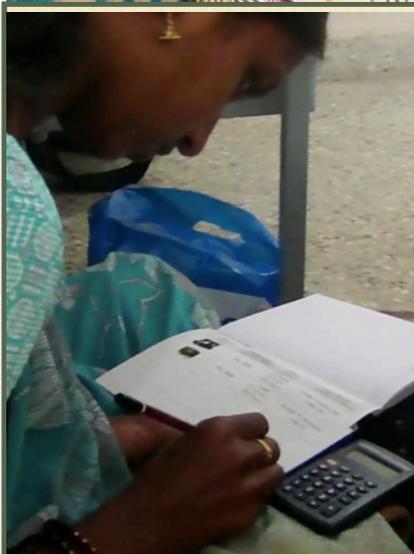


Financial Literacy Program on Debt Management

Sponsored by: Unitus Labs (www.unituslabs.com)



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1. Executive

In 2010 – 11 Indian microfinance faced a major crisis due to uncontrolled growth leading to excessive lending to low income clients. This led to wide spread defaults and coercive collection practices. A number of measures were undertaken by MFIs, industry associations & the Reserve Bank of India to limit over-borrowing by low income clients, but we felt that a holistic financial literacy program was needed to educate customers on financial management and Ujjivan took it upon itself to develop such a program customized for microfinance clients. Our twin approach was:

- 1) **Sankalp, a high impact film which created awareness on issues relating to over-borrowing and ghost lending**
- 2) **The Diksha Program, a follow-up financial literacy training program comprising of five modules.**

Sankalp has been shown to over 600,000 customers and has proved extremely successful, with customers being able to relate to characters in the film and derive real-world lessons. We have also distributed free copies of the videos to other interested MFIs (and we invite other industry players to request free copies from us). The Diksha Program has also been successfully piloted among 372 Ujjivan customers. The two-pronged intervention is a unique approach to enable MFI customers resolve fundamental issues of over borrowing/lending, and should help us as an industry to provide responsible financial services to clients.

2. Partner Overview

Ujjivan is a Non Banking Financial Company (NBFC) providing microfinance services to the economically active poor across 20 states and union territories through 305 urban and semi-urban branches. Our headquarters is in Bangalore and we have regional offices in New Delhi, Kolkata & Pune.

Our mission is to provide financial services to the economically active poor and to help alleviate poverty. In six years, Ujjivan has reached over 1,072,866 customers, disbursing Rs. 22,034 million in loans and with a repayment rate of 98.54%.

Ujjivan provides a range of financial products and services to cover its customers' needs. It combines the unique Grameen Bank methodology of selecting, training, selling & servicing customers in the front end with that of cutting edge technology, rigorous processes & modern retail banking practices in the back end. Ujjivan is now working on graduating third cycle customers to Individual Loans.

3. Program Overview

Aggressive competition & uncontrolled growth over the past five years led to the following issues in the microfinance industry.

- a) **Excessive Borrowing:** clients were borrowing beyond their capacity to repay.
- b) **Ghost Lending:** A practice whereby loans were taken in the name of a customer but used by another individual in return for a commission. This is often risky, since the responsibility of loan repayment lies with the customer. Often the person utilizing the funds abandons the customer and leaves her in the lurch to make repayments.



4. Program Design



Ujjivan developed **Sankalp** (means “the resolution”) & **Diksha** (means “aim & purpose”), that trains customers on how to manage debt prudently within their financial capacity and investment needs, and also emphasizes the importance of an unblemished credit history, with the advent of the newly established Credit Bureau.

- a. **Sankalp** contains two 15 minute illustrative stories (on film) about excessive borrowing and ghost lending. The storyline of Sankalp was created by an external consultant from real life Ujjivan case studies. The film begins by depicting a happy family. A family friend convinces them to take a loan on his behalf to help start his business – a ghost loan. The family does so in return for a commission and based on trust. As the story evolves the friend turns out to be a gambler and absconds with the loan amount, leaving the family penniless and unable to repay the loan.

