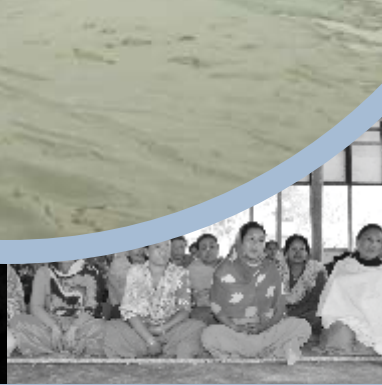


# FWWB

FRIENDS OF WOMEN'S WORLD BANKING  INDIA



ANNUAL REPORT  
2019-2020

# VISION

*A society based on equity and social justice where women are active partners in holistic development.*



# MISSION

Providing financial and capacity building services to organizations promoting livelihoods and self-reliance of poor women.

# FWWB

FRIENDS OF WOMEN'S WORLD BANKING  INDIA



**ANNUAL REPORT  
2019-2020**



# Towards Achieving Sustainable Development Goals

## PRIMARY

**1** NO  
POVERTY



FWWB works with bottom of the pyramid communities in order to ensure that they are pulled out of poverty through sustainable interventions that have sustainable impact.

**4** QUALITY  
EDUCATION



By building technical and vocation skills of the communities in order to support better livelihood means for the beneficiaries, FWFB contributes to the 4th SDG of Quality Education.

**5** GENDER  
EQUALITY



FWWB promotes women's full & effective participation and equal opportunities for leadership at all levels of decision-making in social, economic and public life and undertakes pro-active approach of bridging the gap of access to products, services, knowledge & skills.

**6 CLEAN WATER AND SANITATION**



Under its Water and Sanitation Program, FWWB through its micro-credit model, enables the marginalised access to affordable and reliable water & sanitation services and infrastructure, thus contributing to 6th SDG of Clean Water and Sanitation.

**7 AFFORDABLE AND CLEAN ENERGY**



FWWB through its Solar Energy Program, enables access to affordable and reliable solar products & services for all and especially the needy hence contributing to the 7th SDG of Affordable & Clean Energy.

**8 DECENT WORK AND ECONOMIC GROWTH**



By promoting and strengthening Women Entrepreneurs & Producer Organisation results in increased incomes and job creation, and strengthening domestic financials organisations' capacity to encourage & expand access to financial services for all, FWWB contributes to 8th SDG of Decent Work and Economic Growth.

**10 REDUCED INEQUALITIES**



FWWB through its approach of targeting the bottom-of-pyramid under all the activities, aims to progressively achieve and sustain income growth of them and attempts to empower and promote the social & economic inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status, hence contributing to SDG of reduced inequalities.

## Secondary

**2 ZERO HUNGER**



**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**



**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**



**13 CLIMATE ACTION**



# MESSAGE FROM CHAIR PERSON

Dear Friends,

For Friends of Women's World Banking India, the year 2019-20 was a year of growth and improvements across all programs. Extensive efforts have been made in terms of reaching out to various beneficiaries and extending customized support to all.

I am happy to share that the diverse programs implemented by FWWB, all evolving from the needs of the clients at grassroots level have proved successful. Support to Producer Organisations under Agriculture Finance program was continued by way of credit and capacity building support. The women entrepreneurship support program was expanded both in terms of scale and geographical presence. The solar energy program and Water & sanitation program did see good traction in terms of newer demand areas and extended geographical coverage

During the year, FWWB supported 29 organisations through its Agriculture finance program, while capacity building support was provided to 26 Farmer Producer Companies. Under solar energy program, a total of 22290 solar lighting devices, and under water & sanitation program 7663 sanitation loans have been provided during the year. Women entrepreneurship program covered a total of 12163 micro entrepreneurs through various training and facilitation activities.

This was a year of massive jolt for FWWB as we lost our beloved Founder CEO, Mrs. Vijayalakshmi Das in February. This along with the emergence of pandemic towards the end of the year resulted in disruption to an extent. Although devastated by the untimely demise of Viji, all of us continued our duty towards the betterment of the society in every possible way.

I would like to extend my sincere gratitude to every Board Member for the continued guidance during the year. I commend the Management and Staff for the energy and dedication with which they have strived to achieve our vision and mission. I would also like to thank our funders, lenders, partners and consultants for their active contribution and support to FWWB.

Our task for the next year is to carry forward the legacy of Viji Das, and reaching breadth and depth in terms of positively impacting the lives of the marginalized. We sincerely hope to achieve our goals with the dedication and the collective efforts.

**Jayshree Vyas**

**Chair Person, FWWB, India**





# FROM CEO'S DESK

Dear Friends,

It is my pleasure to present to you FWWB's Annual Report for the year 2019-20, as I take upon the responsibility with great honor to lead the organisation. I am happy to share that we have seen great achievement of continuing impactful work in all the programs during the year. The last quarter of the year saw two major shocks to all of us. One was sudden demise of Smt. Vijayalakshmi Das the Founder CEO of FWWB who was a strong pillar to the organization and nurtured the organization over three decades bringing the desired transformation keeping the interest of the low income women. We have not only lost a visionary leader but also a crusader who was fighting for the self-reliance of low income women. Her ethos, legacies and passion for the social impact will continue to guide us in the days to come. The second shock was emergence of the pandemic and consequent lockdown which had a telling effect on the lives and livelihoods of the clients disrupting the entire economy out of gear and pushing lakhs of people below the poverty line posing tough challenges before us.

Despite the shocks, the year bygone, a crucial year that helped FWWB sharpen its mission and delivery mechanism, wherein we not only developed a deeper understanding of the various challenges and requirements of our end-beneficiaries, but also initiated the work towards fine-tuning our strategic approach to provide customized support to our partner organisations.

Under Agriculture finance program we have continued to support nascent organisations to access low cost credit. In addition to that, these organisations are provided extensive facilitation and handholding support required by FPOs in day-to-day businesses including accounting, market linkages, compliance requirements, and governance management etc. under agriculture capacity building initiatives. Solar Energy and Water & Sanitation credit programs have been expanded in terms of geospatial outreach to two more states. Women Entrepreneurship development program saw a tremendous growth in terms of the outreach and impact, wherein we could benefit existing and aspiring entrepreneurs, many of whom graduating to mature entrepreneurs.

For the upcoming year, we will continue to offer customized solutions to our partners, thereby creating value for all our stakeholders. On the FPO front, we would aspire to bring a larger ecosystem intervention like ease of access to finance and market linkages, leading to self-reliance and sustainability for our FPOs and their members. On entrepreneurship area, we look forward to supporting potential enterprises to move from informal to formal sector, with 360 degree enterprise support. We are confident that we would be able to build many more strategic partnerships and continue to add value to the beneficiary communities.



## 2019-20 YEAR IN REVIEW

<b>CORPUS</b> 20.29 CRORE	<b>RESERVES AND SURPLUS</b> 41.44 CRORE	<b>BORROWINGS</b> 19.69 CRORE	<b>TOTAL LOAN PORTFOLIO</b> 58.11 CRORE	<b>NPA</b> 2.17 CRORE
<b>TOTAL LOAN DISBURSED</b> 43.66 CRORE	<b>TOTAL GRANT RECEIVED</b> 3.87 CRORE	<b>WOMEN ENTREPRENEURS SUPPORTED</b> 12163	<b>PRODUCER ORGANISATIONS SUPPORTED</b> 55	
<b>SANITATION LOANS</b> 7707	<b>SOLAR LOANS</b> 22290	<b>ENTERPRISE LOANS</b> 200	<b>CUMULATIVE WOMEN OUTREACH</b> 10 MILLION+	

We are proud of all the accomplishments presented in the Annual Report that follows. But today's global crisis has made it clear that much remains to be done to realize our vision of a society based on equity and social justice. As FWWB moves into the next phase of its existence without the presence of Viji Ma'am, there is yet a sense of hope for the future as she has put the strong building blocks and high reputation. The hope comes from the partnership sealed in the past years and the strong internal team, working with the committed organisation to take the vision forward. I would consider the annual report to be incomplete without making a mention of the able and strong nature of the organization FWWB transforming over the years, to carry on the great task it has set for itself. Its Employees, Consultants, Partners and Trustees stand testimony to the fact. My heartfelt thanks to all of them for their contribution and look forward to receive the continued support in the days to come. Organisation has to stand the test of time and grow incrementally to mitigate the hardship of the poor women and small holder farmers.

Best Regards,  
**S S Bhat**  
FWWB, India

# BOARD OF TRUSTEES



## CHAIR EMERITUS

### **Ms. Elaben Bhatt | Founder Chair**

Ela Ramesh Bhatt born in 1933, Padmabhushan Ela R. Bhatt, a Gandhian, always clad in khadi, is widely recognized as one of the world's most remarkable pioneers and entrepreneurial forces in grassroots development. Known as the “gentle revolutionary,” she has dedicated her life to improving the lives of India's poorest and most oppressed women workers. In 1972, she founded the Self-Employed Women's Association (SEWA), a trade union with around 2 million members now. She founded SEWA Cooperative Bank in 1974 which has an outreach of 3 million women now. She was President nominated Member of the Indian Parliament Rajya sabha and subsequently Member of the Indian Planning Commission. She founded and served as Chair for Women's World Banking, (WWB), the International Alliance of Home-based Workers (HomeNet), Street Vendors (StreetNet) and Women in Informal Employment: Globalizing, Organizing (WIEGO). She also served as a trustee of the Rockefeller Foundation for a decade. She has received several awards, including Padmashree, Padmabhushan, the Ramon Magsaysay Award and the Right Livelihood Award, George Meany-Lane Kirkland Labour Rights Award by AFL-CIO, US and Légion d'honneur by France, Madrid Creatividad Award, CGAE Human Rights Award by Spain, Indira Gandhi International Prize for Peace, Disarmament and Development, The Freedom from Want Medal' by Roosevelt Institute of Netherlands. She has received honorary Doctorates from Harvard, Yale, Natal, McMaster, M.S. Baroda and other Universities. She has been a Member of the Council of The Elders brought together by Nelson Mandela (2007). She was Director on the Central Board of the Reserve Bank of India (RBI). She has authored the “We Are Poor but So Many” book published by Oxford University Press, NY (2006). Currently she holds the position of Chancellor of Gujarat Vidyapith University, founded by Mahatma Gandhi in 1920. Her latest book is “Anubandh – Building Hundred-Mile Communities”. Recently appointed Mahatma Gandhi Chair Professorship by Panjab University. Recently appointed Chair of Sabarmati Gandhi Ashram. Currently, Elaben as she is called, is working on the idea of Building an Economy of Nurturance. She has daughter Ami, son Mihir and four grandchildren. Elaben regularly learns Indian classical music.

## CHAIR PERSON



### **Ms. Jayshree Vyas | Managing Director, SEWA Bank**

A Chartered Accountant by professional education, she worked as a Financial Analyst with Central Bank of India. She has been part of the non-government financial sector to work with a clear focus on the financial inclusion and economic empowerment of socio-economically disadvantaged women for more than two decades. She has been leading Shree Mahila Sewa Sahakari Bank, Ahmedabad (since 1986), pioneer in providing access to financial services for working class women. A recipient of the ' Outstanding Women Entrepreneur' award by FICCI in 1993-94, she has been a member of the board in the Gujarat Urban Cooperative Bank Federation, Central Depository Services Limited, a member of Advisory Committee of SEBI, and the Executive Director in Indian School of Micro Finance for Women, to mention a few.

## TRUSTEES



### **Dr. Sudha Kothari | Managing Trustee, Chaitanya**

With a PhD in Sociology, she has a rare blend of strong grassroots as well as institutional level experiences in the development sector spanning over three decades. She is the Managing Trustee of the well-known development agency called Chaitanya, based in Pune since 1993. A recipient of several awards and citations, she is on the Executive Committee of AFARM (Association for Agricultural Renewal in Maharashtra), Jnana Prabodhini and Chair of Indian Foundation for Inclusive Growth (IFIG).



### **Ms. Girija Srinivasan | Development Consultant**

An MBA by professional education, she has three decades of experience in rural finance, community owned institutions (SHGs and Federations and FPOs), project design, monitoring and evaluation, institutional assessment and gender. She started her career with NABARD and moved to freelancing and worked with IFAD, UNOPS, GIZ, ILO, SIDBI, NABARD and some leading NGOs in India. She was a member of the Task Force formed by the Government of Maharashtra on micro-finance. Besides, she has been contributing to the field of knowledge building in the sector by authoring several articles and books.



### **Ms. Smita Kumar | Independent Consultant**

An MBA in Finance and Marketing she has over three decades of experience as a Banker, Banking technology specialist and a Professor of Finance. She started her career in Reserve Bank of India where she was involved in currency management, making policy and supervision of Urban Co-operative Banks as well as Foreign Exchange operations of Commercial banks. She then moved to TATAs (erstwhile Tata Infotech) as the Banking Domain expert and helped them develop/ sell enterprise systems to the banking and Insurance industry. She has also been a CFO of a foreign bank - Bank International Indonesia where she set up Accounting and Management Information Systems in addition to her other responsibilities. She has been a Professor of Finance in various Business Schools teaching International Finance. She has also been involved in Corporate training where she conducted programs like Finance for non-Finance professionals, Retirement planning etc.



### **Prof. Siddharth Sinha | Professor, IIM Ahmedabad**

A PhD in Finance from University of California, Berkeley, USA, Professor Sinha taught for about five years in University of Massachusetts, Amherst and has been teaching in IIM Ahmedabad since 1992. He has significantly contributed to the knowledge domain in the areas like corporate finance, corporate governance and risk management. He was member of the committee on Power Sector Reform Review, set up by the Government of Odisha. He has several publications at the national and international level to his credit.



### **Dr. Venkatesh Tagat | Development Consultant**

Venkatesh Tagat has been a student of agriculture, having completed his Ph. D in soil and water management from the Indian Agricultural Research Institute, New Delhi. He worked as an agronomist at the Central Coffee Research Station, Chickmangalur. He later pursued a development-banking career by joining Reserve Bank of India and later on National Bank for Agriculture and Rural Development. He has had experience of working with village communities in the NABARD- KFW supported Indo German Watershed Development Program in Maharashtra. He has also designed and implemented tribal development programs in many states. He initiated the capacity development of producer organizations and prepared the road map for the promotion of FPOs in 2014. As part of a knowledge series by NABARD, he authored a paper on Financing for FPOs –focus on transforming agricultural lending which was published in 2016. Currently, he is nominated on the Board of Directors of AME Foundation, Friends for Women's World Banking (FWWB), Sanghamitra Rural Finance Services, Samunnati Financial Intermediation & Services, and Samunnati Agro Solutions.





**Smt. Vijayalakshmi Das**  
(17th July 1951 to  
8th February 2020)



# Tribute

## WHERE IS MY SECOND ARM?

I wish I could say welcome to you.  
I wish Vijayalakshmi was here to welcome you all, still can't believe.  
Pray, may her soul rest in peace.  
I am torn by one of my two arms. Jayshree and Viji are my two arms.  
Without them I am zero in the whole world of finance.  
They have made me proud of both our institutions SEWA Bank,  
WWB. Staff of both FWWB and Ananya, you have been very  
devoted, I don't know how to solace you.  
Bhai Das, I am concerned about you. Your two loving daughters and  
God will always be with you to strengthen you.  
All back memories are rushing in my mind – funny stories, fighting  
stories, travels, meetings – all three of us together. And Jyotsna.  
I pray sincere deep tribute to Vijayalakshmi with Rig Veda Richa.

## Prayers from Rigved

सं गच्छध्वं सं वदध्वं,  
सं वो मनांसि जानताम्  
देवा भागं यथा पूर्वे,  
संजानाना उपासते  
समानो मंत्रः समितिः समानि  
समानं मनः सह चित्तमेषाम्  
समानंमंत्रमभिमंत्रयेवः  
समानी व आकूतिः,  
समाना हृदयानिवः  
समानमस्तु वो मनो  
यथा वः सु सहासति

**Ela R. Bhatt**  
**2nd March 2020**

# IN MEMORY OF VIJAYALAKSHMI "VIJI" DAS, A LEADER IN WOMEN'S FINANCIAL EMPOWERMENT

Earlier this week, we were all shocked by news of the passing of Vijayalakshmi "Viji" Das, a pioneer of women's financial empowerment and leader of Friends of Women's World Banking in India. After reflecting on how much she means to me and the Women's World Banking family around the world, I wanted to share my own experiences and thoughts about her and her legacy. She was unfailingly generous with her time and insights and I learned so much about the lives of low-income women in the years I was privileged to work with her.

Viji was a pioneer for women's financial empowerment in India at a time when it was not only a difficult topic to address, but it could come at some personal risk to do so. This was in the 1970s, and studying economics in Madras, Viji saw that the exploitative nature of informal credit was keeping low-income, rural communities from climbing out of debt - indeed, it was trapping them in a cycle of debt that bled into other areas such as health and education, access to clean water and food. She was among the first to recognize the potential of microfinance as a way to help people access finance without being exploited. In 1989, after many years studying and working in this sector, Viji met one of our founders Ela Bhatt, who immediately saw the passion and potential that Viji had for women's empowerment, and asked her to become the leader of Friends of Women's World Banking in India. While we were still a relatively small organization then, Viji chose to join because it gave her the opportunity to have a say in the direction we were taking. She said **"What attracted me the most was the fact that the organization focused on women and had a board of women leaders working for financial inclusion."** She was responsible for the strategic positioning of the organization as well as its first business plan. Under her leadership, Friends of Women's World Banking expanded its operations across India, providing technical assistance to Indian financial institutions, and in some cases providing low interest loans. **She was also one of the earliest, and strongest, voices for women in leadership positions.**

I have so many vivid memories of Viji, and two come to mind that really show a sense of not only her achievements, but her honesty and tenacity as a leader. The first time I met her, I was moderating a discussion at the Asia Society in New York with a panel that included Viji and several of the (male) "titans" of the Indian microfinance sector. In response to my questions, each of the men extolled the size, impact and limitless potential of their respective organizations. Nevertheless, each one of them, went to great pains to humbly thank Viji for providing them with their first loans when no one else would take a chance on them. Viji, of course, took it all in stride, using the moment to "encourage" each of them to do even more for their women clients. She had held a vision for the power of microfinance that went far beyond those first loans, allowing them to reach millions of women, their families and their communities.



