting Fellow, InM, said that the effort must go on and should not be stopped after the inauguration and wished the success of the Centre. At the end of the inaugural session of the event, the Chief Guest distributed crests among the guests of the event.



InM Team Visited MIA and Other Organisations in India

A 5-member team from InM, consisted of Dr. Md. Mosleh Uddin Sadeque, Interim Executive Director, InM, Dr. Muhammad Abdul Latif, Director (Research & KnM), InM, Professor Syed M. Ahsan, Team Leader, MRU, InM, Dr. Syed Abdul Hamid, Project Coordinator, MRU, InM and Dr. Mohammad Rifat Haider, Technical Consultant (Medical), MRU, InM visited India during 28 May – 4 June 2012.

During their stay in India, the team visited different organisations in different states along with MIA at New Delhi, Sambhav at Agra, and Vaishaly at Bihar, to

observe their microinsurance and microcredit activities. These visits were very unique for InM, as they observed different dimensions of microinsurance programmes. Related organisations in India are implementing their microinsurance activities along with water, sanitation, health and climate changes ordeals. These organisations also showed keen interests to work jointly with InM in the microinsurance programmes and discussed various modalities of microinsurance and their potential implementation in Bangladesh.

Prof. M. Ahsan Visited Tanzania to Attend Microinsurance Conference

Professor Syed M. Ahsan, Visiting Fellow, InM, visited Tanzania in Africa continent to attend the “8th International Microinsurance Conference” at Dar es Salaam, Tanzania during 7–9 November 2012. It was a 2-day conference with different discussion sessions to discuss issues on strengthening microinsurance training programmes. The Conference was organised by the Micro Insurance Network (MIN) and the ILO Microinsurance Innovation Facility (MIF), Tanzania.

The first session of the conference, held on 7 November 2012, was a roundtable discussion, where institutions from four developing countries namely; Bangladesh, Colombia, Philippines and South Africa showcased the advances of their microinsurance research and training activities. The second session, held on 9 November 2012, dealt with strategic guide and strategy setting to

enable training institutions of the developing countries to conduct microfinance training successfully. The strategies were discussed under the following thematic areas:

- Demand-based training contents (e.g., tools, regular updates of materials)
- Delivery of training courses (e.g., developing a pool of trainers, ToTs, certification)
- Sustainable training infrastructure (funding options, partnerships)

The discussion sessions were very fruitful and other participating Institutions also showed keen interests to work with InM to conduct joint microinsurance training programmes in Bangladesh.

InM Team Visited Japan to Attend the Fourth International Forum for Sustainable Asia and the Pacific 2012

A 3-member team from InM, led by its Interim Executive Director Dr. Md. Mosleh Uddin Sadeque, along with Professor M. A. Baqui Khalily, Department of Finance, University of Dhaka, and Team Leader, Access to Financial Services Project, InM, and Dr. Mahfuz Kabir, Team Leader, Assessing Financial Inclusion in Char and Haor Areas of Bangladesh study of InM, visited Japan during 24-25 July 2012 to attend the Fourth International Forum for Sustainable Asia and the Pacific 2012 (ISAP 2012).

The event was jointly organised by the Institute for Global Environmental Strategies (IGES) and the United Nations University – Institute of Advanced Studies (UNU-IAS).

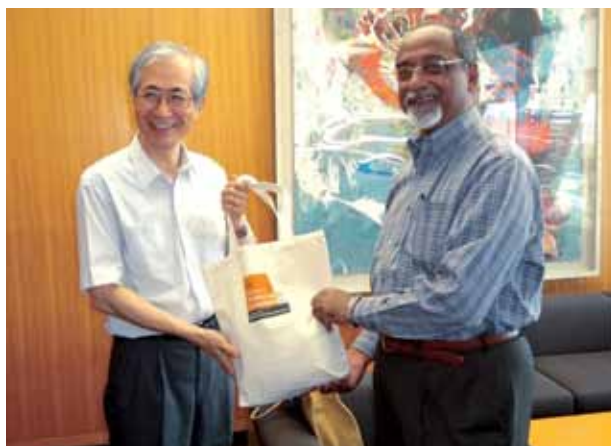
The Forum is based on the global networks and research results developed by IGES and UNU-IAS, promotes diverse discussions in the context of sustainable development in Asia and the Pacific. It provides opportunities to promote information-sharing and strengthen collaborative efforts with experts and related organisations. This is considered even more important given the current disaster caused by the extraordinary earthquake and tsunami, and subsequent accidents that happened at nuclear power plants in north-eastern Japan.

Under the umbrella theme of Steering towards a sustainable and resilient future: Beyond Rio+20, ISAP 2012 focused on four timely issues to sustainable development – green economy, resilience, climate change and Rio+20 influences.



Professor Khalily and Dr. Sadeque participated at the Panel Discussion Session of the event as panelists, and presented the overall scenario of microfinance, development and climate change in Bangladesh.

During the visit, an MoU was signed between InM and IGES with the focus of collaborative research, training, knowledge management, and other related activities. Under this MoU, a scope for working in the area of climate change and development has been created for InM with a reputed international organisation. InM and IGES agreed to a collaborative programme of research on the role of microfinance in building resilience and adaptive capacity to deal with climate change.



InM Bids Farewell to Its Founder Chairman Professor Wahiduddin Mahmud

InM has bid farewell to its founder Chairman Professor Wahiduddin Mahmud on 31 December 2012. He has been the Chairman of InM since the inception of the Institute. Under the outstanding supervision of Professor Mahmud, and with the overall guidance of this eminent economist and renowned scholar of the country, InM has progressed immensely all these years.