The second story depicts a family benefiting from microfinance through investment into the wife’s (customer) tailoring business. However, as the story develops, the husband and children want her to take two additional loans to buy a motor cycle and a colour TV that they can ill afford. Suddenly, the husband falls ill and the wife is left with a large debt burden as the sole earner for the family.

The stories also introduce the customer to the concept of credit bureaus and the impact on their financial lives.



This documentary is available in multiple languages and screened for customers through large and small scale events like Ujjivan centre leader functions, cable TV shows and group meetings. An excerpt of this video can be viewed here: <http://www.youtube.com/watch?v=VIKfIRlcSaY> and a copy of the entire video can be requested via email.



- b. **Diksha (financial literacy program on debt management)** – this is a follow-up training program and is conducted on a voluntary basis for customers. The program includes training kits which have been developed by **Parinaam Foundation**, Ujjivan’s strategic partner for micro “plus” services. This is an in-depth training that enables customers to sharpen their numerical skills through a calculator, provides an understanding of household cash flows using a financial dairy, and helps them gauge prudent debt servicing capacity through an understanding of the pros & cons of different types of debt.

A structured training module was felt necessary to augment the learnings of the documentary film, in order to drive home key topics of financial literacy training. Ujjivan & Parinaam Foundation analyzed current financial literacy levels amongst our clients and Parinaam designed a program that included pictorial stories, homework assignments; pictorial financial dairy and role play activities. Based on customer feedback and focus group discussions the training was fine tuned. **(Annexure: I)**

The FLP Program’s five modules are as follows:

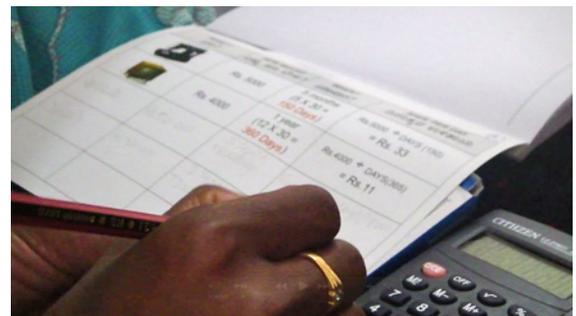
Module 1 Why Financial Planning? An introduction to the program & the importance of financial planning through a role playing activity, screening of Sankalp and a detailed discussion on the Credit Bureau.

Module 2 How to Plan my Finances? Basics of financial planning, understanding the importance of and how to tackle cash flows through a story of two sisters: Sukhi & Dukhi; how to use a calculator, filling in the monthly & weekly expenses & income in the financial dairy. Customers’ older children are encouraged to come for this module so they can learn the basics of financial literacy and also help their mothers to keep the financial diary.

Module 3 How to Save? The importance of savings through the Sukhi & Dukhi stories; overview of various saving options with pros and cons for each; an interactive savings assignment using a calculator how aspirational goods and services can be obtained through incremental savings instead of loans. Customers are given saving boxes to help their children inculcate the habit of saving.

Module 4 Borrowings; The choices of where customers can borrow from using Sukhi & Dukhi stories; overview of various options of borrowing; learning to fill in their loan information into the financial dairy (with the help of the calculator) so they understand the terms and conditions of the loans they take.

Module 5 I am now a Rupee Rani! Filling in their financial dairy and calculating their finances for the whole month; verbal test for the customers on key learnings over the past four weeks; graduation of those customers who have been consistent in attendance at all sessions and finalization of savings account requirements and procedures to open no-frills accounts with local branches of banks.



Each Module has a built-in incentive structure for customers to attend and continue their training over the 5 weeks. The incentives include a calculator, financial dairy, saving box and graduation certificate. At the end of the training those customers who had attended all 5 modules are awarded the certificate and assisted by branch staff to open a savings account at one of the nearby banks.

This training was piloted in 2 urban and 2 semi urban branches over 5 weeks, which helped us refine our training methodology.