The second memory is from a workshop Women's World Banking held in New Zealand for several microfinance organizations in the Pacific Islands. We brought members of the Women's World Banking global network of partners, leaders from some of the world's leading MFIs, to Auckland to address the strategic challenges the Pacific Islanders faced and Viji was our keynote speaker. The workshop took place just after the Andhra Pradesh crisis had rocked the Indian microfinance sector. Over-indebtedness was rampant and there were stories of women microfinance clients being driven to suicide because they could not repay their loans. It was truly an existential moment for the microfinance industry and, in a speech given far from India, Viji could have chosen to skip the subject entirely. Instead, she addressed it head on. She was thoughtful and reflective about the perils of only providing credit to low-income people and questioned what she personally might have done differently.

It was an extraordinary opportunity to see truly courageous leadership in action as she shared the lessons from this tragedy, determined to continue in her quest to improve the lives of low-income women.

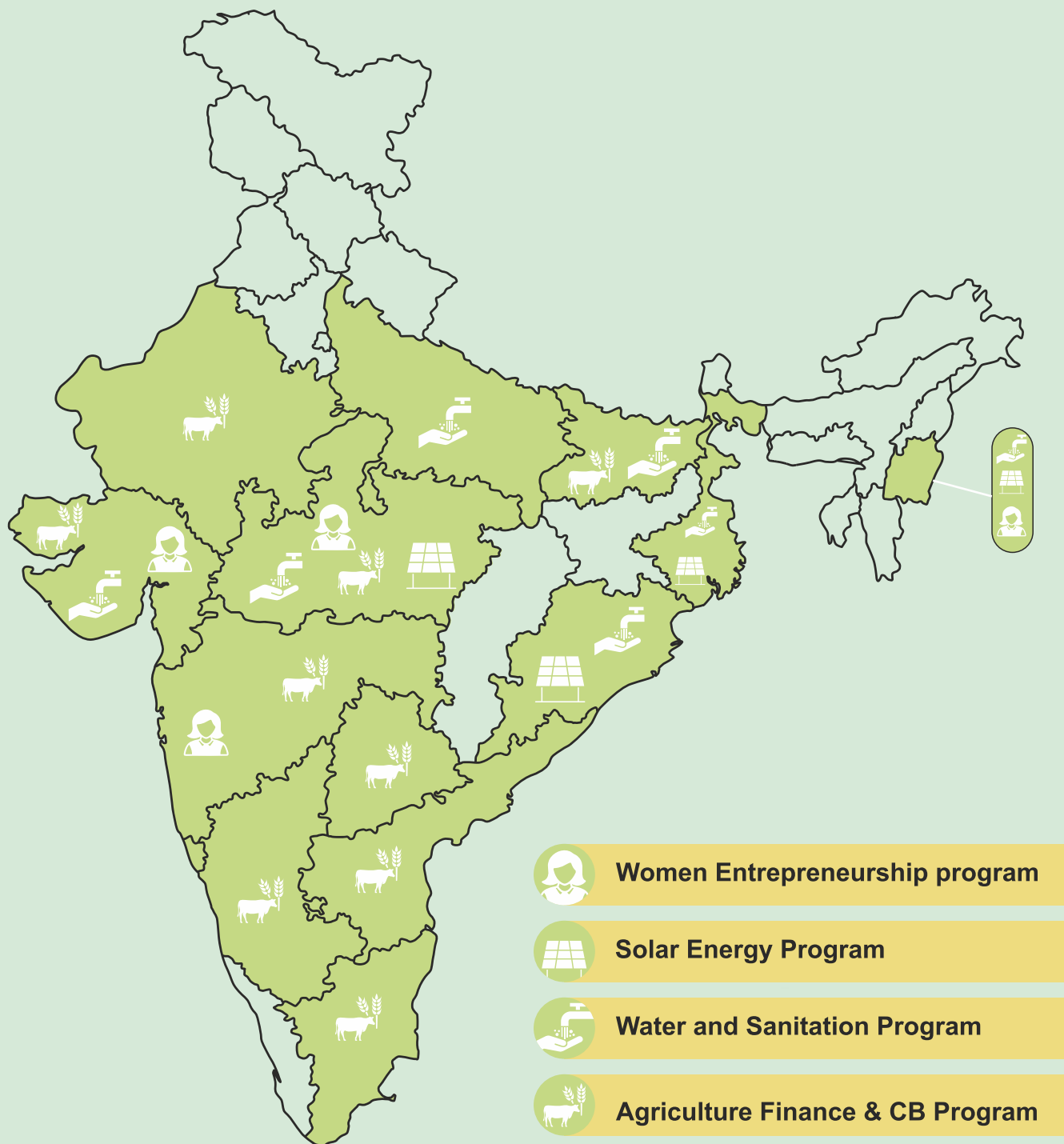
While we are all devastated by Viji's passing, we should also recognize a life full of meaning. Viji fundamentally influenced change in India and around the world with her leadership, passion and determination. If the mark of a great legacy is that the next generation will be taken to heights previously unimagined, I think that Viji's legacy will stand the test of time. **Thanks to her, millions of women in India and around the world have better lives. Many will not even know who they have to thank for that. But we know, and we will be thankful every day for women as strong, visionary and determined as Viji Das.**

**Mary Ellen Iskenderian**

President, Women's World Banking

14th February 2020

# PROGRAM WISE OUTREACH AT GLANCE



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# AGRICULTURE FINANCE PROGRAM

## Background

Agriculture is the primary livelihood activity in India employing almost two-thirds of the population relies on farm-based activity. But the sector is disorganised with 85% of the land holding fragmented and occupied by small and marginal farmers with limited access to technology, market, and capital. Over time, farmers are giving up agriculture as it has become economically unviable due to high investment costs and low-price realization resulting in severe strain amongst the small and marginal farmers. Another major challenge faced by Indian Agriculture is its dependence on the vagaries of the monsoons as 60% of the net-sown, cultivated land are rain-fed and only 40% is under irrigation. Hence the vulnerability to monsoon failure, high cost and low quality of agri inputs, lack of access to low cost credit and inadequate value chain linkages have adversely impacted the growth and profitability of the agricultural sector. Inefficient market operations and malpractices in the supply of agri-inputs like fertilizers often resulted in exorbitant prices which greatly increased the production costs. That coupled with poor quality seeds resulting in poor yields makes agricultural activities unproductive to farmers. The supply of inputs in the market and their prices are majorly controlled by the local vendors and money lenders who severely exploit farmers. Unlike other businesses, Agriculture involves a lot of risks including production risks, weather risk, and even policy level and structural issues severely hampering its ability to scale up.

To address all these issues Producers' collectives or Farmer Producer Organisations came into existence as an effective strategy in collectivising farmer producers to improve their access to markets timely credit. The formation of Farmer Producer Companies and Farmer Producer Organizations gained momentum with the amendment of Section 581 of Companies Act 1956 in 2003. These entities were formed with the objectives of production, harvesting, procurement, grading, pooling, handling, marketing, selling, and export of primary produce of the members or import of goods or services for their benefit.

In spite of a significant push from the government, formal financial institutions such as Banks are unable meet financial and credit needs of farmers and Farmer Producer organizations. It is in this context that the role of FWWB as a catalyst in the FPO movement becomes significant. FWWB has been instrumental in building sustainable institutions and entities by providing Capacity Building and Credit support to partner organisations. FWWB realized the lack of access to cost affective capital as a major deterrent in the efficient operation and scaling up of Community Based Organisations in India. To address this need for credit, FWWB initiated the Livelihood and Enterprise Development Programme in the year 2007. Based on the learnings in the field and the positive impact

created to institutions through credit, FWWB started supporting Farmer Producer Organizations to fulfill their working capital requirements from the year 2011 onwards. Though the initial focus of the organization was on building capacities of FPOs, after understanding the basic nuances of the FPO ecosystem, FWWB realized the importance of credit support in creating greater impact in poor rural households. The Agri Finance Programme of FWWB thus specifically focuses on nascent FPOs, nurturing them through extensive capacity building programs and provision of working capital credit support wherever required. Over time, FWWB has supported 106 FPOs till date through our Capacity Building and Credit programs.

Just like how FWWB played a pivotal role in building the Microfinance sector by providing credit and capacity building support to nascent organisations, it envisions to undertake a similar leadership role in promoting FPOs in India through the Agricultural Finance Programme. FWWB's agriculture finance program focuses on Farmer producer organizations especially those working with small and marginal farmers.

## Agri finance Programme



### Credit support to FPOs

#### Legal entities supported

FPCs/ Societies/ Cooperatives/ MACS/ Section 8 and Private Firms that work in agriculture sector especially through FPOs.



#### Purpose of Credit

Working capital (Procurement of produce from farmers/purchase of Agri inputs), or Micro-credit to FPOs' member farmers for diversification of income and activities of the FPOs.

## FWWB's Approach

FWWB closely works with FPOs and its promoting agencies to identify credit and capacity building requirements of FPOs. During this process FWWB facilitates business planning of FPOs and assist them to arrive at realistic loan requirement. Further, FWWB designs suitable product for them based on their business and crop cycles which helps



FPOs realize their potential to manage certain business volumes. To ensure proper utilization of funds, disbursement of loans are made in tranches based on the utilization by FPOs. The loan tenure and repayment frequency are as per business model of the FPOs. Loan tenure can vary from 3 to 18 months. FWWB allows prepayment of the loan without charging any penalties as agriculture is a seasonal activity with numerous productions, weather, and marketing risks. FWWB also provides need-based capacity building support to FPOs to ensure their long-term sustainability.

## **Partnership with various stake holders**

Currently, FWWB works with promoting agencies like Access Livelihoods Consulting India (ALC), Vrutti, WASSAN, Samaj Pragati Sahyog etc. for the overall development of the FPOs. FWWB has provided credit support to the FPOs promoted by these institutions, which has helped the FPOs in achieving their business targets. We have long term relationship with the FPOs like Ram Rahim Pragati Farmers Producer Company promoted by Samaj Pragati Sahyog Development Services located in Dewas district of Madhya Pradesh. The FPC is associated with FWWB since 2013-14 and FWWB has cumulatively disbursed loan to the extent of INR. 6.5 Crore.

FWWB keeps its approach flexible to meet the finance requirements of FPOs. As a part of this approach FWWB has tied up with private companies like Safe Harvest Private Limited, where the organization procures agriculture produces from FPOs and FWWB provides working capital loans to the same FPOs. This way the loans are guaranteed by Safe Harvest as they have marketing MOU with the FPOs. FWWB has also been part of multi stakeholder project implemented by Vrutti in Puddukottai district of Tamil Nadu. FWWB has funded three FPOs for promotion of dairy enterprises. FWWB has also been associated with WASSAN for implementation of Community Managed Seeds Systems (CMSS) allocated by Andhra Pradesh government.

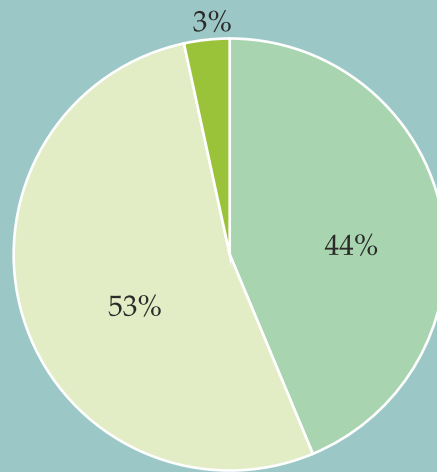
## **Activities in year 2019-20**

In financial year 2019-20 FWWB managed to avail total loan of INR 9.5 Crore out of which INR 5 Crore was received as external commercial borrowings from Ceniarth and INR 4.5 Crore from NABKISAN finance limited. In the financial year 2019-20, FWWB has disbursed INR 22.06 Crore to 29 organizations out of which 13 organisations are existing partners. The loan was disbursed for various activities of the FPOs including produce procurement from farmers, micro-credit facility or on-lending to member farmers and purchase of agriculture inputs etc.

## **Purpose of the loans**

In the financial year 2019-20, 53% of loans disbursed (INR 11.67 Crore) was for providing credit services to farmers. The majority of loans was disbursed to Mutually Aided cooperative societies (MACS) with a robust credit and monitoring system involved in microfinance activities. 44% loan (INR 9.7 crores) was disbursed for procurement of agriculture commodities from the farmers. The loan was disbursed to FPOs and agriculture trading companies.

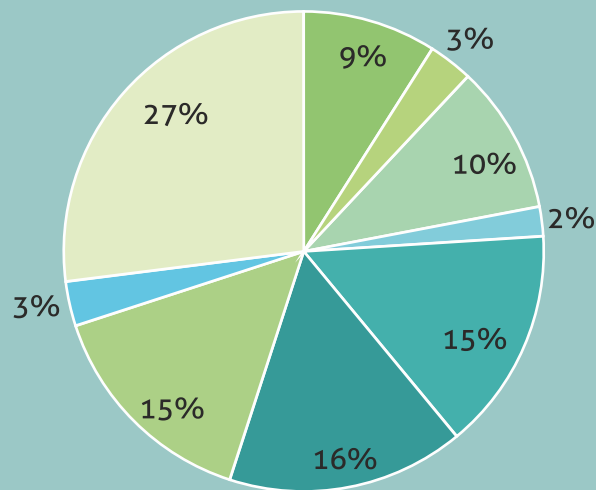
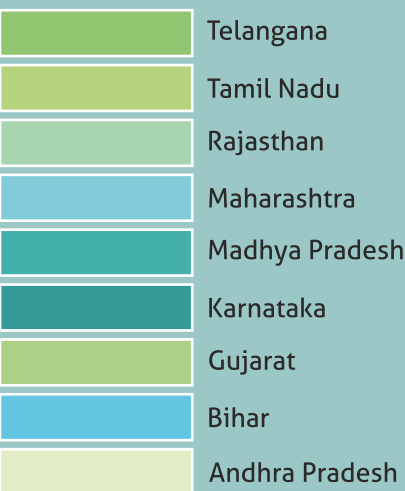
## Purpose of the loan



## Geography

In financial 2019-20 the loan was disbursed in 9 states out of which majority of the loan was disbursed in Andhra Pradesh. In addition, there has been an increase in the portfolio in Gujarat, and reduction of portfolio in Tamil Nadu as a risk mitigation measure in the current financial year.

## State-wise loan disbursed in FY 2019-20



## Portfolio- as on 31st March 2020

- Loan outstanding - INR 22.80 Crore
- Number of partners- 30



## PROGRAM IMPACT

### A. Produce Procurement and Agriculture inputs sales activities

- Loan amount- INR 10.40 Crore
- Number of organizations- 18
- Number of farmers impacted- 4000
- Quantity procured- 32,000 Quintal
- Major commodities - Ground nut, tur, moong, maize, paddy etc.
- Agri input sales

Farmers sell their produce to FPOs rather than local mandi because of higher remunerations received due to correct weighing and reduced transportation costs. FPOs establish their procurement center in the village itself so that farmers can sell the produce with ease. In order to ensure greater transparency, the procurement process is facilitated by board members of the FPOs who have a good rapport with the fellow farmers.

In India, agri input market is majorly driven by the local vendors and money lenders. The local vendors book high volume of fertilizer and seeds and hold the stock to create an artificial demand and supply gap and charge a premium rate from farmers. In-order to overcome these inefficiencies in the market, FPOs aggregate the demand from the farmers and book bulk quantities in advance at lower prices. The benefit is then passed on to the farmers by charging lower rates. FPOs have their outlets located in villages so that farmers can buy quality agri inputs at their doorstep at 20-50% lesser price than market rate.

### B. Impact of Community Managed Seed System program

Community Managed Seed system program was allocated to WASSAN by Andhra Pradesh Government where FWFB played a role of financing agency and provided loan of INR 2 crore to three Mutually Aided cooperative societies (MACS) associated with WASSAN. Through this intervention 20 FPOs were supported. MACS have procured, processed and supplied 7319 quintals of groundnut seed to the Department of Agriculture. The loan from FWFB enabled the FPOs in achieving a turnover of INR 5.19 crore in groundnut seed business that includes the facilitation costs of local NGOs. In addition, the MACS have also received INR 38 lakh for direct and production expenses. Total 6,572 farmers were reached under this program and the MACS built their knowledge regarding seed certification standards, protocols and seed supply chain dynamics through this intervention.

## **C. Intervention in promoting Non- pesticide Management (NPM) produce**

Non-pesticide Management (NPM) is a pest-control technique which do not rely on harmful chemical pesticides, instead uses natural alternatives. It is used in organic production of foodstuff, as well as in other situations in which the introduction of toxins is undesirable. NPM advocates for intelligent pest management by using bio pesticides prepared with natural ingredients. NPM based products act on pest in a nontoxic manner without damaging the environment. FWWB has collaborated with Safe Harvest Private Limited for promotion on NPM produces among FPOs. In financial year 2019-20, FWWB provided a total loan of INR 4.05 Crore to Safe Harvest and its associated FPOs for procurement of NPM produces from farmers.

## **D. Credit services to farmers**

Agriculture loans in India are offered to farmers for various purposes, like farming and irrigation equipment purchases, crops for cultivation, and other agriculture-associated activities. Besides farmers, these loans are also available to individuals engaged in other agriculture and allied value chains.

- Loan amount- INR 11.67 Crore
- No of organizations- 11
- No of farmers impacted- 2707
- Loan purpose- Agriculture and allied activities

Though Public sector banks provide loans to farmers at affordable interest rates under priority sector lending, many farmers are unable to avail the loans from the banks due to various reasons. Banks are also often reluctant to fund nascent FPOs on account of inadequate credit and transactional history. Therefore, FPOs and MACS have a significant role in facilitating credit access in the agricultural sector, considering the demand and supply gap in agriculture loans.

In financial year 2019-20, FWWB has provided INR 11.67 Crore to 11 organizations for providing agriculture and allied activities loans to farmers. This support has increased their monthly income by INR 5000- 7000.