In the speech of farewell ceremony, Professor Mahmud suggested some important research areas as the 'second generation of microfinance' is active in Bangladesh. He also said that effective research should be initiated to monitor and project the trend of development of microfinance in Bangladesh.

He said that he is not feeling that he is parting from InM, he wished to further contribute with his intellectual expertise in InM's future development in the coming days. He also wished that InM would further progress with the proper guidance of the new Chairman of InM, and would be able to enhance the Institute's activities in national and international arena.

Professor M. A. Baqui Khalily, Executive Director, InM, Dr. Muhammad Abdul Latif, Director (Research & KnM), Dr. Md. Mosleh Uddin Sadeque, Director (Training and Operations) and all the other staff of InM were present at the farewell ceremony. Dr. Rashid Faruqee, Dr. S. R. Osmani, Professor Syed M. Ahsan, the Visiting Fellows of InM were also present at the event.





Acronyms

ADIPA	Association of Development Research and Training Institutes of Asia and the Pacific
AIT	Asian Institute of Technology
AITE	Asian Institute of Technology Extension
ASPADA	ASPADA Paribesh Unnayan Foundation
ATFS	Access to Financial Services
AUW	Asian University for Women
BCL	Bangladesh Consultants Limited
BDI	BRAC Development Institute
BEA	Bangladesh Economic Association
BIBM	Bangladesh Institute of Bank Management
BIDS	Bangladesh Institute of Development Studies
BKB	Bangladesh Krishi Bank
BUET	Bangladesh University of Engineering & Technology
BUP	Bangladesh Unnayan Parishad
CAM	China Association of Microfinance
CAMPE	Campaign for Popular Education
CBMCHB	Community Based Medical College Hospital Bangladesh
CDF	Credit and Development Forum
CDM	Clean Development Mechanism
CDSP	Char Development and Settlement Project
CEO	Chief Executive Officer
CGAP	Consultative Group to Assist the Poor
CHFB	Community Health Foundation Bangladesh
CHT	Chittagong Hill Tracts
CICETE	China International Centre for Economic and Technical Exchanges
CIRDAP	Centre on Integrated Rural Development for Asia and the Pacific
CIs	Conservancy Inspectors
COs	Conservancy Officers
CPR	Centre for Policy Research
CRCT	Clustered Randomised Controlled Trial
CUP	Cambridge University Press
DAM	Dhaka Ahsania Mission
DFID	Department for International Development
DK Foundation	Desh Kalyan Foundation
DMP	Disclosure in Microfinance Pricing
DSCC	Dhaka South City Corporation
DScE	Dhaka School of Economics
DSK	Dushtha Shasthya Kendra
DUS	Dwip Unnayan Sangstha
ED	Executive Director
ERG	Economic Research Group
F & A	Finance and Accounts
FSVGD	Food Security for Vulnerable Group Development
GDF	Global Development Finance
HQs	Head Quarters
ICDDR,B	International Centre for Diarrhoeal Disease Research, Bangladesh
ICT	Information and Communication Technology
IEEE	Institute of Electrical and Electronics Engineers
IGC	International Growth Centre
IGES	Institute for Global Environmental Strategies
InM	Institute of Microfinance
ISAP	International Forum for Sustainable Asia and the Pacific
JICA	Japan International Cooperation Agency
JSTOR	Journal Storage
KnM	Knowledge Management and Communication
LAN	Local Area Network
MFI	Microfinance Institutions
MFS	Management Information System

MFT	Microfinance Transparency
MHI	Micro Health Insurance
MIF	Microinsurance Innovation Facility
MIN	Micro Insurance Network
MIS	Management Information System
MoHFW	Ministry of Health and Family Welfare
MOM	Microfinance Operations and Management
MoU	Memorandum of Understanding
MRA	Microcredit Regulatory Authority
MRU	Microinsurance Research Unit
MSC	Microcredit Summit Campaign
MSS	Manabik Shahajya Sangstha
NGOs	Non-Governmental Organisations
NUF	Nari Unnayan Forum
OOP	Out-of-Pocket
PCU	PROSPER Coordination Unit
PHSD	Public Health Sciences Division
PIDM	Padakhep Institute of Development and Management
PKSF	Palli Karma-Sahayak Foundation
PMK	Palli Mangal Karmasuchi
PMUK	Padakhep Manabik Unnayan Kendra
POPI	People's Oriented Programme Implementation
POs	Partner Organisations
PRA	Participatory Rural Appraisal
PRI	Policy Research Institute
PRIME	Programmed Initiatives for Monga Eradication
PROSPER	Promoting Financial Services for Poverty Reduction
RAKUB	Rajshahi Krishi Unnayan Bank
RC	Research Committee
RDF	Resource Development Foundation
RMDC	Rural Microfinance Development Centre
RRF	Rural Reconstruction Foundation
SAARC	South Asian Association for Regional Cooperation
SDI	Society for Development Initiatives
SID	Society for International Development
SSS	Society for Social Service
SSUS	Sagarika Samaj Unnayan Sangstha
SWM	Solid Waste Management
TMSS	Thengamara Mohila Sabuj Sangha
TNA	Training Needs Assessment
ToT	Training of Trainers
TSPs	Training Service Providers
UDDIPAN	United Development Initiatives for Programmed Actions
UHC	Universal Health Coverage
UK	United Kingdom
UNCA	United Nations Correspondents Association
UNCDP	United Nations Committee for Development Policy
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNU-IAS	United Nations University – Institute of Advanced Studies
UODA	University of Development Alternative
UP	Ultra Poor
UPL	University Press Limited
USA	United States of America
VERC	Village Education Resource Center
WB	World Bank
WDI	World Development Indicators
YPSA	Young Power in Social Action

www.inm.org.bd