5. Outreach



The financial literacy program is executed in two stages:

a) Building awareness: Sankalp film

For the pilot stage, Ujjivan aired the film, 'Sankalp' at the following forums:

- 94 Centre Leader Functions – large scale customer gathering (around 400 – 800 customers at each meeting)
- 12,705 Centre Meetings – using TV and portable DVD players at Ujjivan branches and the customer meeting places
- Cable TV – each operating region identified high risk areas where this film can be shown to create awareness and cable operators were approached to air the film for a fee. Clear timings were advertised to increase visibility across 95 branches in India
- Customer Group Training - for new customers and repeat cycle customers through portable DVD players at Ujjivan's branches on an on-going basis
- 3 Special programs for East and West Region. Due to power shortage in Bihar and Jharkand, Ujjivan purchased TVs to show the documentaries at our branches with back-up power. In Maharashtra, we decided to partner with local Anganwadis where customers and the general public were invited for the shows.

	CENTER LEADER FUNCTIONS	CENTER MEETING SHOWS	CABLE TV SHOWS	SPECIAL PROGRAMS
NORTH	14 functions 4,999 customers	3,558 shows 57,853 customers	4 branches 9,100 customers 8,00,000 population	NA
SOUTH	26 functions 17,625 customers	5,176 shows 74,956 customers	35 branches 1,32,917 customers 1,10,56,359 population	NA
EAST	30 functions 16,960 customers	3,953 shows 50,789 customers	43 branches 1,49,416 customers 81,80,000 population	2 programs 1,354 customers
WEST	24 functions 7,948 customers	1,119 shows 17,908 customers	13 branches 6000 customers 8,00,000 population	1 show 2,600 customers
	94 functions 47,532 customers	13,806 functions 2,01,506 customers	95 branches 3,51,433 customers 2,08,36,359 population	3 programs 3,954 customers

Total no. of customers covered: 6,04,425

Total no. of population covered (approx): 2,08,36,359

b) Training on Financial Literacy through five training modules: Diksha

The Outreach of the pilot:	
Total no. of branches covered	4
Total no. of customers started the program	484
Total no. of customers completed 5 modules & certified financially literate	372
Drop-out rate of customers	23.1%
Total no. of savings accounts opened	232
Documents submitted, pending for Bank Process	65





a) Costs for the Pilot Program

Internal resources used for the pilot were one program coordinator collaborating with representatives from the 4 Ujjivan regions.

The resource used for Sankalp:

- 4 regional representatives (1 from each region) to manage the project at the regional level
- Their role was to interact & collaborate with various individuals to ensure systematic implementation of project

The resources used for Diksha:

- Concept, design, creation and training program handled by Parinaam Foundation
- 2 trainers, one each from Ujjivan and Parinaam
- Train the trainers and roll out to branches jointly handled by Parinaam, program coordinator and Ujjivan's South regional representative

The expenses relating to the program pilot has been divided into two:

- 1) Sankalp - the cost for concept, development and promotion of the two 15 minute illustrative stories on film (**Cost breakdown: Annexure: II**)
- 2) Diksha - the cost for concept, design, development and roll out of the financial literacy training modules (**Cost breakdown: Annexure: III**)

ITEMS	Cost in INR (Sept 30th, 2011)	Cost in USD @ Rs.48.5 (Sept 30th, 2011)
Stage 1: Sankalp Documentary & Distribution Costs	20,57,329	42,046
Stage 2: Diksha Financial Literacy on Debt Management	2,36,426	4,832
TOTAL	22,93,755	\$ 46,878

b) Roll-out Plan for the Financial Literacy Program

1) Cost Centre for Sankalp

Ujjivan has already purchased a large number of DVD players to show the Sankalp film to their customers on a regular basis. They also plan to include the video in their new customer induction program, but that will not be a major financial burden. The main cost will be for the larger audience that will be accessed through:

- Cable and TV channel shows
- Large scale customer engagement events/meetings

2) Cost Center for Diksha rollout Plan

Phase 1 of the Diksha roll out to **33,000** customers from **110 Ujjivan branches** Pan-India (300 customers per branch with 1 trainer per 5 branches; 30 participants per group) the following costs need to be considered:

- Total Program cost broken down into a cost per branch (includes personnel costs; train the trainers; training material & translations into 8 languages; travel/accommodation for trainers & customer consumables) – **Rs. 62,292/-**
- Training Kit in different languages (including training manual; flip charts; 1 set of customer consumables; miscellaneous training materials) - **Rs. 2,578/-**
- Consumables related to customers (financial dairy, calculator, savings box, graduation certificate & refreshments) – **Rs. 89/- per customer**
- Total program cost per customer – **Rs. 221/-**
- Ujjivan will test the possibility of charging each customer a small fee of about **Rs.50/-** for attendance at the program and the consumables provided.