## **E. Increasing productivity of rice-based cropping systems and farmers' income**

In 2019, FWWB undertook a collaboration with Access Livelihood Consulting (ALC) to increase the productivity of rice-based cropping systems and enhance farmers' income in Odisha. Adarsh Dharmagarh Women Farmers Services Producer Company registered in June 2019 and supported by Access Livelihood Consulting (ALC) was selected for this programme. The FPO, located in Dharmagarh Taluq in Kalakhandi District, is a women-owned company supported by International Rice Research Institute (IRRI) under specific project sanctioned to ALC

**Project Goal:** To incubate a viable and sustainable enterprise in rice based agri-food systems owned by 3,000 rural women in Dharmagarh block of Kalahandi district, Odisha to enhance the productivity and income of women and develop community level and next generation women leaders.

**Our Approach and Impact:** FWWB provided loan of INR 2 Crore to ALC for procurement of rice seeds and for providing crop loan to farmers for cultivation of rice.

The credit support provided by FWWB enabled ALC to procure 5480 quintal paddy from 978 farmers.

## **Impact assessment conducted with partner FPOs and farmers**

**Farmer Level:** For the purpose of member survey, 420 farmers were selected from eight Producer Companies and representative sample was selected across different categories. The number of surveys from each company was in proportion of the shareholding of company.

**Organization level:** Organization level survey was conducted for 12 companies selected as representative sample.

**Services received:** With the help of credit assistances received from FWWB, FPOs/farmers received services like input supply, sales of their produce, received agricultural training & capacity building support, credit services, training on organic & NPM, value addition of their produce, purchasing farm equipment etc.

**Business and benefits:** FWWB provided loan support to FPOs for procurement of produces such as Red Gram, Cotton, Soybean, Maize, Groundnut etc. The respondents of the survey reported that farmers received, 18.48% additional selling price over and above the market price in case of red gram, 6.67% in case of cotton, 15.94% for soybean, 5.10% for maize and 7.14% in case of groundnut. On an average, 10.67% of additional selling price was received by the farmers for their produces over and above the market prices. The respondents of the survey reported that farmers have managed to purchase low cost agriculture inputs from the FPOs at 6.51% lower than market price.

**FPOs response:** Further, the Impact Assessment highlighted that the majority of the FPOs under study benefitted from FWWB's loan assistances in the following manner:

- FWWB was their first lender: Most nascent FPOs are often unable to secure timely credit support. Of the FPOs surveyed, FWWB has been the first lender in many cases. This capital infusion from FWWB benefitted the FPOs to start their operations.
- Additional financial linkages: Funding by FWWB also helped create a credit history for many FPOs enabling them to seek loans from other lenders as well. Association with FWWB and the credit history created gave comfort to other financial institutions in supporting such FPOs too. This created a conducive environment for FPOs to scale up their operations.

- Scaling up of business: Securing funding from FWWB enabled FPOs in growing their businesses due to the additional capital.
- Developing market linkages: Through FWWB, FPOs and their promoting institutions were able to obtain linkages with industry experts, potential buyers and other stakeholders which helped them grow their marketing skills and networks
- Providing better services to the farmers: Farmers were able to obtain better prices for their produce and obtain agri-inputs at lesser rates
- Adopting better agricultural practices: Knowledge dissemination about improved and economical agricultural practices enabled farmers to improve their productivity and incomes
- Technical Training: Organizing technical training on Agriculture, livestock have greatly helped farmers diversify and earn more income.

## **Learnings and Future Plans:**

- FPO and agricultural sector continue to grow
- Margins for FPOs are very minimal. Hence low-cost funding is required for FPOs
- FPOs are in need of tailor-made products suitable to their business models
- Timely disbursement of the loan is also extremely critical for FPOs.
- Capacity building of the FPO is very essential to ensure sustainability. The need of the sector is focused capacity building programmes for FPOs in improving their governance, financial management, value addition of their produces and marketing abilities. Corporates should be encouraged to buy from FPOs. There is a strong need to create a favorable eco-system for sustainability of the FPOs, Capacity-building initiatives need to be more participatory and FPO leaders need to be trained in improving their leadership skills. On the job training and hand holding in day to day operations will have better impact than two or three days of training programs.
- Policy changes to recognize FPOs under micro small and medium enterprise category needs to be advocated as this will provide a wide range of opportunities to FPOs for raising capital and accessing government declared schemes.

FPOs have played a significant role in changing the life of the farmers which was recognized by government of India and a new scheme for promotion of 10000 FPOs has been launched. There is tremendous growth potential for FWWB's current loan products as the sector is still growing. FWWB will keep evolving its approach to be holistic and would introduce new and innovative loan products for FPOs as per requirements.



## **SUCCESS STORY: Ram Rahim Pragati Producer Company Limited- An all women FPC**

The adivasi regions of Bagli and Kannod Blocks of Dewas district are identifiably one of the most neglected and backward regions of Madhya Pradesh with majority of the farmers being small and marginal where farmers have to fight a bitter battle on many fronts including access to markets in order to get a fair price for their marketable surplus and availability of agriculture inputs at fair price. At the same time, it is increasingly apparent that many of the risks in agriculture can be significantly mitigated when small and marginal farmers aggregate production and marketing efforts.. To address these issues Samaj Pragati Sahyog one of the leading non-profit organization have promoted Ram Rahim Pragati Producer Co. Ltd. (RRPCL) in Bagli. RRPCL came into existence in April 2012 with its registered office at Dewas block of MP district the formation of the company was facilitated by SPS. The Company presently has 304 SHGs as shareholders of the Company, these SHGs have member base of 4200 farmers.

FWWB is associated with RRPCL from 2013-14 and till now FWWB has disbursed total loan of INR 6.95 Crore for its various business activities. Post FWWB's support RRPCL managed to avail funding from NABKISAN and Avanti finance. FWWB is the major lender of RRPCL and out of total loan outstanding more than 80% is from FWWB.



## Achievements:

- RRPPCL is the first FPO to trade in future markets in NCDEX and become a commodity market participant, paving the way for other small farmer producer organizations to gain access to the national online commodities exchange.
- The company is managed by women members, there 304 SHGs associated with RRPPCL which has total membership of 4200 farmers.
- RRPPCL has made remarkable growth in terms sales and net profit, in their inception year their sales were INR 2.20 Crore which increased to INR 4.98 Crore in financial year 2019-20.
- RRPPCL managed established strong relationship with market linkage players like Safe Harvest, Kashyap Sweeteners and other buyers. Now, they are focusing on processing and brand creation for that they have their tie up with Avanti mega Food Park.



# CLIENT CASE STUDY

## Sahkar Agriculture Producer Company Ltd., Gujarat

### Profile

Amreli is primarily an agricultural district in Gujarat with cotton and groundnut being predominant crops. The other major crops cultivated are wheat, sesame, bajra, jowar etc. About 57% of land holdings are with small and marginal farmers and the average size of the holdings is 2.36 hectare. Small and marginal farmers are facing many difficulties in getting quality seeds and agri-inputs like seeds, fertilizers and pesticides etc. Sahkar Agriculture Producer Company Limited (SAPCL) was established with the objective of timely and quality supply of agri-inputs in the village itself.

SAPCL is a producer company registered under the Companies Act, 1956. The formation of the company was facilitated by Shri Sudarshan Vishwa Krushi Kendra Trust & Mahagujarat Agri Producer Company limited. The Company came into existence in August 2014 with its registered office in Amreli district of Gujarat. The company presently has 1002 shareholders; and trading of agri input is a major focus of the company. SAPCL is presently operating in 48 villages of Amreli district.

Previously SAPCL was working with 38 malls in different villages but after implication of GST regulation, they have reduced the number of malls. Currently, they are selling inputs through four Apna Kisan Malls located in Amreli, Jamkhambhaila, Chalala, Dhadeshwar, Sultanpur.

### Objectives

SAPCL was established with an objective of timely availability of agri inputs to the small & marginal farmers at rates lower than the prevailing market prices; and to provide latest technology, infrastructure facility to the farmers on seasonal basis, so that their production can be enhanced to fetch better prices of their harvesting. Broadly, the objectives are following:

- Improve the economical living standard of the farmers and improve quality of farming
- Become a door step service provider for the farmers at their village level through farmer interest group (FIG).
- To provide platform to producers (farmers) to enter World Market by value addition of their product.

## Business Model & Operations

Formation of FIGs by collection of membership fee from farmers

Formation of FIGs by collection of membership fee from farmers.

Agreement with FIG, Opening of Apna Kisan Mall (AKM) at village level, .

Farmers can buy agri inputs and other equipments from AKM

SAPCL purchases inputs like insecticides, fertilizers, seeds and Agri equipment directly from standard manufacturers. i.e. Tata Rallis, BASF, Excel Crop care, HIL, CFCL etc., and sells through village/ town level shops called Apna Kisan Malls (AKM) as per the demand from the area. In case of high demands and urgent requirements, SAPCL facilitates to make the supplies available at AKMs instead of routing the same through their central storage facility in Amreli.

### Credit linkages with FWWB:

SAPCL is been associated with FWWB since 2016 and FWWB has cumulatively disbursed loan of INR 2.25 crore. SAPCL is regular in repayment and other reporting requirement of the FWWB.

	1	2	3	4
<b>Amount (in Rs.)</b>	Rs. 75,00,000	Rs. 50,00,000	Rs. 50,00,000	Rs. 50,00,000
<b>Date of Disbursement</b>	05-08-2019	23-05-2018	8-03-2017	10-03-2016
				22-03-2016
<b>Tenure (months)</b>	18	12	18	18
<b>Interest Rate (%)</b>	14%	14%	14%	13%
<b>Outstanding (in Rs.)</b>	Rs. 50,00,000			
<b>Purpose/Utilization</b>	Working capital requirement for input business			
<b>Repayment History</b>	Satisfactory			

### Financial growth of SAPCL

Particulars	Audited 2015-16	Audited 2016-17	Audited 2017-18	Audited 2018-19	Unaudited 2019-20
<b>Share capital</b>	11,21,500	21,21,500	21,21,500	22,42,500	22,42,500
<b>Sales</b>	3,18,11,527	6,29,14,126	4,91,76,514	3,37,26,198	4,09,69,806
<b>Other income</b>	11,399	37,93,467	22,66,732	4,10,382	1,83,870
<b>Total Expenditure</b>	3,18,10,667	6,66,94,413	5,14,52,693	3,42,16,724	4,11,24,012
<b>Net profit</b>	12,259	13,180	(22,817)	(80,144)	29,664

## Impact of SAPCL

Pre-Intervention	Post Intervention
<ul style="list-style-type: none"> <li>• It was difficult for farmers to get agriculture inputs as the market is driven by the local traders.</li> <li>• Lack of awareness towards better agricultural practices, such as infrastructure and technical knowledge.</li> <li>• Transportation expenses were borne by farmers</li> <li>• Non- doorstep services</li> <li>• High cost for agri-inputs</li> <li>• Chances of substandard and spurious materials.</li> </ul>	<ul style="list-style-type: none"> <li>• SAPCL is a dealer of seeds and fertilizers, providing the required inputs as per the demand directly at village level.</li> <li>• SAPCL facilitated technical assistance from various agencies.</li> <li>• No transportation cost as Farmers are purchasing agri input from their villages.</li> <li>• Farmers are members of FIG and AKM, they are also managing activities of the AKM</li> <li>• Lower rate than market</li> <li>• Linkages with expert of Junagadh and Anand Agriculture University.</li> <li>• SAPCL has dealership of reputed companies like Excel, Tata Rallis. Hence, their products are of high-quality standards.</li> </ul>

Sales revenue of SAPCL has almost been consistent apart from FY 2016-17 where their sales have increased to INR 6.29 crore due to procurement project received from the government. In FY 2018-19 Gross profit of the company was 10% and operating profit margin was 7%. However, their net profit margin is very low; this is because they are not able meet the borrowing cost. The company needs to increase the inventory turnover ratio by increasing the volumes and also needs to have effective debtor's management system for better profit margin.





# AGRI CAPACITY BUILDING PROGRAM

## Background and Approach

The concept of FPOs have emerged as an effective means of increasing the farmers' capacity at various levels such as production, marketing, knowledge building, etc. and enhancing their farm income by effective delivery of services. By collectivizing through farmer groups such as FPOs, farmers have a better opportunity to access to technical knowledge such as crop planning and management, factors of production (such as seed, fertilizer, chemicals, agro-advisory, farm credit etc.), post-harvest management, primary and secondary value addition opportunities, marketing infrastructure and better market linkages. The aggregation approach also helps small and marginal farmers in accessing various benefits of government schemes for agriculture and rural development.

In the recent years the efforts of FPOs and its essence for upliftment of marginalised farmers have been recognized by the government at various platforms, one of which involves creating farm-gate level agriculture infrastructure through FPOs. However, majority of FPOs still lack access to credit and capacity building support limiting its ability to scale up. While Farmer Producer Organisations have been identified as an ideal solution to the problems faced by the agricultural sector, FPO formation and its sustainability is laden with challenges faced by lack of adequate capacity building interventions at the ground level to build the institution, its governance structures, accounting and operational systems and marketing activities, preventing it to reach its potential as a sustainable unit

Recognizing the need for credit and capacity building to make sustainable FPOs, FWWB has developed an approach focused on building capacities of nascent FPOs through training programs aimed at developing the governance structures and setting up systems and processes for the smooth functioning of the FPO, besides providing access to credit. With this backdrop, FWWB initiated its Capacity building of FPO program in 2017 with support from Rabobank foundation and Ceniarth Foundation. The program aims to provide capacity building support to nascent and emerging FPOs and help them become self-sustainable institutions through their Producer organisation promoting institutes (POPI). Currently the program is being supported by Ceniarth foundation and Rabobank foundation.

## Program Activities

Direct intervention model and Cascade model are two types of models adopted under this program. Under direct intervention model, the experts directly provide training at FPO level, while in Cascade model a cadre of trainers are developed who further provide training to members at the grassroots level. The different topics and modules covered under the program are training for Financial management, Primary group strengthening and management, Legal and statutory compliances, Operation management, Value chain and marketing, Governance, Sustainable agriculture practices, Climate change and resilience, Strategic business planning etc. The target beneficiaries of the training programs are- members of the FPO, FPO board members and FPO staff.

### Outreach under current CB program (FY 2019-20)

Sr. No.	Particulars	Total Number
1	Number of FPCs	26
2	Number of states	6
3	Number of POPI	3
4	Total Farmers	34343
5	Number of Female Farmers	21233
6	Number of Male Farmers	13110

### Agri-Facilitation Centre (AFC)

Basis the learnings from the past, FWFB understood the need for day to day handholding and capacity building support for FPOs in addition to conducting the regular training programmes and capacity building activities through the Direct Implementation Model or Cascade Model. Hence the concept of Agri-Facilitation Centre was conceived and pilot was started in the current year. A team of three resource persons (Centre Manager, Agri-expert and accounts officer) is deployed at AFC for continuous handholding support and providing technical inputs to 12 FPCs in Tamilnadu. As a result, these FPCs are showing significance progress on various aspects and are able to mobilize support from Government initiatives such as equity grant from Small Farmers Agribusiness Consortium, credit support from Non-Banking Finance Companies like NABKISAN & Samunnati, and other grant support from NABARD etc. The FPCs are also supported for meeting stringent legal and statutory compliance requirements under the AFC. One of the major activities under AFC in the current year has been the cultivation and marketing of traditional rice varieties which are resilient to climate change and other adverse natural impact. In the first year of AFC, a total 1000 MT of traditional paddy varieties were produced and sold through FPCs.



**Below are some themes covered for capacity building support being provided under AFC**

Capacity Building support	
Financial Management	Training on traditional paddy and seed cultivation
Value chain and Marketing	Facilitation of finance requirements
Climate change resilience and mitigation	Ensuring Legal and statutory compliances
Governance	Facilitation of grant and other support from ecosystem
Sustainable agriculture Practices	Support of Company Secretariat services (CS).
Operational Management	Need based trainings such as digital literacy

## Program Impact

Under the CB projects supported by Rabobank foundation, FPCs have been observed to have improved their performance on various parameters summarized below.

### **A. Membership, women's participation and Member Capital**

109% increase in membership for 5 FPCs in Tamilnadu was observed over the period of two years from 2017 to 2019. It is also worth noticing that the increase in women membership was approximately 130% during the same time. A similar trend of increase in women's representation at the Board of FPCs was also observed. 5 FPCs from Tamilnadu also had a 88% rise in member capital over the period of two years, while MP based 2 FPCs' paid-up member capital increased by 50% in a year.

### **B. Revenue and profitability**

The program has resulted in a 152% increase in revenue for 5 FPCs in Tamilnadu over the period of two years from 2017 to 2019. Despite such increases in revenue, 4 of these 5 FPCs have run into losses in the last financial year primarily due to carrying out low margin activities like input selling, commodity trading and overdue of farmer members' credit. Two FPCs in Madhya Pradesh have seen marginal decrease in revenue (4%) and profitability (3%) in 2018 as compared to 2017.

### **C. Assets with FPCs**

The program has brought a moderate increase in assets owned by 5 FPCs in Tamilnadu. There has been approximately a 20% increase in ownership of small equipment and machinery like weighing machine, moisture meter, transplanter etc. used for agricultural operations. There has also been an increase in ownership of IT assets like computer/laptops by FPCs due to increased need and ease for various operations in FPCs.

### **D. Access to Credit**

From 2017 to 2019, CIKS supported 5 FPCs have recorded 30% increase in availed debt. These debts were majorly provided for meeting working capital requirements including procurement, crop and animal husbandry loan for farmer members. The financial support was provided by major players in FPO lending space including FWWB, Samunnati, Nabkisan and Nabard.

## **E. Governance**

The trainings on governance and management of FPCs have made the board members more aware about the roles and responsibilities of board and staff. However the board members are yet majorly dependent on the resource institution's staff for effective functioning of FPCs. Also, there's a huge requirement for continued support for understanding the nuances of governance and management as the learning curve for the same still shows slow progression.

## **F. Strategy and Business planning**

9 out of the 11 FPCs have been facilitated with strategy and business plan development during the CB support. This has enabled the FPCs make more realistic business plans and the FPCs have also imbibed the habit of revisiting and modifying the plans every year. Since all the Board members were themselves involved in the business planning exercise, they have also started reviewing the day-to-day activities of FPC vis-à-vis the plans.