7. Key Findings



The Diksha pilot and the outreach of the Sankalp videos resulted in an understanding of both, our customers' expectations and the challenges we would need to resolve in a large scale rollout of the program:

1) Customers: Customers were grateful for the information imparted through the Sankalp videos and the interactive Diksha modules, both of which they could relate to in their own lives. The illustrations & stories simplified key messages and they could empathize with the problems faced by the protagonists of both the formats. We were careful that lessons imparted an unbiased view of their options but left final decisions to customers as “informed choices”.

They were anxious to learn the financial options available to them and seemed determined to change past behavior patterns with regard to debt management as well as keen to take advantage of the possibility of opening savings accounts - one of the biggest benefits of the program.

A large proportion of them (80%) have opened savings accounts with local banks. The 23.1% dropout rate was mainly due to the inability of customers to manage the timings of the training with their work.

Q & A Sessions on the Credit Bureau; multiple lending; ghost & over borrowing and savings accounts provided a forum where both customers and Ujjivan were able to understand each other better and work out ways whereby the branch staff could work in tandem to help improve their clients' credit worthiness (**Annexure: IV**). Optimal Size for Customers screenings of the documentary and the Diksha modules was more effective when provided to smaller groups of 20 – 25 customers, which allowed members to participate freely and clear any doubts they had on financial literacy.

Thanks to the demand from the customers, Ujjivan has now incorporated the Sankalp videos in our compulsory new and repeat loan trainings.

2) Ujjivan: Publicizing the trainings ensured customer engagement and created a positive image of Ujjivan as a caring and community oriented organization. However the delivery of the Sankalp screenings and the Diksha training was particularly challenging, taking into account customer time commitments, perceived value, varying education levels and most critically customer needs rather than the MFI's focus on debt management.

To provide as wide an outreach as possible, all documents, training and promotional materials needed to be translated into several languages. Partnerships with mass media for Sankalp screenings helped in creating greater awareness and outreach, but at the same time, constant rapid adjustments needed to be made across 4 regions to ensure that cable shows and guest speakers at customer group functions were on time.

For this to be successful, it is crucial that full-time Project managers at regional level are dedicated to this effort. Overcoming logistical challenges such as scheduling of training sessions, effective quality control and impact evaluation and a well trained team are critical for a successful program.

The Sankalp videos have been screened for over 6,00,000 Ujjivan customers and an estimated 2 million viewers across India. In addition Ujjivan has shared it with other MFIs, regulators, government officials and bankers. The feedback from both customers and the latter who have seen it, has been very positive and has helped remedy the negative perception of MFIs post the crisis.

3) Financial: In order for the financial literacy program to be successfully carried out across Ujjivan's 1 million customers in India, Ujjivan or Parinaam will need a sponsor of Grant funds to cover the costs of the basic infrastructure such as kits, trainers' training and DVD sets to show the Sankalp films.

Ujjivan will allocate funding from its own resources to rollout the program to the rest of their customers.

The consumables (calculator, financial diary, saving boxes) cost of the Diksha pilot for 484 customers was high at Rs. 204/- each. Now that we have decided to scale, this has fallen to Rs. 89/- per customer. Ujjivan will test the possibility of charging customers a small fee of Rs, 50/- each.



8. Conclusion



The lessons learnt from this crisis, has translated into a program that will benefit all the players in the field:

- The project output and learnings of Sankalp and Diksha will be available to the industry and will lead to a wide impact.
- Ujjivan has tested out the different avenues of reach to their customers especially for the Sankalp video – this will be useful for the industry to carry it forward in their own arenas of operations in ways that will best suit them.
- Over the past two years Parinaam Foundation has been delivering Financial Literacy in various formats. The Diksha program has garnered the best of the different training methodologies to have the highest impact on the customers.
- The Ujjivan employees who have been involved in the delivery of this program feel satisfied and thankful that they are part of their customers' education. They feel that through their efforts, the start of a positive change has been implemented.

Impact Evaluation:

To understand how customers' financial behavior has changed, we have created Success Parameters (**Annexure: V**) and an Evaluation Matrix (**Format: Annexure: VI**) starting with a baseline survey of pre-literacy levels.

To complete the evaluation, surveys will be conducted at intervals of 1 (dipstick), 3 (midline) and 6 (endline) months to analyze the impact of the project and the change in behavior and knowledge of Ujjivan customers. The surveys will be supplemented by a final field staff report based on the use of the financial diaries. They will track whether customers are demanding more information on interest rates, EMLs, tenure on their loans prior to taking them and repayment frequencies. They will also ensure that the savings accounts are being utilized to save.

The Future:

The need of the hour for the secure future of microfinance is financial literacy. The underlying cause of the crisis was over extension of credit or over borrowing. MFIs need to bring discipline on the lending side through enforcement of a code of conduct and utilizing the credit bureau information. However on the borrower's part awareness of financial prudence is needed, as they have access to both the regulated and unregulated financial sectors. If she is able to understand the basics of financial management: how much can she prudently borrow; how she can protect herself against unforeseen disasters; how to avoid agents and financial scams and most critically, where can she save and balance between borrowing & saving for major expenditures or investments, a future financial crisis which harms the poor can be averted.

The two proponents of "best practices" in the microfinance industry – Unitus Labs who have specialized in researching and developing processes that benefit the poor and Ujjivan Financial Services, considered one of the best practitioners in the field – have allied to provide a most essential tool to take microfinance to the next level. The future for the industry can only get better if the Financial Literacy Program is utilized to its fullest extent.





ANNEXURE I – Minutes on Customer Focus Group Discussion

Dear All,

Please find the update from yesterday's discussions with Koramangala customers on Financial diary.

8 customers from 3 localities were participated in this discussion, all of them undergone FLP training on savings last year. Only one customer maintained financial diary for a while and stopped later, none of them using savings box as they felt they can easily open it and use the money whenever they run out of cash in hand.

How they are keeping track of their cash flow?

- They keep records of monthly expenses like rent, cable, ration, fees, electricity but they don't keep records of daily expenses. End of the month they assume whatever money spent but not accounted is their totals of daily expenses.
- It's easy for them to understand their income if they get their salary on monthly basis, whereas it's difficult for them in case of daily/weekly wages or daily income from their business.
- They don't know (or don't have control over) their total family income as their husband's give them only part of their earnings, not full salary
- It's very difficult for them to estimate or predict their monthly surplus/deficit exactly
- In case of expenses on and income from business; they can track cash flow if their transaction involves larger units such as sari selling (where they can easily differentiate margin of profit), but it's difficult in case of petty shop/vegetable sales/auto rickshaw etc. In these trades, the goods are sold in smaller units and the stock will leftover for several days.
- They are forecasting future obligations such as school admissions but not for unforeseen expenses and business expansion plans

What they do when they run out of money? (Borrowing pattern)

- They face these situations 2-3 times in 6 months, this will happen mainly due to festivals, unforeseen expenses and loss of job
- They borrow from moneylenders or neighbors, next month they ask more money from their husband's and payback these debts over a period of 2-3 months, and they don't keep any records for these smaller debts. However, moneylenders have also introduced 'Installment Card' system where they track the repayment transactions
- They borrow based on their need for money and not solely on their repayment capacity (necessity stands first and capacity to payback stands second)
- They borrow larger debts in case of marriages, house construction, higher education and health emergencies, they don't see their ability to repay these debts on monthly basis, they take 4 to 5 years to pay back them.

Expenditure pattern:-

- Most women spend their earnings to buy good items for their kids like cloth, watch, shoes and other accessories as they wanted their kids to be happy and should look good and confident in the locality
- Most women saves their earnings and spends their husband's money for household expenses
- When family run out of money, women use their savings for family expenses but they tell their husband's that they borrowed money from neighbors so that he should payback them
- Major monthly expenses are; Rent, Electricity, water, cable, mobile/landline, LPG, clothing, medical, festivals or birthdays, fees and expenses for guests. They have to spend more on guest if they are in-laws.