## **G. Climate change resilience & sustainable farming and product innovation & marketing**

The 5 FPCs in Tamilnadu are involved in promotion of cultivating traditional rice varieties that are not only resilient to various climate change effects but also are found more nutritional. All the 5 FPCs have demonstrated and trained its farmer members on cultivation of traditional varieties. In addition, the FPCs have also been able to find reasonable market for selling the produce if not at premium. Through other supporting agencies, these 5 FPCs are selling the produce under the brand of Namma Nellu and have been selling the customized packets of traditional rice directly to consumers as well as institutions.

## **H. Technology**

As indicated above, there has also been seen an increase in ownership of computer/laptops by FPCs which indicates adoption to technology for operations and transactional requirements including accounting, record maintenance, compliances and external communications. Building the BoD and staff's skill on mobile phone usage has enabled better and faster connectivity and easier coordination among the FPCs. The members have been trained on smartphone usage for WhatsApp, emails, online banking, google services and browsing for work related purposes.

It is also to be noted that all the FPCs were also receiving additional capacity building and handholding support simultaneously. And hence the impact in terms of improvement across various parameters may not be attributed directly to the support provided by FWWB and Rabobank. Capacity building is a slow process and the actual impact of the same could only be seen over a longer period of time and measuring statistically verified impact of CB is a challenge.

## **Future Plan**

FWWB will continue to provide support to nascent and emerging FPOs through its Capacity building for FPOs program. In addition to scaling up the existing program, FWWB in alignment with its credit vertical will provide end to end services to the FPOs with more emphasis on providing value-chain development support in order to ensure sustainable business linkages and business models of FPOs.



## **SUCCESS STORY: Meliaputti Tribal Farmers Services Producers Company Limited**

Meliaputti Tribal Farmers Services Producer Company Limited was set up in 2017. ALC India incubated Meliaputti TFPCL in Srikakulam District of Andhra Pradesh with support from Small Farmers Agribusiness Consortium (SFAC) and Department of Agriculture, Government of A.P. under RKVY (Rashtriya Krishi Vikas Yojana). All the members of the FPC belong to tribal community involved in agriculture and allied activities. The FPC operates in hilly terrain and access to required inputs and services becomes difficult for the members. FPCs has also catered to the micro-loan requirements for the tribal community in the region. The members are availing loans at a rate of 16% p.a. Approximately INR 1.25 Core have been disbursed to 1000+ members in the last 3 years.

Meliaputti TFPCL currently has 1076 member with an authorised share capital of Rs.15, 00,000 and a Paid up Share Capital of INR 8.59 Lakh. The working area of FPC covers 74 villages which are majorly set-up on hill tops. It is providing various agri-inputs to its members at their doorsteps and also provides micro-loan to members for purchasing other agri-inputs from market. Agri-produce like Cashew, hilly broom and paddy etc. are procured from the farmers and sold to the traders in Plasha, Vizag and Hyderabad. The annual turnover of the FPC has crossed 40 lakhs and it has been planned to create its own

brand for selling cashews by setting up Cashew processing unit. Major services provided by Meliaputti TFPCL to its members are:

- Facilitation of agri input supply to the farmers
- Good Agricultural Practices - Technical Advisory services
- Providing micro-loan for purchasing Agri-inputs
- Value chain development and access to market

FWWB provided capacity building support to Meliaputti TFPCL and other ALC promoted FPC in the year 2019-20 under the project, titled Strengthening Farmer Producer Collectives through Capacity Building. The different topics and modules covered under the program were training for Financial management, Primary group strengthening and management, Legal and statutory compliances, Operation management, Value chain management, Contracting, Governance, Strategic business planning, and Leadership & Management.



# CLIENT CASE STUDY

## Ambuliaaru Agriculture Producer Company (AAPCL)

Ambuliaaru Agriculture producer company Limited (AAPCL) was incorporated in the year 2016. The FPC is working in Thiruvarankulam block of Pudukkottai district in Tamil Nadu. Major crops grown in the region are groundnut, black gram, maize and paddy. Ambuliaaru APCL currently has 1422 farmers as its members and has paid-up Share Capital of INR 14.03 Lakh out of the authorised share capital of INR 30 Lakh. AAPCL is engaged in helping the shareholders in getting quality inputs and increasing their ability to market the produce at remunerative prices. FWWB has supported AAPCL and 2 other FPCs by providing capacity building support and Credit facilities in the year 2019-20. A total loan of INR 10.50 lakhs was provided to AAPCL by FWWB for on-lending to 46 farmers for procuring livestock, goats and chicken.

### Fact Sheet of Ambuliaaru APCL

Name	Ambuliaaru Agriculture Producer Company Limited
Legal Form	Farmer Producer Company (FPC)
Registration Year	March 11, 2016
Registered under Act	PART IXA of Companies Act 1956
Registration No.	U01403TN2016PTC104648
Total Shareholders	1442
Men shareholders	351
Women shareholders	1071
Area of operation	67 villages
Total Farmer interest group	102
Promoted By	Vrutti Livelihood Resource Centre

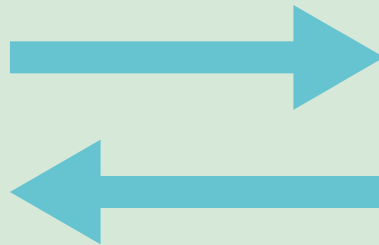
Following listed services are being provided by AAPCL to its members:

1. Farm input supply to the farmers
2. Good Agricultural Practices - Technical Advisory services
3. Farm Finance - Financial access facilitation
4. Value chain development and access to market

## Business activities of AAPCL

Ambuliaaru APCL started its business activities in the 2016 by providing Groundnut seeds to FPC members. Besides seeds it also started providing other agricultural inputs like vermicompost and Panchagavya to members and supported in backward linkages. FPC procured groundnut, maize, blackgram and paddy from the farmers and sold to the local traders. It has also started milk collection centre which procures milk from members and sale in the local hotels. To increase milk procurement business AAPCL took a loan of INR 10.50 Lakh from FWFB in August 2019. It utilized the loan by giving the loan to its 46 members for purchase of livestock, goat and chicken. The other work of FPC includes banana fiber basket weaving unit where members of FPC are involved and paid on piece wage rate (INR 175/set).

**Making agriculture inputs like seeds, vermicompost, bio pest available to farmers**



**Ambuliaaru  
Agriculture  
Producer  
Company  
Limited**

**Procurement of agri produce from the farmers.  
Collection of milk from farmers.**

The initiatives taken by AAPCL have started to make positive impact in the life of farmers and benefitted the FPC as well. The business of AAPCL has grown exponentially in the past couple of years. The turnover of the company in the year 2016-17 was INR 7,31,403 which increased to INR 27,54,153 in FY 2019-20. AAPCL with its 1442 members have started leveraging market which benefitted farmers to fetch better price for their produce. FWFB has been proactively supporting the FPCs and is hopeful that AAPCL will reach new milestones.







# WOMEN ENTREPRENEURSHIP SUPPORT PROGRAM

## Background and Approach

In recent years, Entrepreneurship Development has evolved as a key instrument in women empowerment and poverty alleviation in India specifically amongst the economically and socially weaker sections of the society. With Globalization and Economic Liberalization, women entrepreneurship has been gaining increasing prominence to eradicate poverty and gender inequality in both Rural and Urban India. We, at FWWB, have observed that empowerment of women members of a household to be financially independent through livelihood promotion activities have a tremendous impact on the quality of life of the household thereby leading to socio-economic transformation of the society. Women entrepreneurs since long have been playing a vital role in growth of India economy, leading to enhanced gender equality and women's economic empowerment. But labor force participation by women in the formal sector in India is abysmally low even now.

Women owned enterprises are fewer in number and are limited by their size and lack of capacities to adopt to scale. Most women entrepreneurs in India are involved in livelihood activities or small businesses which are majorly informal and are managed along with their family members. Further the entrepreneurs face numerous challenges in adopting to scale due to lack of required skills to independently operate the enterprises. The lack of access to affordable finance, inadequate understanding of financial products and services coupled with skill gap on business management, has resulted in a strong need to create an entrepreneurial eco system to enhance capacities and access to financial services thereby provide better livelihood opportunities to women entrepreneurs. Acknowledging the gender gap, there is a need to train women to create productive assets from the livelihood activities in order to equip them with the resources and skills to deal with the increasing economic burden on their shoulders.

## About The Program

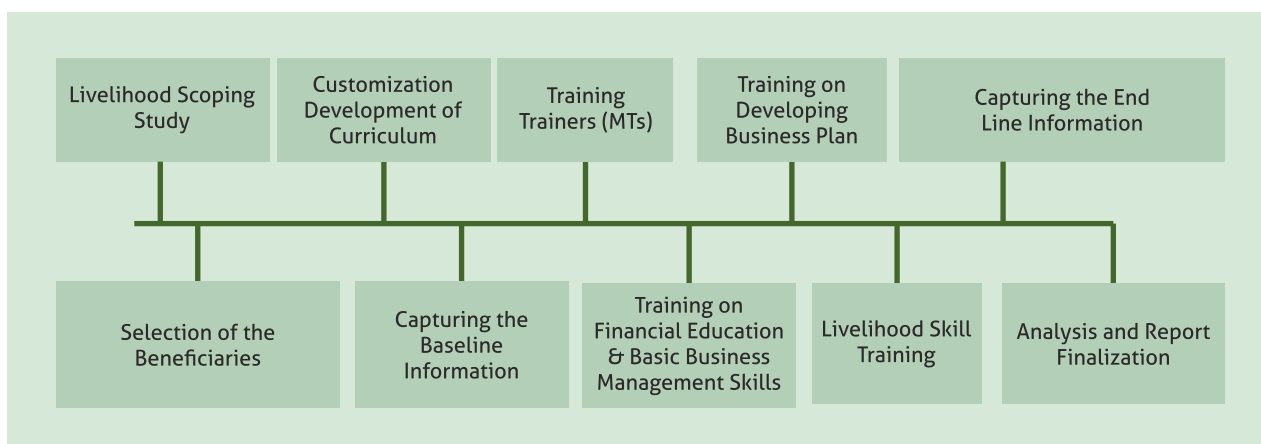
Over three decades, FWWB has been working with community-based organisations to fulfil its goal of women empowerment through capacity building and financial inclusion. FWWB has recognized that besides socio-cultural factors and limited access to credit, lack of knowledge and skills on enterprise management is the main barrier in the path of economic empowerment of women through entrepreneurship. However, our experience has also shown that adequate support through skill enhancement training and access to credit and markets linkages, help women become successful entrepreneurs. The Women Entrepreneurship Program of FWWB thus aims to address this need for building skills and capacities of women entrepreneurs through in-depth training programmes, covering all aspects of Entrepreneurship Development thereby enhancing their abilities of running a business enterprise independently and efficiently. Livelihood promotion activities and capacity building programmes enable women to become economically self-reliant, facilitates gender equality and socio-economic empowerment. by achieving greater financial inclusion. Additionally, the developmental activities of the program are aligned to and contribute to multiple Sustainable Development Goals (SDGs).

As a pilot in the year 2014-15 FWWB in collaboration with Hongkong and Shanghai Banking Corporation Ltd., India (HSBC) and with our partner organizations initiated its interventions with women entrepreneurs by providing them capacity building support on financial education, developing business plans and building sustainable enterprises. Later in the years 2015-2017 the program was up-scaled, incorporating the learnings of the previous year, in various states including Rajasthan, Manipur and Maharashtra. A holistic approach was adopted utilizing local resources and knowledge and upskilling the participants on subjects pertaining to running a successful enterprise. Currently the program is operational across four states; Manipur, Madhya Pradesh, Maharashtra and Gujarat.

Partner Organisations	
Chanura Microfin Manipur (CMM)	Swashryee Mahila Sakh Sahkari Sanstha Maryadit (SMSSM)
Volunteers for Village Development	Prayas Organisation for Sustainable Development
Priyasakhi Mahila Sangh (PSMS) Chaitanya	Saath Livelihood Services Action for Community Empowerment and Advocacy for Social Justice

## FWWB Approach

FWWB has adopted a comprehensive approach focusing on all aspects of Entrepreneurship Development. It undertakes an elaborate livelihood scoping study to evaluate all the existing livelihood activities in the area as well as potential activities that can be developed basis which customized Capacity Building interventions are undertaken in collaboration with partner organization to empower these institutions and communities to bring in significant socio-economic transformation.



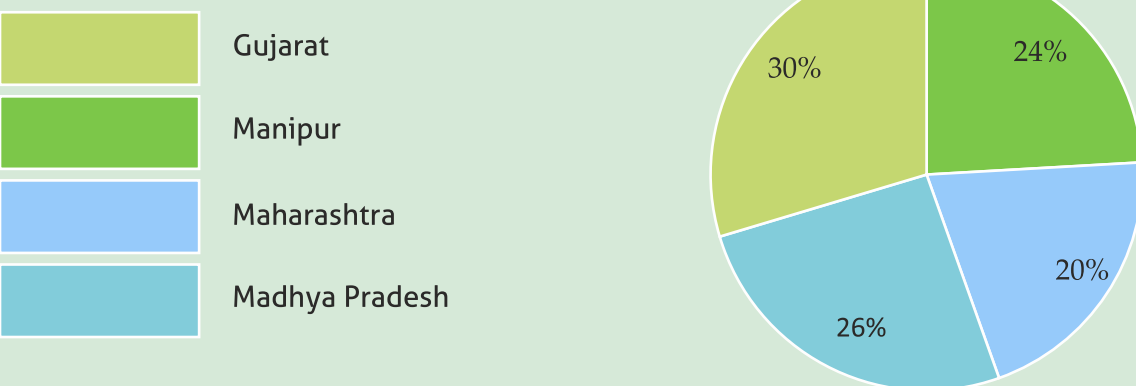
FWWB reached out to the grassroots through locally based cadre of Master Trainers to identify and train the participants. The program mapped the existing skills of the women and matched these with the skills required for uplifting the local economy. Livelihood Scoping studies in the intervention area involves research in the project location about existing local livelihood options, traditional knowledge, skills, and locally available resources. The study also explored possibilities of new livelihood activities in the area and potential for scaling up existing activities through value addition. Basis availability of resources, raw materials and access to market opportunities, entrepreneurship opportunities were identified and trainings were planned. Based on this approach, relevant need-based livelihood trainings are offered to the participants along with trainings on critical subjects like Finance, Business Management and Business Plan Development. On completion of their training, the participants are provided with opportunities to earn a sustainable livelihood, and our comprehensive hand-holding process allowed us to monitor the livelihood growth of all trainees. In addition, through the digital literacy & digital finance interventions the women were also supported on understanding various platforms for digital banking and e-payment systems. Further the impact is measured through robust technology based tool “FWWB-Udhyami” an android based mobile application developed by FWWB team to capture the beneficiary information in order to provide mentoring to women members on real time basis.

## Programme Outreach

FWWB has reached out to more than 18,000 women across Maharashtra, Madhya Pradesh, Gujarat, Manipur, Uttar Pradesh and Rajasthan.

No. of States	4
No. of Districts	22
No. of Blocks	59
No. of Villages	72
No of women reached	14608

## State wise outreach of women



## Activities under the program

### Capacity Building Support

FWWB organized various phases of training to upgrade women's skills and business acumen in order to run a sustainable enterprise. These inputs also helped them improve their financial management at the household & business level, enabling them to become self-reliant. A summary of the trainings organized for women entrepreneurs in the current year is listed below.

Name of the training	Number of Women			
	Manipur	Maharashtra	Madhya Pradesh	Gujarat
Financial Literacy & Business Management Skill Training	275	310	492	1375
Developing business plan training	1008	1200	1801	1375
Livelihood Skill Training	2100	1248	1248	1175
Advanced training	137	230	230	404

### Handholding & Mentorship

The program focuses on providing continuous handholding and mentorship through a network of locally based master trainers that help women to start and grow their small business to become self-sustainable pillars within their communities. So far our team has reached out to 8275 women entrepreneurs.

### Exposure visits

Exposure visits were organized to have cross learnings from similar enterprise on product design, business operations, marketing and branding practices, a total of 320 women participated.

## Credit Support

In any economic activity access to finance plays a critical role to help women establish their enterprise. As a pilot in 2018, credit support was provided to 45 women entrepreneurs. Later in 2019 it was upscaled to 200 women and a total loan of INR 1.9 Crore was disbursed.

## Master Trainers Meet

Organized 16 meets for master trainers, to discuss about project implementation challenges at field level, project progress & learnings. Brainstorming sessions on future capacity building requirements for smooth running of the program were held. In addition, expert advice sessions were also undertaken by subject experts at regular intervals.

## Partner Meet

This meet was organized on 14th February 2020 that brought together master trainer, field coordinators, head of the institutions, and FWWB team. During the meet impacts and learnings from the project were shared, as well as future course of strategy was discussed.

## Training Materials Developed & Publication

Sr. No	Name of the tool/publication	Description
1	Session Guide – Posters	Pictorial Posters are developed in English & Gujarati language comprising of all the training components
2	Written & Video Documentation	Case study publication of women entrepreneurs in Manipur; Video documentaries of successful women entrepreneurs who have been supported under the program in Manipur, Maharashtra and Madhya Pradesh
3	Workbooks	Compilation of all the components of training which ensures the participants are involved and have develop a habit of maintaining their financial records, unit costing and pricing etc. Prepared in Gujarati language.
4	Livelihood Scoping Study	Livelihood opportunity scoping study was conducted in Ahmedabad, Gandhinagar, Mehsana, and Surendranagar districts of Gujarat.

## PROGRAM IMPACT.

The following listed broader outcomes and impacts have been observed under the program:

- **Social** – The programme played a critical role in increasing the self-confidence, pride, dignity, social status and readiness to assume leadership role in the women participants
- **Livelihood** – The programme enabled women to become entrepreneurs through skill up-gradation, enhancing their knowledge in business planning and financial management and by provision of market linkages
- **Financial Stability** – The programme facilitated in an increase in income and subsequent reduction in dependence on informal credit
- **Standard of living** - Increase in health and hygiene, higher education to her children, insurance coverage
- **Other outcomes**  
Women pursue new business ventures in male dominated sectors
  - Few women are also part of the social commerce space; they have started marketing and business through social media platforms
  - The capacity building interventions helps the women to approach the mainstream financial market for their household and business-related financial needs
  - Many women are “paying forward” the benefits of the program by mentoring other women on business skills, supporting a range of social causes, and providing benefits to their employees

## Programme Learning

- Women entrepreneurs are more likely to employ other women, generating employment in their communities.
- Most of the enterprises are informal / unorganized in nature. This limits their outreach to a larger market and a wide customer base. Also, lack of legal compliances restricts them from entering into larger markets and e-commerce platforms. Hence they need technical inputs and support for business registration and licensing procedures.
- Lack of knowhow on usage of technology also limits women to explore online markets. To address this, women need one on one regular practical session on operating various digital banking and e-payment platforms.

- Though many women entrepreneurs manufacture innovative products but they are unable to promote their products and in a manner that is attractive to the more remunerative markets due to lack of knowledge on value addition practices like packaging etc. The women also struggle to participate in high value markets and rely heavily on local traders and also with a little brand recognition. In order to achieve this they require access to experts who can provide marketing, packaging and other technical inputs.
- Women Entrepreneurs have been members of micro finance organizations and have been availing loan support from them. The financial requirement, may it be capital or working capital for initiating or running a business is observed to be much larger than the amount available to them from micro finance institutions. Seamless access to finance is a crucial factor for spurring growth in women-led and owned businesses

## Future Plans

Under the women entrepreneurship support program, FWWB will continue to pursue its core mission of empowering women from low income households by providing capacity building and credit support to aspiring and existing women entrepreneurs, enabling them to transform their business ideas into enterprises and upscale their existing businesses leading to their economic growth and stronger communities. In order to address the emerging needs of these women entrepreneurs, FWWB will also include the below listed support from the upcoming years.

- 360 degree up-scaling support to established women entrepreneurs by building their entrepreneurial skills, support for product quality enhancement, facilitating the process of availing legal statutory requirements, usage of e-payment systems, management of e-commerce platforms etc.
- Support on usage of digital platforms like usage of internet banking, online payment modes, e commerce websites, etc.
- Providing access to technical know-how via in-house and external experts
- Providing access to credit to start and grow their enterprise by linking them with FWWB's credit program like solar, water & sanitation etc.
- To help survive the impact of the Covid pandemic and to gradually return to normalcy in the coming times, FWWB will continue to closely review the situation at the institutional and member level and will bring out possible solutions to address the same. FWWB will aim to play a crucial role of providing credit support as well. FWWB's capacity building programs would be focusing on reviving the collapsed livelihoods, increase women's access to digital financial services and skill building with an aim to revive the livelihoods of the underserved communities.



## **SUCCESS STORY: Tarunaben Thakor as Electrician**

Tarunaben Thakor lives in Kalol block of Gandhinagar district, Gujarat, India. She is 35-year-old and living with five family members. She had a little bit of electric work knowledge and used to do some labourer's work. Tarunaben had to learn electric work at an early age after her marriage to support the family. With no formal education qualification in electric work, Tarunaben had great precision in electric work with years of practice. She wanted to improve her electrician skill and when she heard about the women entrepreneurship program, and training provided by Friends of Women's World Banking (FWWB), Ahmedabad through Saath Livelihood Services, she eagerly enrolled.

On the training course, she learned about the various aspects of electric work forex. Electric heating, electric discharges, and electric configuration, etc. Feeling confident about her new skill, she decided to start her own electric shop wherein she can display her products and manufacturing variety of electric series (used for decoration purposes).

She has begun creating a variety of series like colourful series, series with LED bulbs, mixed colour series, etc. directly selling to the local market. Her workload has been increased from time to time, she decided to employ two local girls to assist her. In January 2020 she received a work of creating 10,000 variety of series from the Ahmedabad market. She shared "I earned a good profit margin by this work and I am quite confident and happy to successfully complete this project."



Tarunaben Says," I am thankful for such an initiative that not only think of building capacity for women but also provide handhold, counselling and monitoring support. After joining this women entrepreneurship program, I have been creating new design series and provide high-quality products to customers, which has increased my earnings."

By reading success stories of a few women and their lifestyles, we can conclude that women's if determined can achieve any goal, whatever may be the situation of difficulty arises. Successful women entrepreneurs viewed life as challenging, their stimulated positiveness in the thinking process and solution to a problem after a persistent effort made them successful in their business ventures.

These stories are really inspiring and provide zeal to start something new with small investment instead of sitting idle and looking for a job. It would be ideal for graduation holders to start up with their own businesses in association with NGO's and SHG's.



# MEMBER CASE STUDY

## Chanshimla Ningshen HOMEMADE PICKLES AND PRESERVES TOWARDS PROFITS

**“With this small training, I have hopes to be financially independent and not require a government job for survival.”**

For few women, the sudden loss of the biggest support system 'husband' comes much earlier than expected. The loss brings along many surprising challenges alongside the need to take up responsibilities in both the roles as the father and the mother. The unexpected demise of the bread winner of the family caused a severe financial strain too. With a silver lining, Chanshimla Ningshen navigated through these complex emotions by starting her own food processing business in Imphal.

**Member Background:** Chanshimla lost her husband at a very young age and was left with the responsibility of taking care of her young son and her extended family. For most of us, the grieving never stops on losing a beloved. But Chanshimla took the responsibilities head-on and decided to support her in-laws and son by becoming financially independent. Chanshimla moved ahead with a focus on her existing local business of selling old clothes, seasonal flowers and succulents. To make ends meet and be more financially strong, she further decided to get professionally trained in food processing from Volunteers for Village Development (VVD). After the training, she undertook an enterprise activity of supplying handmade pickles and jams.

**Beginning of the Enterprise Activity:** Chanshimla specializes in non-vegetarian pickles and preserves. With a wobbly start and no profits due to a spoilt first batch of pickles, she started over once again by learning from her mistakes. Her homemade pickles and preserves were now handmade after following strict parameters and measured ingredients. Currently, Chanshimla sells her staples at her apparel store and also distributes them door-to-door. The local restaurants and hostels also take direct supplies from her. What makes Chanshimla stand out from the others in the enterprise activity is her undying spirit, her dedication, quality of products and business acumen. Adding a personal touch to the business, she also makes customized products basis exclusive orders and specific request from her buyers.

**Support from FWWB:** Blessed with great networking and communication skills, Chanshimla only needed help in understanding her finances better. The training from FWWB helped her in managing the business transactions, account book and family



budget efficiently. As her products have an expiry date and consumption parameters, she learned to invest carefully in raw materials to maximise her profits with the support from FWWB. The support and training have imparted in her the required industry-relevant skills, making her secure a better livelihood through a successful business.

**Change and transformation:** Spearheading the entrepreneurial activity, Chanshimla has an impressive account keeping for her daily expenses and income. In the current scenario, she is earning INR 20,000 per month including a profit of INR 7000 from the food processing business. She is also managing to save INR 5000 per month through chit-fund. The profits and savings have not only helped her in being financially stable but have immensely improved her morale as an independent woman leading an enterprise activity.

Chanshimla is also being supported by her in-laws throughout, in business endeavours and personal life. With three entrepreneurial activities running simultaneously in the household, her family support means a lot to her and in terms of boosting her morale and helping her achieve better profits. With a sense of community building, Chanshimla and her sister are also teaching their friends and other villagers to make better pickles for domestic use.

With a steady income, Chanshimla is able to manage her food processing activities and personal expenses without any hassle. With a focused approach, she starts her day early to finish the household chores, send the son to school and accomplish the tasks to produce pickles and preserves on time. She finds her current routine exhausting, but extremely fulfilling.

**Future plans:** With a transformed life and approach, everybody looks up to Chanshimla for guidance in their businesses and lives. With support and motivation pouring from all the angles, Chanshimla is planning to expand her business to support her son's education and familial needs. She also aspires to help other women in her community to be self-reliant and pass on their entrepreneurial traits across generations.

# TRANSFORMING LIVES THROUGH DIGITAL LITERACY AND DIGITAL INITIATIVES

In its constant endeavour to transform lives of the rural poor, FWWB continues to explore new innovations that have proven to empower socially and economically backward communities. With India becoming the second largest growing mobile markets in the world and increasing penetration of telecom and internet paving the way for adoption of new technologies, FWWB has recognized the tremendous potential of digital literacy and the need for early level digital interventions to empower rural communities. As part of the Capacity Building Programme for women entrepreneurs and Farmer Producer Organisations, trainings are conducted to enhance their knowledge and skills on using technology and tools that empower them to improve the efficiencies of their current systems and processes.

## Programme Approach

The Digital Capacity Building training programmes also aim to break the traditional societal barriers faced by rural communities concerning technology and use of gadgets through continuous and regular training interventions by Master Trainers. The curriculum includes training participants on undertaking financial transactions through digital banking, BHIM App and Paytm. When participants realized that digital banking can replace travelling long distances to bank branch offices to do transactions, there was greater acceptance in adopting the digital route. Participants of the training programmes were also made to realize that technology can help obtain timely access to information on markets, customers and other stakeholders of the eco-system. Though usage of smart phones is still in the nascent stage in rural areas as compared to their urban counterparts, there has been a slow but steady increase in the past few years. By leveraging on the increased mobile penetration in rural areas and increased use of technology in the day to day lives in recent years, FWWB intends to facilitate better digital adoption by FPOs, SHG groups and Partner POPI.

**FWWB-UDHYAMI:** Udhyami is an android based application developed to measure programme impact and gauge if the outcomes are on expected lines. The app enables the project team to capture baseline information of the participants of the programme related to income, expenses, enterprise details and digital knowledge. This provides an understanding of the women members' capacity building requirements and tracks their progress over the course of the programme, starting from initiation of the interventions till they graduate as micro entrepreneurs. Besides measuring the programme impact, the app also provides an overview of interventions across various states. All the Master Trainers across 3 states are currently using the application on tabs/mobile phones to collect data. FWWB has captured the baseline information of the beneficiaries and by end of the project the end line information would also be captured through the application. This app is being updated with additional functionalities to measure the impact in greater details.

## Learnings and Way forward

It has been observed that rural communities require continuous and systematic capacity building support on digital initiatives. There is inertia to adopt new technologies due to

lack of confidence and skills to use digital platforms. Conducting regular training sessions help overcome the resistance to technology to some extent. As we know, digital transformation is not a one-time event and occurs in waves driven by dissemination of innovation. Only continuous up-skilling through regular capacity building interventions can help obtain the desired outcome.

Along with the existing curriculum on digital adoption, FWWB would also collaborate with IT partners to test the efficacy of app and web-based platforms in the areas of Financial Management, Inventory Management and Value chain management.

**Financial Management through Digital Platform:** One of the most recent interventions in the pipeline is on the subject of financial management through an app based application. Our experience with women entrepreneurs in rural areas made us realize that most lack the skill for book-keeping and managing business accounts. Most transactions happen through cash mode with no record of the credit or transactional history. This in turn limits the ability of women entrepreneurs to obtain credit support from formal financial institutions. To overcome this challenge, FWWB is currently collaborating with start-ups involved in creating easy to use book-keeping apps. We intend to test these apps as a pilot in selected areas along with our partner organisations. Basis our learnings and feedback from the field, we plan to scale up and include this digital tool in all our Capacity Building Programmes

**Inventory Management and Value Chain Linkages for Farmer Producer Organisations:** Connecting communities in rural areas to the rest of the world acts as a catalyst for rural transformation due to the tremendous opportunities it creates in business. Adoption of new technologies is expected to bring in greater efficiencies in the ways of working of enterprises like Farmer Producer Organizations. FWWB is hence, exploring web based and app based platforms to help Farmer Producer Organisations to efficiently manage their operations and obtain market linkages and value chain support. On a pilot basis, we intend to test soft wares with selected FPOs, in specific States to understand its acceptance and usage at the field.

## **Covid and Post Lockdown activities – Digital Training**

In view of the current COVID pandemic and sudden halt of field activities due to lockdown, FWWB has adopted a digital mode of training wherein the livelihood skill training videos of different trades are being disseminated by the Master Trainers to the women members via digital platforms like WhatsApp, You tube etc. Moreover, experts from different fields are also appointed who would provide consultation on one to one basis to these women through phone & video calls..

Digital India is on the brink of a major internet revolution which is expected to bring greater efficiencies in our current systems and processes by easing communications and connecting people across the globe. That coupled with technological innovations have become major drivers of growth of institutions and communities. FWWB has recognized the need for comprehensive but easy to use Digital technology initiatives to bring in greater operational efficiencies and undertake impactful livelihood promotion activities amongst women and other rural communities. Digital adoption is thus the key to develop and scale up rural and women-driven enterprises transforming them into world-class establishments.



# REVITALISING RAINFED AGRICULTURE NETWORK (RRAN)

## Background

Revitalising Rainfed Agriculture Network (RRAN) is a coalition of civil society organisations, research institutions, policy-makers, donor agencies, academics and practitioners with the collective goal of establishing productive, sustainable and resilient rain-fed agricultural systems through campaigns for differentiated agricultural policies, integrated farming systems and scaling up of appropriate public investments in rainfed areas in India. Rain-fed agriculture or farming practices that rely on rains as a source of water is undergoing a crisis on account of falling ground water levels, declining soil quality, and degradation of common lands and increasing input costs making agriculture unviable resulting in severe poverty in the agrarian sector. Since more than 50% of the net-sown area in India fall under the rain-fed agriculture, creating a robust agricultural system overcoming these challenges, has become the need of the hour. The RRAN has been formed as a response to this crisis with a vision to facilitate the establishment of productive and resilient rainfed agriculture systems.

With the agenda to affect the nature, amount and delivery of public investments to revive rain-fed agriculture, the network facilitates potential projects and the Board provides grants for their implementation. The activities under the network are carried out through different state/regional network and thematic working groups as well as individual organisations by conducting research, piloting innovations and convergence with government programs etc. With the support from Ford Foundation, FWWB has been working with Revitalising Rainfed Agriculture Network (RRAN) as a Grant Manager for the second phase of the network since January 2017. FWWB's responsibility under the network is to look after grant management activities from the perspective of financial oversight and regulatory compliance, disbursements of grants and coordination. In the current financial year, a total grant of INR 3.07 Crore has been sanctioned for undertaking the activities mentioned below.

S. No.	Organization	State	Activity
1	People's Science Institute (PSI),	Uttarakhand	Strengthening Science, Practice and Policy for scaling up SCI in Rainfed Regions of India
2	IDEAL-CSJ	Gujarat	Capacity building for policy deliberation on Revitalising Rainfed Agriculture
3	Society for Development Alternatives	Delhi	Sustainable rainfed agriculture development in bundelkhand region
4	Apna Sansthan	Rajasthan	Facilitating state level chapter of RRA network in South Rajasthan
5	Society for Rural Development and Action (SRDA)	Himachal Pradesh	HimRRA Network- Facilitating RRA network in Himachal Pradesh Strengthening RRA Network in Karnataka
6	Snehakunja Trust	Karnataka	Developing Ecosystem for Establishing Camel Milk Procurement
7	URMUL and Sahjeevan	Rajasthan and Gujarat	At 1 location in Rajasthan for Government buy-in
8	Samaj Pragati Sahayog	Madhya Pradesh	Consultative Processes Towards Public Policy for Living Soils

### **Activity: Strengthening Science, Practice and Policy for scaling up System of Crop Intensifications (SCI) in Rainfed Regions of India.**

**Host Organisation:** People's Science Institute (PSI), Uttarakhand

The goal of the proposed program is to come out with policy level strategic interventions for SCI operationalization under major schemes like NFSM, PMKVY, NRLM etc. after undertaking a detailed study of the policy level gaps, piloting a cluster level approach through NRLM/NFSM and initiating scientific validation of SCI results in crops other than wheat and paddy in partnership with government research institutes for 3 selected states – NAME THE STATES. The program comprised of four components: (a) Policy research and analysis (2) Piloting under NRLM (3) Initiating Scientific validation (4) Networking processes.





### **Activity: Capacity building for policy deliberation on Revitalising Rainfed Agriculture**

**Host Organisation:** Institute for Development Education and Learning- Centre for Social Justice (IDEAL-CSJ), Gujarat.

The capacity building program is aimed at young professionals for policy deliberation on revitalization of rain-fed agriculture. The program laying down focus on the rainfed regions by the help of organizations and mentoring them in developing focus at macro perspective. The program facilitates policy initiatives by Developmental Professionals who can assist organizations working in rainfed regions. These professionals are seen as potential torch bearers of the revitalizing rainfed agriculture agenda in the long run. which is an effort to bring change in the nature, amount and delivery of the public investment in the rainfed regions, along with helping out the organizations in smooth policy deliberation. These professionals are also expected to reflect their understanding and learning by developing mainstream programs and facilitating their execution.

### **Activity: Sustainable rainfed agriculture development in bundelkhand region**

**Host Organisation:** Society for Development Alternatives, Delhi

The network aims to facilitate in developing a new vision of agriculture systems in Bundelkhand through established proof of concepts and Influence policy for securing food and livelihood needs of small and marginal holder farmers in the Madhya Pradesh Bundelkhand region. The Core Group includes Development Alternatives, People Science Institute and INTACH, with Development Alternatives playing the role of the secretariat. The aim of this initiative is to act as a catalyst in the process of developing and working of the Bundelkhand Network and to also proactively engage with identified government officials. Some of the key responsibilities of the Core Group will include:

- Facilitating network building: The Core Group will create platforms and opportunities to engage with larger set of stakeholders – farmer groups, grassroots organizations, and

community based organizations, NGOs – to expand the knowledge and communications outreach of the network.

- Research, analysis and documentation current practices and policies: Each core group member has taken a thematic lead in Water (PSI), Seed (DA) and Soil (INTACH). Hence each core group member will work on preparation of thematic paper with the help of other network partners by devising suitable methodology for each thematic. Thematic papers will document current situation, policy gaps, alternatives, successful case studies etc.
- Policy engagement and deliberations: There are two components to this task. In first part, each core group members will study the relevant policies to their thematic and will identify the need to further study the all relevant policies. Policy study will be conducted for (1) identification the policy operationalization issues (2) identification of policy design related to gaps.

## **Activity: Facilitating state level chapter of RRA network in South Rajasthan**

**Host Organisation:** Apna Sansthan, Rajasthan

The Project has objectives of creating network of rainfed farming stakeholders including organizations, communities, individuals, officials, SHGs, leaders, etc. within five districts of South Rajasthan. The activities includes organizing immersion meetings, workshops, one to one meeting, district level workshops, and analysis of farming system and government investment towards rainfed farming. Resulting in creating basic understating on the issues of rainfed farming community within state and advocate for taking desired actions such as research, studies, advocacy and raise voice for government attention towards rainfed farming community.