How & where they save?

- They couldn't tell exactly how much they saved end of the month since their husband's may also saving separately
- They are participating in chit funds to save money for yearly needs. Depending on their surplus, chit fund volume varies from Rs.200 to Rs.3000 per month depending on their surplus. Their husband's also participated in some chit funds separately.
- Most of them don't have savings accounts, only one woman has own SB A/c and one woman has joint account.
- They prefer Ujjivan to start savings scheme, they only save if it is compulsory and periodical, and they can't save voluntarily.

Feedback on Financial Diary:-

- They are interested to maintain diary but they need to be trained on and monitored regularly
- Pictorial and color coded diary is useful and easy for them to use
- Most of them or literates, so that they are moderate in using numbers
- They may face difficulties in summing-up their cash flow for weekly/monthly consolidation (Calculators may be a great help for them)

My suggestion is either FLP trainer or CRSs should brief the children of customers on Financial Diary so that they will also learn and help their parents in maintaining the same.





FINANCIAL LITERACY PROGRAM ON DEBT MANAGEMENT
Detailed breakdown of expenses incurred as of September 30th, 2011

ANNEXURE II – Expenses related to the film “SANKALP”

Items	Cost in INR	Cost in USD @ 48.93
Cost of Godbole Film	5,33,288	10,899
Cost of Distribution Expenses	69,124	1,413
Cable TV shows	3,73,761	7,639
Centre Leader functions	1,93,525	3,955
Printing leaflets & Promo materials	36,681	750
Special programs - Anganwadi shows	11,700	239
Cost of LCD TV	27,300	558
Cost of 200 DVD Players	6,77,950	13,856
Best CRS Award	1,34,000	2,739
Total Expenses for Sankalp	20,57,329	\$42,046

ANNEXURE III – Expenses related to “Diksha” – financial literacy training

Concept, design & TTT – Parinaam Foundation	1,87,570	3,833
Training Manuals/Training Materials	3,087	63
Flip Charts	2,415	49
Registration & Baseline survey Forms (1700)	2,426	50
Financial Diaries (550 copies)	19,000	388
Calculators (490 nos)	13,377	273
Saving boxes (420 nos)	3601	74
Diksha Graduation Certificates (550 nos)	4,950	101
Total Expenses for Diksha	2,36,426	\$4,832

ANNEXURE IV – Case of controlling risk by a Customer

Subject: achievement of “SANKALPA”.

Dear mam,

I would like to share an achievement of “SANKALPA”. yesterday I did GRT in C# 62, over there two customers 1) Karima SK & 2) Moslema Mallick(62/5) admitted that they have 4 loans in different company .Day before yesterday they have seen “SANKALPA” on SITI Cable and became afraid for the result of MULTI BORROWING .for this they cancelled their name during GRT . I appreciate both of them and assured that they will get loan after closing 3 companies.