**Activity:** HimRRA Network- Facilitating RRA network in Himachal Pradesh

**Host Organisation:** Society for Rural Development and Action (SRDA), Himachal Pradesh

HimRRA Network will focus on deliberation in the public policy for public investment through engagements with bureaucrats, legislative members, state and national commission/councils, public policy institutes, Government and Non-government research institutes, policy advocates, practitioner, donors, CSO and farmers for the integration of Natural resources management, production system and livelihood in the state programs and schemes for sustainable, ecological and income enhanced agrarian livelihood. The core activities include-

- Enhancement of HimRRA through regular brainstorming meeting.
- Documentation of member organisations engagements in the state.
- Research for the theme of Small ruminates, millets and fisheries that will cover the policy and practice scenario of the said themes.
- Engagement with policy makers at state as well as national level for the mainstreaming of member organisations experiences.

### **Activity: Strengthening RRA Network in Karnataka**

**Host Organisation:** Snehakunja Trust, Karnataka

Facilitate and establish a strong and participative network of RRA in Karnataka - making it a good platform to address key rainfed issues in Karnataka. Undertake action research on Farming and allied activities (dairy, livestock, poultry), access to key input, credit and extension services, farm mechanization and post-harvest infrastructure, marketing scenario and policy support. Major activities mandated under the project are-

- State-level stakeholder orientation workshop
- Cluster-level partner meetings and workshops
- Action research and documenting best practices
- Incorporating rainfed agenda in mainstream Government-supported projects
- Policy deliberations
- State-level dissemination and scale-up workshop

**Activity:** Developing Ecosystem for Establishing Camel Milk Procurement At 1 location in Rajasthan for Government buy-in

**Host Organisation:** URMUL, Rajasthan and Sahjeevan, Gujarat

The program is aimed to facilitate ecosystem development for camel milk, through policy advocacy, capabilities enhancement and market linkages, towards an encouraging environment for value chain development of camel milk, covering camel milk collection, processing, product diversification and market linkages. In order to ensure camel milk procurement for securing a sustained livelihood option for the camel herding communities, the project has been structured to 1) Establish necessary dialogue for the required



investment to initiate the process of camel milk procurement, and 2) Drive Community mobilization and backend streamlining to establish the norms, process and systems of procurement at least in one district. The project activities include-

Planning and establishing Processes for policy deliberation to enable camel pastoral livelihoods ecosystem within primary stakeholders

- Networking for Camel Milk with Other Organizations
- Capacity Building of local youth cadre , officials and relevant stakeholders etc., and development of knowledge management tools

## **Activity: Consultative Processes Towards Public Policy for Living Soils**

**Host Organisation:** Samaj Pragati Sahayog, Madhya Pradesh

The working group has increasing commitment to the 3Ms framework for living soils, and learned more about the opportunities and hurdles for policy making and implementation for living soils. The objectives of this project are:

- Consolidate the knowledge about India's Soils and re-visit the 3 Ms framework in the light of increasing evidence from farming communities, CSOs, and scientists (ICAR, CSIR, etc).
- Engagement with the Union Government and select State Governments to with increasing commitment on soil health and agricultural sustainability.
- Identify and engage with an iterative process to develop and enable scientific and administrative acceptance of a national policy goal of living soils, and seek international and transnational (UNCCD, FAO, TAMs, etc.) convergence on the idea of soil as a global public good;
- Consultation with various stakeholders to develop specific policy, appropriate policy instruments and policy implementation and learning mechanisms for living soils, within the state or contiguous agro-ecosystems across states
- Garner the lessons from the policy process engagements and mobilization of alternative decentralized policy intelligence, and enable publications and deliberation for a transformation of agriculture, especially in the diverse and highly variable rainfed agriculture tracts in India.



# SOLAR ENERGY PROGRAM

## Background

As solar energy gets more advanced and cheaper, more rural households are considering solar lamps and lighting systems as a way to harness abundant sunlight. Observing this trend, FWWB started the Solar Energy program with an aim of providing economical and sustainable solar lighting solutions to areas that have little or no access to electricity. The program provides credit plus services to its partners in the form of selection of the service provider and product, product awareness campaign, negotiation on product cost and efficient after sales services.

In the year 2009, FWWB piloted this program in north-eastern state of Manipur, which faces lots of electricity issues in the region. Small Industries Development Bank of India (SIDBI) had supported FWWB with a small credit of INR 2 Crores for the pilot. The program was successfully implemented with the partnership of 5 Micro Finance Institutions (MFIs) in Manipur wherein FWWB could facilitate an outreach of 50,000 plus solar lamps. Looking at the large scale impact that the pilot could imprint, FWWB dedicatedly developed and expanded the program. Later on the program could reach to the needy areas in Bihar, Uttar Pradesh, West Bengal, Odisha and Madhya Pradesh states.

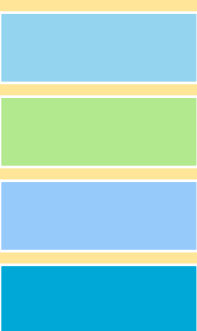
A total of eleven partner organisations have been supported under solar energy program, and cumulatively more than 1 lakh solar products have been facilitated on credit to the low income households of India through these partner organisations. The program has been supported by Debt and Grant funding from organisations like IDBI Bank Ltd, SIDBI, Arc Finance, NABSAMRUDDHI Finance Limited.

### Programme activities and approach: Key Highlights of the current year

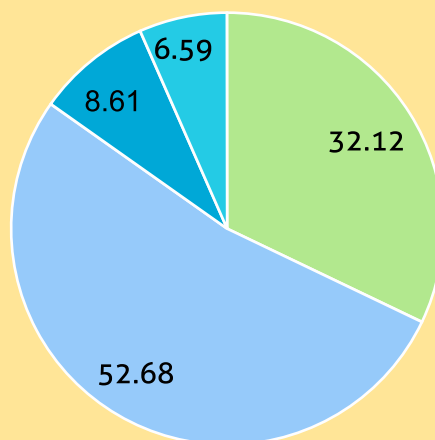
Total disbursement done under the Program:	INR 5.4 Crore.
Total number of solar lights provided:	22,290
Total number of partners:	Seven (7), with 100% of the loan clients being women.
States covered:	Manipur, Odisha and West Bengal and Madhya Pradesh.
Funding Support:	NABSAMRUDDHI Finance Ltd., IDBI Bank, SIDBI, and Arc Finance.

The demand for Solar Energy Products is exponentially increasing, looking at the benefits it provides not only in terms of cost effectiveness but also the impact on environment. Ever increasing demands for Solar Home Lighting Systems and Solar Fans have been observed under the program. Solar Products are efficient, cost saving and highly beneficial as an alternative source of power. Additional features such as mobile charging, FM radio provided with the solar lights currently are proving to be extremely user friendly. In rural areas where there's an issue of low voltage and fluctuations, solar products are gaining momentum due to its efficient functionality. FWWB is considering incorporating a broader range of solar products available in the market through partner organizations, some of the in-demand products are solar powered water pumps used for irrigation purposes in Agriculture.

### Portfolio Concentration (%) Solar Energy Program



**MP**  
**Manipur**  
**West Bengal**  
**Odisha**



### Learnings and Impact

The quality and range of solar products, as well as after-sales services offered by the organisations have improved, resulting in better client satisfaction. The partners are able to disburse higher amount of loan under the program. Considerable increase in demand is shown in new product segments like solar home lights and solar fans. The solar lights are helping in reducing electricity bills, increase in business income, reduction in energy expenditures and in improving education through better quality of light. The solar fans are immensely helpful in summer during power-cuts and also during low voltage situation.

The below shown photograph is from Kamjong Villages located about 80 kilometers southeast of Ukhrul in Kamjong District, Manipur state, India. Due to its distance and geographical condition, electricity and other modernized facilities came about quite delayed. In such geographical area, the government and other agencies face variety of challenges and also operate on limited bandwidth with varied loopholes, resulting in much delay in delivery of the benefits available for the citizens. However, the market keeps constantly adapting to the needs of people and the changes can be seen faster. With an increased ease of access and competitive prices of solar products in the market, this source of energy is slowly becoming the primary source of energy in the region.





## **SUCCESS STORY: SEVA Manipur**

Self-Employment Voluntary Association (SEVA) Manipur is a non-profit, non-governmental organization, believes that empowerment of women and children can be realized only when there is economic and social stability where their decision-making powers are enhanced. Therefore, SEVA in its attempt give thrust to enhanced livelihood support and educational loan support to the bright but poor students. Besides, Seva Manipur runs several programs in the space of:

**Microfinance Sector | Energy Sector | Relief and Welfare  
Agri and Allied Sector | Health Sector**

SEVA-Manipur felt the need and urgency to intervene in such area where people don't have grid connected energy source or have irregular or inefficient energy source. In March 2013, SEVA with the Support of FWWB-India launched the Initiative- "Solution for Darkness in the state of Manipur". The main objective was to provide lighting up with solar energy solutions in rural community unreachable by the grid or poorly served area.

"There were two challenges associated with the kerosene and candle- one, since we are supporting the Women in the rural area for the income generation on Weaving, there is a high risk associated with fire being ignited in slight error, second, the cost and the harmfulness associated with it".

Before the Solar energy intervention, the Seva team used to receive complaints from the villages in terms of proper lighting. Whereas the beneficiaries' income was less due to high investment cost of the Kerosene and transporting it to the place was a challenge itself. Due to the availability of regular and proper lighting source. This has increased the income of the families.

Since 2013, SEVA-Manipur has received approximately INR 3.5 Crore for the support of Solar Energy in the state and have been able to reach out to 10,650 clients for accessing portable solar lantern. SEVA Manipur has also participated in the following activities organised by FWWB over the years-

- Capacity Building on Micro Finance.
- Skill Training program on Repairing Solar Home lighting system for Staff.
- Training program on Entrepreneur program
- Received Grant of INR 50K for the Training program on Cotton Face Mask(COVID)



# WATER AND SANITATION PROGRAM

## Background

FWWB's Water and Sanitation Programme is a testament to the fact that availability of financial resources is a key to enabling poor households to invest in water and sanitation facilities. The programme, in addition to providing credit facility to microfinance institutions for establishing water and sanitation facilities, also aims to raise awareness among donors and lending institutions about the role that sanitation plays in raising living standard and productivity levels of a household, especially women and children.

Access to portable drinking water and proper sanitation facilities, are two of the primary aspects of a healthy and dignified existence. Recognizing the need of these facilities and the potential role of microfinance institutions in providing the same in urban and rural poor women, FWWB initiated the flagship Water and Sanitation program in the year 2009. The program aims to provide financial assistance to MFI's for enabling the poor to access water and sanitation facilities at subsidized rates and at their doorstep.

Water and Sanitation Project was initiated with funding support from National Housing Bank (NHB) and Michael and Susan Dell Foundation (MSDF) in the year 2009. FWWB has been able to raise debt & grant funding from various donors and funders including Population Services International (PSI) and Poorest State Inclusive Growth Program of Small Industries Development Bank of India (SIDBI). Loans are provided to the partner organizations for on-lending to their clients for construction of toilets or for providing loans to sanitation entrepreneurs. For generating awareness among the beneficiary community on the importance & usage of water and sanitation infrastructure, Grant support is also extended to some of the partner organizations.

Under one of the models of the program, retail toilet loans and loans to sanitation entrepreneurs have also been provided. The sanitation entrepreneurs are those who sell materials required for construction of toilets. Since the availability of construction materials is important for timely construction of toilets these entrepreneurs play an important role in the value chain of sanitation financing

## Activities and Approach:

### Key Highlights of the Current Year

In financial year 2019-20, Sanitation Loans were provided in seven states through seven of partners as summarized below. Loans are provided for the purpose of constructing of

new facilities as well as for renovation of dysfunctional toilets or for equipping with modern facilities. Apart from loans, credit plus activities such as helping the clients with technical design of the toilets, arrangement of construction materials, masons etc. for timely construction of toilets are done at the field level by the partner organizations. Awareness generation for proper usage and to maintain health and hygiene of the toilets are regularly done at the field level by the partner organisations as a part of the Program. The project is running successfully and cumulatively more than 87,700 toilet loans and 480 sanitation entrepreneurship loans are disbursed under the Program. Demand for Sanitation loan is increasing with increased awareness.

Partner Organisations	
Total disbursement done under the Program	INR 16.20 Crore.
Total number of toilet loans provided:	7663
Total number of loans provided to Sanitation Entrepreneurs	44

### Portfolio Concentration ( %) Water & Sanitation Program



### Observations and learnings

Availability of purpose-specific funds is a huge constraint for providing credit to meet the huge demand supply gap in the sector. Delivering the sanitation loans through Micro Finance Institutions offers a substantial potential to reach the lower income population of India with sanitation loans. The repayment rate of these loans are significantly high, FWWB has not faced any issues in repayment under the program.

FWWB is able to promote entrepreneurs supplying sanitation materials. The entrepreneurs have reported increased income by getting associated with the project. Many new entrepreneurs have entered in the business with the help of the loans provided. Most of them are not able to access bank loans for starting or expanding their business. And the repayment track record of the entrepreneurs is satisfactory. The women clients of the program have reported increased sense of dignity & safety.



## **SUCCESS STORY: Chanura Microfin Manipur**

Chanura Microfin Manipur (CMM) an NGO/ MFI registered under the Manipur Societies Registration Act, 1989, was initiated in the month of April 2007 with an ambitious motto “Better Economy for a Better Nation” serves to uplift and transform the living standard of the down trodden section in this underprivileged region of Manipur.

**MISSION STATEMENT:** “To empower the poor and low income households to become economically self-reliant by providing financial and non-financial services in a sustainable manner”

**Chanura Microfin runs a range of programmes to support the end-beneficiaries:**

- Microfinance Program
- Water and Sanitation Program
- Entrepreneurship Skill Development for Women
- Micro Enterprise Loan Program
- Solar Energy Program
- Education Loan Program
- Clean Energy for Clean Environment Mission (CE2M) Program
- Financial Literacy Mass Awareness Campaign and Household Training Program

FWWB, India was the first Funding Partner of Chanura, and has continuously nurtured and supported the organisation since 2008. In the initial stage of Chanura, FWWB, India sponsored series of staff capacity building support and even human resources cost to enhance our skill and knowledge. FWWB facilitated and conducted exposure visit of relevant personnel to three prominent Institutions of Bangladesh viz. ASHA Bangladesh, Grameen Bank of Bangladesh and BRAC Bangladesh which rendered the organisation gain more confidence and perspective to expand its services.

FWWB has provided credit and capacity building support of close to INR 21 Crore since 2008. Today, with FWWB Chanura is able to render various programs including Water and Sanitation Program, Entrepreneurship Skill Development for Women, and Solar Energy Program.

Under its water and sanitation program, Chanura identifies those families who could neither afford to construct proper sanitary toilet, nor able to avail government facility for toilet construction. Chanura has cumulatively provided 1073 Sanitation Loan for toilet construction by March, 2020.

# MEMBER CASE STUDY

**Client Name -Arhula Devi**  
**Spouse name –Pappu Paswan**  
**Village - Gorhiari**  
**Block - Hanuman Nagar**  
**District: Darbhanga**

Arhula Devi got information about Toilet loans of Sahyog Development Services (SDS) from her neighbour Shambhu Paswan. During conversation with us she thanks Shambhu many times for giving this precious piece of information because before getting this information she could not build toilet at her home in spite of enormous natural desire for it.

Arhula's husband is Driver and family income means are very modest. She says there were many problems without toilet at her home. Arhula emphasizes more about safety and security issues especially faced during the night. Sahyog Development Services (SDS), a Patna based not for profit organisation providing toilet loans in Bihar and a partner of FWWB from the very beginning of their operations, started work in this block of Darbhanga in January 2019 and the first toilet loan got disbursed in February 2019 itself. When SDS staff visited Gorhiari village the family of Arhula Devi which was looking for such kind of services virtually pounced on this opportunity to build the toilet. Arhula Devi motivated five other women to become part of the Joint Liability Group (JLG). All six women were very enthusiastic about the product and had felt serious need of it for last so many years. It also came out during the training of the JLG by the SDS staff that many members' families had been stung by snakes before. As the kids were growing, the issue of their safety and security had become a grave concern for Ranju Devi and other group members. Arhula says that when guests would come, they would face extreme embarrassment in saying that there is no toilet at home and they will have to go outside in open for defecation. Arhula Devi says that previously women had very bad experiences due to unavailability of toilet as they had to cover long distance in and around village looking for desolate place, but now the fear and embarrassment has vanished altogether. Arhula has many kind words for this project and the loan financed to her.



# COVID-19 RESPONSE



From March 2020, FWWB has been a leading contributor to the domestic response to the COVID-19 outbreak. Using our expertise in humanitarian response and our deep outreach & influence, FWWB has used our funders as well as our resources to its full effect to help counter the health, humanitarian, economic and security impact and risks of this pandemic.

The pandemic affects us all, but it particularly threatens those in extreme poverty, the displaced and those in difficult terrains where livelihoods are more fragile and health and other basic services weaker. The disease threatens to undermine significant gains made towards achieving the Global Goal. FWWB has undertaken a range of actions to help stop the vulnerable slide further down the poverty trap. We were able to mobilize and reach out to around 2 lakh members from the vulnerable community with support from our network partners. FWWB intervened rapidly to maximise impact as below.

- **Ration & Hygiene Kits distribution to migrants:** Since the national lockdown was announced, distressing stories of hunger and despair have been emerging from across the country, FWWB has been actively involved to provide ration and hygiene kits to the migrant workers stranded due to lockdown, widow, destitute, transgender and to deprived communities.
- **Awareness Generation Campaign:** A need was felt for sharing critical information and guidance on preventive methods, identification and care for COVID-19 patients. To address this need various helplines & support is provided by the government and non-government organizations. FWWB also initiated its awareness generation campaigns with support from its partner organizations at grassroots level. Content in regional languages was developed and shared with various partner organizations. With the help from our Master trainers under women entrepreneurship program, we were able to reach out to more than 1 lakh individuals across four states viz. Manipur, Madhya Pradesh, Maharashtra and Gujarat. Over and above this, it is encouraging to know that many other organizations (MFIs, Producer Collectives and Promoting Institutions) have also initiated awareness and other support mechanisms for their staff and members at their individual capacity.