Thanks & Best Regards

Ritesh Mazumdar
 CRM
 Ujjivan Financial Services
 Sankrail Branch





PARINAAM - UJJIVAN DIKSHA PROGRAM

SUCCESS MEASUREMENT PARAMETERS

<p>Introduction</p>	<p>Unitus Labs gave us a grant to innovate a program that would provide financial literacy with specific emphasis on debt management for urban poor women. The Parinaam-Ujjivan Diksha Financial Literacy Program pilot was aimed at creating awareness & learning on financial planning, managing debt and savings for our customers. The pilot was conducted from July 2011 - August 2011 for 484 women from Urban and Semi urban areas in Karnataka.</p> <p>The option of participation was given to customers and they volunteered for the training. Customer essentially worked as tailors, housemaids, beedi rolling, daily wage earners and salaried employees.</p> <p>The program schedule was for 5 weeks, 5 sessions, 5 different modules. Each session ran for approximately 2 hours. Of the 484 women, who started the program 372 women graduated. Only those customers who had attended all sessions were given Graduation Certificates. There was an attrition rate of 23.1%. This was mainly due to scheduling conflicts with their work.</p> <p>The impact evaluation of the program will be conducted through surveys at intervals of 1 month (Dipstick); 3 Months (Midline) and 6 months (Endline).</p> <p>Criteria for Impact Evaluation: A survey of a minimum 240 customers from the 372 who graduated and attended all the 5 modules of the training program (15 customers each of 16 groups)</p>
<p>Final Goals after 6 months</p>	<p>50% customer will learn to plan their budget, expenditure and family income and use basic numerical skills (Usage of Calculators) to manage their finances.</p> <p>50% will learn to track the money which comes in and goes out with the help of the Financial Diary and a calculator</p> <p>60% customers will understand the need for financial planning & can differentiate between wants and needs,</p> <p>60 % customers will have planned for their future needs</p> <p>60% customers will change their status of black marks or negative points with the Credit Bureau due to their improved, positive borrowing habits</p> <p>50% customers will reduce dependence on informal borrowings such as money lenders, chit funds, pawn brokers</p> <p>60% Increase in formal savings accounts with banks and post offices</p> <p>60% customers will reduce dependency to save with informal methods such as chit funds and SHGs</p> <p>70% customer children are initiated into financial literacy by understanding savings and using a savings box to save for their future needs.</p> <p>40% customers use their calculators to understand the components of their loans (Principal, interest, installments)</p>





ANNEXURE VI – Success Evaluation Metrics (Format)

Success Evaluation Metrics

Area of Intervention		Measures	Baseline Assessment	1 Month Dipstick	3 Month Midline Survey	6 Month Final Assessment
		Date:				
		No. of customers surveyed:				
Module 1 - Why Financial Planning?	1.1	Number of Families, who have reduced their number of loans				
	1.2	No of women, who are regularly repaying all their loans (principal + interest)				
	1.3	Customers who understand the difference between needs (essential spending) and wants (non essential spending)				
	1.4	MFI loan installments been paid promptly (credit bureau)				
Module 2 - How to plan my finances?	2.1	Customers who know how to use the calculator with regards to basic math (Addition, Subtraction, Multiplication & Division).				
	2.2	Customers who are recording their financial transactions in their financial dairy or notebook				
	2.3	Customers who know to prepare a household budget				
Module 3 - How to Save?	3.1	Customers who would like to have a savings account, who would like to save				
	3.2	Customers who know the different institutions available for them to save				
	3.3	Customers who opened savings account with Bank or Post Office				
	3.4	Customer children using savings box to save money				
	3.5	Customers who end the month with surplus cash in hand after monthly expenses				
Module 4 - Borrowing	4.1	Zero or negligible borrowings for consumption purposes like food or healthcare.				
	4.2	Reduced the number of loans taken from Formal sector				
	4.3	Reduced the number of loans taken from informal sector				
	4.4	Customers understand the interest rate difference between MFI borrowing and borrowing from informal sector such as money lenders				
	4.5	Customers use their calculator to understand their borrowings (principal, interest & installment)				
	4.6	Customers know what questions to ask their loan officers with regards to their borrowings				
	4.7	Customers know the different institutions available for them to borrow				





ANNEXURE VI – Success Evaluation Metrics (Format)

Success Evaluation Metrics

Area of Intervention		Measures	Baseline Assessment	1 Month Dipstick	3 Month Midline Survey	6 Month Final Assessment
		Date:				
		No. of customers surveyed:				
Module 5 - I am a Rupee Rani	5.1	Customers understand the difference between needs and wants and using their income accordingly				
	5.2	Customers have a monthly surplus from their income after expenses which they can save				
	5.3	Customers know the different institutions available for them to save and borrow				
	5.4	Customers know how to borrow within their capacity to service their loans				
	5.5	Customers are now communicating with confidence with regards to their financial transactions and decisions				

Additional Material Available from Parinaam Foundation: I to IV

- I. Diksha Training Manual
- II. Diksha Financial Diary
- III. Savings Options Poster
- IV. Borrowing Options Poster

Contact

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