- **Pivoting Program Implementation Models:** FWWB was able to quickly adapt to the changing situations to reach our members at the grass root as fast as possible. For example, due to lockdown restrictions we initiated skill based trainings on virtual mode for our entrepreneurs, encouraging women to take up digital payments and also trained field staff on usage of digital platforms to enable field operations.
- **Demand based Livelihood Generation Opportunities:** FWWB encouraged and trained women entrepreneurs to make effective cloth face masks, soaps and sanitizers to cater to the immediate hygiene requirements in their local communities. Along with this, special guidance is being provided to these entrepreneurs on precautions to be followed before mask making. These include using hand sanitizer before starting the work on manufacturing the mask and wearing masks while maintaining social distance with fellow workers. FWWB has proactively provided loan support to meet the working capital requirement for production of reusable fabric face masks that are significant to combat COVID-19 pandemic, in order to assist them to execute government orders without any capital crunch during the crisis time.
- **Financial Support for extra cost burden on the marginalised:** The pandemic is also causing disruption in transportation of produce for the farmers; we supported the farmers by providing transportation vehicle to procure and market their produce of vegetable and groundnuts. FWWB provided good quality reusable and washable cotton masks sourced from community women to our women entrepreneurs, this support will provide basic protection against the virus at their business and market locations. Since our partner's operations are field-intensive, we provided safety kits consisting of gloves, masks, hand wash, antiseptic liquid and sanitizers to the field staff.
- **Gauging the adverse impact of COVID-19 on our partner organisations:** FWWB undertook an impact assessment exercise to understand various short & medium term impacts and implications of COVID-19 on FWWB's partner organisations and the end-beneficiaries. This study helped us gauge the severity of situation, challenges and concerns of our partner organisations, learnings on how the organisations are adapting, and what further rigorous efforts to be put-in for achieving our goals together.





# FUNDING PARTNERS



FORD  
FOUNDATION



HSBC

MOODY'S



Rabobank



ICRA



IDBI BANK



NABSAMRUDDHI FINANCE LIMITED  
A Subsidiary of NABARD  
Agriculture, Agri-Business Finance Company



Nabhikisan Financier Ltd.



# FWWB TEAM

<b>Chief Executive Officer</b>	Mr. S S Bhat
<b>Program Head</b>	Ms. Neha Kansara
	Mr. Nilanjan Dey Chaudhury
<b>Program Team</b>	Ms. Alexis Muthiah
	Mr. Amit Kumar
	Ms. Harshita Upadhyaya
	Mr. Himanshu Vaghela
	Mr. Jenis Chauhan
	Ms. Milee Parmar
	Ms. Shreya
<b>Accounts and Finance</b>	Ms. Jalpa Adhiya
	Ms. Manali Shah
	Ms. Madhvi Desai
<b>Administrative Team</b>	Ms. Rashmi Dave
<b>Support Staff</b>	Mr. Chandrakant Parmar
	Mr. Piyush Adhiyol
<b>Statutory Auditors</b>	Deloitte Haskins & Sells
<b>Internal Auditors</b>	Alpesh Shah & Company

# Financial Report



## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF FRIENDS OF WWB, INDIA

### Report on the Financial Statements

#### Opinion

We have audited the accompanying financial statements of **FRIENDS OF WWB, INDIA** (the "Trust"), which comprise the Balance Sheet as at 31<sup>st</sup> March, 2020, and the Income and Expenditure Account for the year then ended, and other explanatory information on that date and annexed thereto.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give a true and fair view of the financial position of the Trust as at 31<sup>st</sup> March, 2020 and of its financial performance for the year then ended in accordance with accounting principles generally accepted in India.

#### Basis for Opinion

We conducted our audit of the financial statements in accordance with the Standards on Auditing (SAs) issued by the Institute of Chartered Accountants of India (ICAI). Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Financial Statements section of our report. We are independent of the Trust in accordance with the Code of Ethics issued by the ICAI together with the ethical requirements that are relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

#### Governing Body's Responsibility for the Financial Statements

The Trust's Governing Body (the "Trustees") is responsible for the preparation of these financial statements that give a true and fair view of the financial position and financial performance of the Trust in accordance with the accounting principles generally accepted in India to the extent applicable to Public Charitable Trusts registered under the Bombay Public Trust Act, 1950 (the "Act") and the requirements of that Act.

This responsibility also includes maintenance of adequate accounting records to safeguard the assets of the Trust and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statement that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Trust's Governing Body is responsible for assessing the Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Governing Body either intends to liquidate the Trust or to cease operations, or has no realistic alternative but to do so.

Those Trustees are also responsible for overseeing the Trust's financial reporting process.



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# Deloitte Haskins & Sells

## Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trust Governing's Body.
- Conclude on the appropriateness of Trust Governing Body's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Trust to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the standalone financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the financial statements.





# Deloitte Haskins & Sells

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

## Report on Other Legal and Regulatory Requirements

As required by the Bombay Public Trust Rules, 1951 (the "Rules"), read with the provisions of Section 33 and Section 34 of the Act, we give in the Annexures:

1. A statement on matters specified under Rule 19 (1) of the Rules, to the extent applicable to the Trust.
2. The computation of gross annual income chargeable to contribution has been fairly presented, in all material respects, in the Statement of Income Liabile to Contribution for the year ended 31st March, 2020 (in Schedule TX-C).
3. A statement on information specified under Rule 19 (2A) of the Rules (in Schedule TX-D).

For **DELOITTE HASKINS & SELLS**  
Chartered Accountants  
(Firm Registration No. 117365W)



Pallavi A. Gorakshakar  
(Partner)  
(Membership No. 105035)  
(UDIN: 20105035AAAAFQ8686)

MUMBAI, 7<sup>th</sup> July, 2020

# Deloitte Haskins & Sells

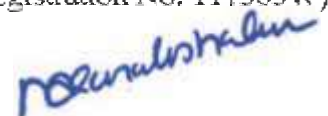
## Annexure to the Auditors' Report

(Referred to under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

- a) The accounts are maintained regularly and in accordance with the provisions of the Bombay Public Charitable Trust Act, 1950 and the Rules thereunder.
- b) The receipts and disbursements are properly shown in the accounts.
- c) The cash balance and vouchers in the custody of the Accountant on the date of audit were in agreement with the accounts.
- d) All the books, deeds, accounts, vouchers and other documents of records required by us, were produced before us.
- e) During the year, the Trust did not hold any inventories of movables.
- f) The Accountant appeared before us and furnished the necessary information required by us.
- g) No property or funds of the Trust were applied for any object or purpose other than for the objects of the Trust.
- h) the amounts of the outstanding loans for more than one year is Rs 1,83,18,933 and no loan has been written off during the year.
- i) During the year, tenders were invited where the repairs and construction expenditure exceeded Rs. 5,000.
- j) No money of the Trust has been invested contrary to the provision of section 35.
- k) There has not been alienation of immovable property contrary to the provisions of section 36 which have come to our notice.

For **DELOITTE HASKINS & SELLS**

Chartered Accountants  
(Firm Registration No. 117365W)



Pallavi A. Gorakshakar  
(Partner)  
(Membership No. 105035)  
(UDIN: 20105035AAAAAFQ8686)

MUMBAI, 7<sup>th</sup> July, 2020

# Deloitte Haskins & Sells

**SCHEDULE IX-D**  
[See rule 19 (2A)]

Information to be submitted by the Auditor along with Audit Report under sub-section (1) of section 34 of the Maharashtra Public Trusts Act.

Sr. No.	Particulars	Details		
1	PAN No. of Trust.	AAATF0274B		
2	Registration No. with date of registration under section 12AA of Income Tax Act, 1961 (43 of 1961).	III/32(F.7)/81-82/IV dated 2 July 1982		
3	Acknowledgement No. with date of filing of the Return of Income for earlier three years.	<b>Sr. No.</b>	<b>Acknowledgement No.</b>	<b>Year</b>
		(i)	174953311250919	2018-19
		(ii)	303937111240918	2017-18
		(iii)	240553441121017	2016-17
4	PAN No. of all Trustees.	<b>Sr. No.</b>	<b>Name of Trustee</b>	<b>PAN No.</b>
		1	Ms. Jayshree Vyas	ACAPV6659C
		2	Ms. Sudha Kothari	AFEPK7418R
		3	Prof. Sidharth Sinha	ALWPS7465E
		4	Ms. Girija Srinivasan	ACQPG5875P
		5	Dr. Venkatesh Tagat	ABDPT5387M
		6	Ms. Smita Vijayakumar	AJUPK9781B

For DELOITTE HASKINS & SELLS  
Chartered Accountants  
(Firm Registration No. 117365W)

Pallavi A. Gorakshakar  
(Partner)  
(Membership No. 105035)  
(UDIN: 20105035AAAAFQ8686)

MUMBAI, 7<sup>th</sup> July, 2020

Friends of WWB, India  
Balance Sheet as at 31 March, 2020

(Amount in Rupees)

Particulars	Notes	As at March 31, 2020	As at March 31, 2019
<b>SOURCES OF FUNDS</b>			
Corpus Fund	3	20,09,57,200	20,09,57,200
Reserves and Surplus	4	41,44,25,291	37,91,20,225
Loan Funds			
Secured Loans	5A	25,38,40,575	23,74,54,877
Unsecured Loans	5B	5,18,98,270	
<b>Total</b>		<b>92,11,21,336</b>	<b>81,75,32,306</b>
<b>APPLICATION OF FUNDS</b>			
Fixed Assets	6		
Gross Block		1,81,37,506	1,84,63,290
Less: Accumulated Depreciation		(1,52,48,732)	(1,49,58,192)
Net Block		28,88,774	35,05,098
Current Assets, Loans and Advances			
Cash and Bank Balances	7	37,44,78,273	34,64,38,802
Other Current Assets	8	5,30,06,744	4,83,82,552
Loans and Advances	9	55,93,95,343	52,76,27,465
<b>Total Current Assets, Loans and Advances</b>		<b>98,68,80,360</b>	<b>92,24,48,819</b>
Less: Current Liabilities and Provisions	10	6,86,47,798	10,84,21,611
<b>Net Current Assets</b>		<b>91,82,32,562</b>	<b>81,40,27,208</b>
<b>Total</b>		<b>92,11,21,336</b>	<b>81,75,32,306</b>

See accompanying notes forming part of the financial statements

In terms of our report attached  
For Deloitte Haskins & Sells  
Chartered Accountants

*Pallavi A. Gorakshakar*

Pallavi A. Gorakshakar  
Partner

Place: Mumbai  
Date: 7<sup>th</sup> July, 2020

For Friends of WWB, India

*Jayas*  
Trustee

*Trustee*  
Trustee

*Chief Executive Officer*  
Chief Executive Officer

Place: Ahmedabad  
Date: 7<sup>th</sup> July 2020




Friends of WWB, India  
Statement of Income and Expenditure for the Year Ended March 2020

(Amount in Rupees)

Particulars	Notes	Period Ended March 31, 2020	Year Ended March 31, 2019
<b>INCOME</b>			
Grants & Donations	11	8,15,64,283	5,32,61,616
Interest Income	12	8,10,78,830	7,27,34,912
Other Income	13	60,56,437	65,29,819
<b>Total</b>		<b>16,86,99,550</b>	<b>13,25,26,347</b>
<b>EXPENDITURE</b>			
Employee Benefits	14	1,73,97,81	1,45,40,785
Finance Cost	15	3,11,24,511	2,46,47,649
Depreciation	6	8,16,491	9,93,918
Programme Expenditure	16	6,72,55,461	4,13,58,154
Administrative and Other Expenses	17	1,68,00,191	2,19,49,647
<b>Total</b>		<b>13,33,94,481</b>	<b>10,34,90,153</b>
Surplus of income over expenditure before tax		3,53,05,062	2,90,36,194
Tax expense			
Surplus of income over expenditure for the year		3,53,05,062	2,90,36,194



See accompanying notes forming part of the financial statements

In terms of our report attached  
For Deloitte Haskins & Sells  
Chartered Accountants

  
Pallavi A. Gorakshakar  
Partner

Place: Mumbai  
Date: 7<sup>th</sup> July, 2020

For Friends of WWB, India

   
Trustee Trustee

  
Chief Executive Officer

Place: Ahmedabad  
Date: 7<sup>th</sup> July, 2020



The Bombay Public Trust Act, 1950

**SCHEDULE - IX C**

*(Vide Rule 32)*

Statement of income liable to contribution for the year ending : 31st March 2020

Name of the Public Trust : Friends Of WWB, India

Registered No. : F/821/AHD


	Rs.	P.	Rs.	P.
<b>I. Income as shown in the Income and Expenditure Account (Schedule IX) - As per Annexure</b>				12,58,52,600
<b>II. Items not chargeable to Contribution under Section 58 and Rules 32 :</b>				
(i) Donations received from other Public Trusts and Dharmadas #	3,87,17,334			
(ii) Grants received from Government & Local authorities				
(iii) Interest on Sinking or Depreciation Fund				
(iv) Amount spent for the purpose of secular education				
(v) Amount spent for the purpose of medical relief				
(vi) Amount spent for the purpose of veterinary treatment of animals				
(vii) Expenditure incurred from donations for relief of distress caused by scarcity, drought, flood, fire or other natural calamity				
(viii) Deductions out of income from lands used for agricultural purposes :-				
(a) Land Revenue and Local Fund Cess				
(b) Rent payable to superior landlord				
(c) Cost of production, if lands are cultivated by trust				
(ix) Deductions out of income from lands used for non-agricultural purposes :-				
(a) Assessment, cesses and other Government or Municipal Taxes				
(b) Ground rent payable to the superior landlord				
(c) Insurance Premia				
(d) Repairs at 10 per cent of gross rent of building				
(e) Cost of collection at 4 per cent of gross rent of building let out				
(x) Cost of collection of income or receipts from securities, stocks, etc. at 1 per cent of such income	2,49,887			
(xi) Deductions on account of repairs in respect of buildings non rented and yielding no income, at 8.33 per cent of the estimated gross annual rent	1,33,996		3,91,01,218	
<b>Gross Annual Income chargeable to contribution</b>			<b>Rs.</b>	<b>8,67,51,383</b>

# Includes grants received from CSR funds and from charitable foundation for further giving sub-grant and charitable activities of the trust

Certified that while claiming deductions admissible under the above Schedule, the Trust has not claimed any amount twice, either wholly or partly, against any of the items mentioned in the Schedule which have the effect of double-deduction.

**Trust Address : G-7, Sakar-1, Ashram Road, Nr. Gandhigram Railway Station, Ahmedabad -380009**

For Friends of WWB, India

  
Trustee

  
Chief Executive Officer

For Deloitte Haskins & Sells  
Chartered Accountants  
(Firm Registration No. 117365W)

  
Pallavi A. Gorakshakar  
Partner

Place: Ahmedabad  
Date: 7<sup>th</sup> July, 2020



Place: Mumbai  
Date: 7<sup>th</sup> July, 2020

Statement showing calculation of Gross Annual Income

	Amount (Rs.)	Amount (Rs.)
Grants & Donations – As per Income & Expenditure Account	8,15,64,283	
Less : Unspent amounts of grant as on 31.03.19	10,69,37,580	
Add : Unspent amounts of grant as on 31.03.20	6,40,90,631	
Grants & Donations – Received during the year		3,87,17,334
Bank interest – As per Income & Expenditure Account		2,49,88,721
Other Income – As per Income & Expenditure Account		6,21,46,545
<b>Total</b>		<b>12,58,52,600</b>

Statement showing calculation of Donations received during the year from any sources and Grants

	Amount (Rs.)	Amount (Rs.)
Grants & Donations – As per Income & Expenditure Account	8,15,64,283	
Less : Unspent amounts of grant as on 31.03.19	10,69,37,580	
Add : Unspent amounts of grant as on 31.03.20	6,40,90,631	
Grants & Donations – Received during the year		3,87,17,334
<b>Total</b>		<b>3,87,17,334</b>

Statement showing Cost of collection of income or receipts from securities stocks etc. at 1 per cent of such income

	Amount (Rs.)
Interest on bank deposits and balances – As per Income & Expenditure Account	2,49,88,721
1% thereof	2,49,887

Statement showing repairs at 8.33% of the estimated gross

	Amount (Rs.)
Rental charges (Area of Building 2681 sq. ft. @ Rs 50/- per Sq.Ft.p.m.)	15,08,600
8.33% thereof	1,33,996







Notes forming part of the financial statements

**1. General Information:**

Friends of WWB, India, ('FWWB') is a non-profit organization established to advance and promote direct participation of poor women in the economy through access to national and international institutions working for the development of the women in India. FWWB, India is a trust registered under the Bombay Public Charitable Trust Act, 1950 and a society registered under the Society Registration Act, 1860.

FWWB is committed to building a society based on equity and social justice where women are active partners in holistic development. It does so by providing financial and capacity building services to organizations promoting livelihoods and self reliance of poor women.

**2. Significant Accounting Policies:**

**i. Accounting Convention**

The financial statements are prepared on accrual basis under the historical cost convention and are in consonance with applicable accounting standards of the Institute of Chartered Accountants of India to FWWB.

**ii. Grants**

Grants in the nature of capital receipts are credited to the Corpus in the Balance Sheet. Grants received specifically relating to fixed assets are credited to the Capital Grants in the Balance Sheet. Such grants are recognized in the Statement of Income and Expenditure Account on a systematic and rational basis over useful life of the fixed assets. The allocation to the income is made over periods and in the proportion in which depreciation on the related Fixed Assets are charged to the Statement of Income and Expenditure Account.

Grants for specific purpose i.e. restricted grants, are recognized as income to the extent of amount spent during the year, in the Statement of Income and Expenditure Account. Unspent balances of the restricted grants are carried as liability in the Balance Sheet. Other grants are recognized as income in the Statement of Income and Expenditure Account of the year.

**iii. Revenue Recognition**

In respect of the credit activity, income of interest on the loans granted is recognized on accrual basis and when no significant uncertainty as to collectability exists. The recognition is in accordance with the terms of the relevant agreements. Income on loans doubtful of recovery is recognized only when realized.

In all other cases, revenue is recognized when no significant uncertainty as to measurability or collectability exists.

**iv. Fixed assets**

Fixed assets are recorded at cost less accumulated depreciation. The cost comprises of purchase price and all incidental costs related to acquisition and installation.



Notes forming part of the financial statements

**v. Depreciation**

Depreciation has been provided over the useful life on the written down value method on pro-rata basis from the date of purchase and up to the date of sale, at rates specified as under:

Buildings	10%
Furniture and Office Equipment	25%
Computers	40%
Vehicles	20%
Software	60%

**vi. Foreign Currency Transactions**

Transactions denominated in foreign currencies are normally recorded at the exchange rate prevailing at the date of the transaction. Monetary items of assets and liabilities denominated in foreign currencies are re-stated at the year end rates. Exchange differences arising on settlement of transactions in foreign currencies or re-statement of foreign currency denominated assets and liabilities are recognized in the Statement of Income and Expenditure Account.

**vii. Retirement Benefits**

Contribution towards Gratuity liability is charged to the Statement of Income & Expenditure Account on the basis of FWWB's obligation measured at the present value of estimated future cash flows using a discounted rate as calculated by Life Insurance Corporation of India under a Gratuity Assurance Scheme on defined benefits.

Contributions, as required by the statute, are made to the Government Provident Fund and are charged to the Statement of Income and Expenditure Account for the period.

**viii. Bad Loans or Provision for Loans Doubtful of Recovery**

In respect of the credit activity, as regards loans granted, for which:

- (a) Installments due for more than 180 days are considered as doubtful, full provision is made for the total outstanding amount of such loans.
- (b) At the end of two years, the total outstanding balances of such loans are written off as bad debts.



Friends of WWB, India  
Notes forming part of the financial statements for the Year ended on 31-03-2020

**Note - 3**  
**Corpus Fund**

Particulars	(Amount in Rupees)	
	As at March 31, 2020	As at March 31, 2019
Opening Balance	20,09,57,200	18,59,57,200
Add: Transferred from Income & Expenditure Account	-	1,50,00,000
<b>Closing Balance</b>	<b>20,09,57,200</b>	<b>20,09,57,200</b>

**Note - 4**  
**Reserves and Surplus**

Particulars	(Amount in Rupees)	
	As at March 31, 2020	As at March 31, 2019
<b>General Reserve</b>		
Balance as per last Balance Sheet	3,83,66,238	3,83,66,238
<b>Closing Balance</b>	<b>3,83,66,238</b>	<b>3,83,66,238</b>
<b>Income and Expenditure Account</b>		
Opening Balance	34,07,53,991	32,67,17,797
Add: Addition during the year	3,53,05,062	2,90,36,194
Less: Transferred to Corpus Fund	-	1,50,00,000
<b>Closing Balance</b>	<b>37,60,59,053</b>	<b>34,07,53,991</b>
<b>Total Reserves &amp; Surplus</b>	<b>41,44,25,291</b>	<b>37,91,20,229</b>

**Note - 5A**  
**Secured Loans**

Particulars	(Amount in Rupees)	
	As at March 31, 2020	As at March 31, 2019
IDBI Bank Ltd.	50,00,000	1,50,00,000
Nabkisan Finance Limited	15,30,12,703	13,91,21,543
Nabsamruddhi Finance Limited	9,58,27,872	8,33,33,334
<b>Total</b>	<b>25,38,40,575</b>	<b>23,74,54,877</b>

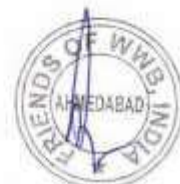
The above loans are partially secured by pledge of Fixed Deposit amounting to Rs. 2,80,27,841/-, (Previous Year Rs. 4,14,36,363/-) and partially by a charge on loan receivable arising out of this fund.

**Note - 5B**  
**Unsecured Loans**

Particulars	(Amount in Rupees)	
	As at March 31, 2020	As at March 31, 2019
Isenberg Family Charitable Foundation Incorporation - ECB (Ceniarth)	5,18,98,270	-
<b>Total</b>	<b>5,18,98,270</b>	<b>-</b>



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## Friends of WWB, India

Notes forming part of the financial statements for the Year ended on 31-03-2020

Note: 6  
Fixed Assets

Particulars	Gross Block				Accumulated Depreciation			Net Block	
	As at April 1, 2019	Additions during the year	Deletion during the year	As at March 31, 2020	As at April 1, 2019	For the year	Deletion during the year	As at March 31, 2020	As at March 31, 2019
<b>Tangible Assets</b>									
Buildings	12,06,105	-	-	12,06,105	12,20,299	7,581	-	68,225	75,806
Leasehold Premises	62,55,954	-	-	62,55,954	51,56,355	1,09,960	-	9,89,639	10,99,599
Computers	56,15,782	84,960	5,54,349	31,46,303	52,01,774	1,84,785	5,25,956	2,85,790	4,14,008
Office Equipments & Furniture	56,35,406	1,43,605	-	57,79,011	43,38,957	3,51,918	-	10,88,136	12,96,449
Vehicles	8,60,043	-	-	8,60,043	2,88,814	1,14,246	-	4,56,983	5,71,229
<b>Intangible Assets</b>									
Software	8,00,000	-	-	8,00,000	7,51,993	48,006	-	1	48,007
<b>Total</b>	<b>1,84,63,290</b>	<b>2,28,565</b>	<b>5,54,349</b>	<b>1,81,47,506</b>	<b>1,49,58,192</b>	<b>8,16,496</b>	<b>5,25,956</b>	<b>28,88,774</b>	<b>35,05,098</b>
<b>Previous Year</b>	<b>1,81,87,832</b>	<b>2,75,458</b>	<b>-</b>	<b>1,84,63,290</b>	<b>1,39,64,272</b>	<b>9,93,918</b>	<b>-</b>	<b>35,05,100</b>	<b>42,23,560</b>



Friends of WWB, India

Notes forming part of the financial statements for the Year ended on 31-03-2020

Note - 7

Cash and Bank Balances

Particulars	(Amount in Rupees)	
	As at March 31, 2020	As at March 31, 2019
Cash on Hand	43,710	6,591
Balances with Banks:		
In Saving Accounts	3,18,84,765	78,93,553
In Current account	81,330	30,067
In Fixed Deposit Accounts *	34,24,68,468	33,85,08,591
<b>Total</b>	<b>37,44,78,273</b>	<b>34,64,38,802</b>
* Includes: Fixed Deposits of Rs. 3,000,000/- (Previous year - 3,000,000) pledged against IDBI loans, Rs. 1,75,27,841/- (Previous year Rs.3,34,36,363) against NABKISAN loan and Rs. 1,09,78,948/- (Previous year - Rs.1,06,45,109) against overdraft facility and Rs 75,00,000/- (Previous year Rs.50,00,000/-) against Nabsamrudhi Loan.		

Note - 8

Other Current Assets

Particulars	(Amount in Rupees)	
	As at March 31, 2020	As at March 31, 2019
Interest accrued on Loans and advances given	10,72,072	2,33,480
Accrued Interest on Fixed Deposits with banks	1,42,52,595	1,34,99,870
Deposit with HDFC Ltd.	38,27,763	-
Tax Deducted At Source	2,01,21,786	1,87,27,750
Tax paid against protest	1,21,84,725	1,32,91,585
Prepaid Expense	15,43,107	20,46,270
Advance recoverable in cash or kind	4,696	5,83,597
<b>Total</b>	<b>5,30,06,744</b>	<b>4,83,82,552</b>

Note - 9

Loans and Advances

Particulars	(Amount in Rupees)	
	As at March 31, 2020	As at March 31, 2019
Loans and advances to partner organisations for development activities		
Unsecured and Considered Good	55,93,95,343	52,76,27,465
Considered Doubtful	2,16,84,144	1,35,30,645
Less: Provision for Doubtful Loans and Advances	2,16,84,144	1,35,30,645
<b>Total</b>	<b>55,93,95,343</b>	<b>52,76,27,465</b>



Friends of WWB, India

Notes forming part of the financial statements for the Year ended on 31-03-2020

Note - 10

Current Liabilities and Provisions:

(Amount in Rupees)

Particulars	As at March 31, 2020	As at March 31, 2019
Sundry Creditors	10,49,987	11,18,249
Unspent Amount of Grants	6,40,90,631	10,69,37,580
Security Deposits	1,78,500	1,78,500
Statutory liability	12,86,970	1,47,271
Interest Accrued but not due	18,51,955	-
Other Current Liabilities	1,89,755	40,011
<b>Total</b>	<b>6,86,47,798</b>	<b>10,84,21,611</b>

Note - 11

Grants and Donations

(Amount in Rupees)

Particulars	Period Ended March 31, 2020	Year Ended March 31, 2019
<b>From:</b>		
Ford Foundation	4,55,02,212	3,08,07,170
HSBC Ltd	-	21,604
NABARD	-	10,90,582
Population Services International	-	32,20,145
Rabobank Foundation	12,95,971	15,80,850
ICRA Limited	30,83,822	-
MOODY'S CSR Fund	10,18,142	-
MAKS CSR Fund	14,56,626	-
MAKS Ukhral Fund	3,75,717	-
Ananya CSR Grant	2,33,125	-
Isenberg Family Charitable Foundation(Cenlarth)	68,39,923	45,35,015
HSBC -School of Entrepreneurship Development	2,17,58,745	1,20,06,250
<b>Total</b>	<b>8,15,64,283</b>	<b>5,32,61,616</b>

Note - 12

Interest Income

(Amount in Rupees)

Particulars	Period Ended March 31, 2020	Year Ended March 31, 2019
Interest on Bank Deposits and Saving Accounts	2,49,88,721	2,25,36,676
Interest on Loans and Advances given	5,60,90,109	5,01,78,236
<b>Total</b>	<b>8,10,78,830</b>	<b>7,27,34,912</b>

Note - 13

Other Income

(Amount in Rupees)

Particulars	Period Ended March 31, 2020	Year Ended March 31, 2019
Training fees	-	18,94,400
Rent	29,00,940	26,40,993
Collection from previous years write offs	70,000	5,00,000
Interest on Tax refund	30,84,748	14,08,337
Miscellaneous Income	749	86,089
<b>Total</b>	<b>60,56,437</b>	<b>65,29,819</b>



Friends of WWB, India

Notes forming part of the financial statements for the Year ended on 31-03-2020

Note - 14  
Employee Benefits

(Amount in Rupees)

Particulars	Period Ended March 31, 2020	Year Ended March 31, 2019
Salaries and Allowances	1,52,62,461	1,32,61,171
Contributions to Provident and Other Funds	19,89,759	11,32,075
Staff Insurance	1,45,591	1,47,539
<b>Total</b>	<b>1,73,97,811</b>	<b>1,45,40,785</b>

Note - 15  
Finance Cost

(Amount in Rupees)

Particulars	Period Ended March 31, 2020	Year Ended March 31, 2019
Interest on Debt	3,04,13,757	2,41,11,829
Amortisation of Processing Fees	6,59,178	5,20,080
Bank Charges	51,583	15,740
<b>Total</b>	<b>3,11,24,518</b>	<b>2,46,47,649</b>

Note - 16  
Programme Expenditure

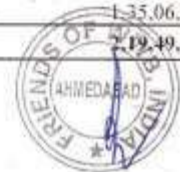
(Amount in Rupees)

Particulars	Period Ended March 31, 2020	Year Ended March 31, 2019
Operational Support to Partner Organizations	4,32,08,695	3,49,43,651
Training & Workshop Expenses	1,26,70,714	30,62,680
Legal & Professional fees	97,70,383	13,82,480
Travelling Expenses	14,01,149	13,90,317
Office and Other Administrative Expenses	2,04,527	5,79,026
<b>Total</b>	<b>6,72,55,468</b>	<b>4,13,58,154</b>

Note - 17  
Administrative and Other Expenses

(Amount in Rupees)

Particulars	Period Ended March 31, 2020	Year Ended March 31, 2019
Legal & Professional fees	50,00,744	33,34,780
Travelling Expenses	9,31,317	10,40,255
Flood Relief Support	-	4,59,476
Cyclone Relief Support	-	4,00,000
Event Expenses	3,60,000	2,53,069
Membership Fees	2,75,785	2,63,730
Contribution to Public Trust Administrative Fund	50,000	50,000
Auditors' Remuneration	5,90,000	5,90,000
Office and Other Administrative Expenses	14,09,457	20,50,962
Fixed Assets Written Off	28,393	-
Office Rent	1,000	1,000
Provision for Doubtful Loans and Advances	81,53,499	1,35,06,375
<b>Total</b>	<b>1,68,00,195</b>	<b>1,19,49,647</b>



Notes forming part of the financial statements

18. As regards a disputed income tax matter for earlier assessment years, the income tax department raised various tax demands aggregating to Rs.240,290,363/- for various assessment years starting from 2010-11 to 2017-18, not considering the entity's claim of being charitable trust, which has been challenged by FWWB before appellate authorities.

ITAT, vide its order dated 9th March 2017, has decided an appeal in favor of FWWB for assessment year 2011-12 a lead year, which has been further challenged by IT department before Hon'ble High Court.

Considering the aforesaid favorable decision of ITAT and based on the management assessment, it is concluded that no additional liability shall arise on FWWB for the matter described above and hence, no provision for the said income tax demand or interest thereon has been considered necessary at this stage for the said Contingent Liability.

19. The outbreak of the COVID-19 pandemic and consequent lockdown announced by the Government of India for more than three months has impacted the revenue, collection and profitability of FWWB. Given the dynamic nature of pandemic situation, the extent of impact would depend on the duration of the pandemic, the impacts of actions of governments and other authorities, the responses of businesses and consumers in different industries and the associated impact on the global economy.

FWWB has granted principal and interest moratorium to eligible customers for a period upto 3 months with regards to the payment falling due between March 01, 2020 to May 31, 2020. FWWB continues to recognize interest income during the moratorium period.

FWWB has assessed the possible impact of COVID-19 pandemic on each borrower and has made additional provision for impairment of Rs.10.25 lakhs due to the impact of COVID-19 pandemic on the loan portfolio, which is adequate in the view of the management based on the current information available.

Given the uncertainty over the potential macro-economic conditions, the impact of the global health pandemic may be different from that estimated as at the date of approval of these financial statements and FWWB will continue to monitor any material changes to the future economic conditions, the effect of which, if any, will be given in the respective period.

20. Related Party Disclosures:

- a) Names of the Related Party and nature of their relationships

Name of the Party	Nature of relationships
Ananya Finance for Inclusive Growth Private Limited (Ananya)	A private limited liability company in which Key Managerial Person (KMP) is a Director
Indian Foundation for	A Trust in which the trustees, Ms. Sudha Kothari, Mr.





**Friends of WWB, India**

**Notes forming part of the financial statements**

Inclusive Growth (IFIG)	Sidharth Sinha, and Mr. Venkatesh Tagat are the trustees of FWWB Trust
Mrs. Vijayalakshmi Das	KMP (till 15 <sup>th</sup> Feb, 2020)
Ms. Jayshree Vyas	KMP
Mr. S S Bhat	KMP ( From 15 <sup>th</sup> Feb, 2020)

b.) Transactions and balance with related parties :

(Amount in Rupees)

Sr No	Name of the Related Party	Nature of transactions	Year ended March 31, 2020	Year ended March 31, 2019
1	Ananya	Rent Received	19,26,540	1,765,993
		Reimbursement of Electricity	156,540	158,036
		Reimbursement of Municipal Tax	85,190	75,386
		Grants and Donations	10,00,000	Nil
2.	Mr. S. S. Bhat	Managerial remuneration	367,815	Nil
3.	Ms. Vijayalakshmi Das	Managerial remuneration	5,295,000	3,600,000

c.) The trust has the following amounts due to/ receivable from related parties:

(Amount in Rupees)

Sr No	Name of the Related Party	Nature of transactions	Year ended March 31, 2020	Year ended March 31, 2019
1.	IFIG	Receivable on account of loan given	140,306,307 (Dr.)	140,306,307 (Dr.)
2.	Ananya	Rental deposit received	73,500	73,500



21. Payments to Auditor :

(Amount in Rupees)

	Year ended March 31,2020	Year ended March 31,2019
Audit Fees	590,000	590,000
Taxation and Other consultancy services	1,038,915	1,434,282
<b>Total</b>	<b>1,628,915</b>	<b>2,024,282</b>

22. Earnings in Foreign Currency:

(Amount in Rupees)

	Year ended March 31,2020	Year ended March 31,2019
Grants and Donations	35,021,300	47,363,715
<b>Total</b>	<b>35,021,300</b>	<b>47,363,715</b>

23. Expenditure in Foreign Currency:

(Amount in Rupees)

	Year ended March 31, 2020	Year ended March 31, 2019
Travel and Other Expenses	128,376	278,370
<b>Total</b>	<b>128,376</b>	<b>278,370</b>

24. Corresponding figures of the previous year have been regrouped, rearranged, wherever necessary, to make them comparable with the figures of the current year.

In terms of our report attached

For Friends of WWB, India

For Deloitte Haskins & Sells  
Chartered Accountants

*(Pallavi A. Gosakshakar)*  
Partner

Place: Mumbai  
Date: 7<sup>th</sup> July, 2020

*Jayal*  
Trustee

*Alka M*  
Trustee

*[Signature]*  
Chief Executive  
Officer

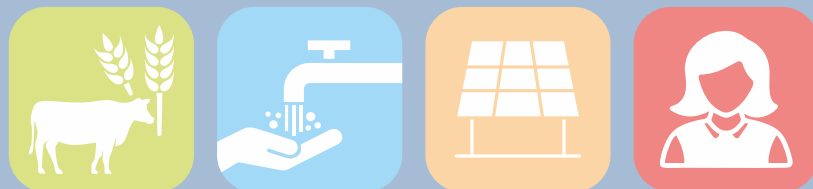
Place: Ahmedabad  
Date: 7<sup>th</sup> July, 2020





# FWWB

FRIENDS OF WOMEN'S WORLD BANKING INDIA



**Friends of Women's World Banking, India**  
101, Sakar - I Building, Opp. Gandhigram Station,  
Ashram Road, Ahmedabad - 380009  
[www.fwwbindia.org](http://www.fwwbindia.org)