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Dear Reader,

The Rural Financial Institutions Programme wishes you a successful and happy new year 2013.

For us, 2012 was an exciting year with many new initiatives and important events. This newsletter alone reports on 13 events during the last quarter of 2012 and presents eight new publications. Please contact us if you are interested in hard- or softcopies of these publications.

We have been shaken by the recent violence against women and, beyond that, we are aware that most cases of violence against women do not reach the light of the public. In this context, it may be interesting to note that rural women participating in our recent financial capability study mentioned domestic violence as one of the problems inhibiting their financial capabilities and empowerment. Our latest publication, a financial education guide for self-help groups in the NABARD-led Bank-SHG Linkage Programme, therefore includes this problem and describes collective action in self-help groups as a means to deal with it. Certainly, this is only a tiny step. But, we are convinced that millions of these small efforts, of all of us, are required to create a society in which such violence against women can be contained and women are treated with respect and equal to men - here and elsewhere.

Dr. Detlev Holloh, GIZ Programme Director

As mentioned in our last newsletter, the RFIP commissioned an innovative research study to identify which capabilities households require in order to use money and financial services effectively. For this, local researchers engaged in Focus Group Discussions (FGDs) with members of Self-Help Groups and Primary Agricultural Credit Societies, clients of microfinance institutions, as well as individuals who have no access to formal financial services. The participants were asked to identify financial capabilities in their own words, guided by questions such as: How do you describe someone in your community who deals with money well and how someone who does not? What skills, knowledge or attitudes do these people have? In 94 FGDs across 4 states, 524 participants provided 3,399 statements which indicate features of financial capabilities.

1 How people manage their money
One third of all answers given by the participants focus on how people manage their cash flow, covering aspects such as the sources and level of income households are depending on as well as their spending patterns – for example ‘responsible’ vs. ‘spending on vices’; whether people have a financial plan for now and the future, or rather live on a day to day basis.

2 Which financial services people use and for what reason
Another third of all responses dealt with the use of financial services and products: 11% of all statements refer to savings: the regularity and amount of savings, the reasons for setting money aside, and the particular place where people save. People also refer to the access to loans, to sources and purpose of a loan, and to loan repayment habits in 10% of all statements.

Other aspects mentioned by the participants relate to the access to bank accounts, life insurance as well as investments. Investing in a business, in income generating activities or assets such as land or housing are generally seen as an indicator of a high level of financial capability.

3 What social relationships people have and how they behave
The relationships within a family and a community, as well as personal character traits are also associated with financial capabilities and are mentioned in 16% of all observations.

All these statements reflect perceptions of the participating households about which capabilities are required to deal well with money and financial services. While they cover activities like day-to-day cash-flow management, use of financial services as well as means to plan for ones future, they also mirror cognitive, behavioural and environmental dimensions: What does one know (financial knowledge and skills)? How does one behave (consciously using one’s skills and knowledge but also subconsciously)? What is available in one’s local context (social and economic networks, cultural expectations and norms, as well as financial services)?

Using these findings, we have developed a questionnaire to identify the level of the financial capabilities across 800 households. Key results of this survey will be published in the next newsletter.
WHAT DO WE KNOW ABOUT PACS MEMBERS?
Observations from Odisha

One of the primary objectives of the revival package for India’s Rural Cooperative Credit System (CCS) was to increase the capacity of Primary Agricultural Credit Societies (PACS) to evolve into demand-driven service providers and to provide financial services tailored to the needs of their members. One pre-condition for achieving this is that stakeholders involved in the business and product development of PACS have access to reliable information on member characteristics and needs. This access depends on the existence of appropriate information systems as well as the information and communication flows within the CCS. As part of our recent field visits and studies in Odisha we made some observations in this respect, which we would like to share here:

- PACS board members and staff have substantial but informal, non-written knowledge about the societies’ members. This knowledge, however, is seldom used for purposes such as increasing member participation, assessing the members’ service needs and developing products in accordance with these needs. Underlying reasons include the fact that decisions on product development are typically not taken at the PACS level. Instead, rural cooperatives continue to rely strongly on apex institutions when it comes to business and service development. However, systems for collecting and transmitting the required qualitative information to higher tiers of the CCS do not exist, which is why valuable knowledge often remains overlooked and unexploited.

- Informal, non-written knowledge about members is valuable in Self-Help Groups or smaller cooperatives. The average membership size of PACS in Odisha, however, is close to 2,000 and 94% of them have more than 50 members each. Therefore, the value of information that is neither documented in written nor processed through standardised information and communication systems is necessarily limited and partial.

- Basic data on members should be available through the cooperatives’ registers. This data, however, is outdated with the number of members accumulating over years without any corrections like for instance in cases of death or migration. The relatively low utility of these registers is mainly due to the lack of staff for maintaining information systems, on the one hand, and the lack of computerised management information systems, on the other.

- It is crucial to understand that PACS are supposed to serve a large number of members with few, and often untrained, staff. Aggregated data for Odisha indicate that in 2011 the average number of members per staff was 1,800 and only half of this staff had received any training. At the same time, PACS have extensive reporting requirements such as monthly progress reports to the District Central Cooperative Banks, which can extend to over fifty pages. While this reporting usually depends on one staff, the secretary, not much time is left to attend to members and their needs.

- Links of communication are strongest between apex institutions. Information is delivered and shared top-down and bottom-up between the District Central Cooperative Banks, the State Cooperative Bank and NABARD on a regular basis. While communication between the apex organisations and the PACS seems to be more of top-down nature and is usually not concerned with demand-oriented membership and business development, communication links between PACS staff and members seem to be weak and inadequate for realising the vision of PACS as participative and demand-driven services providers.

- To summarise, formal, workable knowledge about the PACS members at all levels is very limited and inadequate to effectively further the objective of a demand-driven product and business development of PACS. In order to capture and maintain standardised data that can feed into market surveys and needs assessments, PACS and the CCS have to first be equipped with an effective information system. The output of the latter could then be used to produce a more feasible understanding of existing members’ needs and the prerequisites for attracting new members.

The above mentioned observations are not yet sufficient to draw fast and general conclusions. Consequently, the RFIP will continue looking into the factors identified as relevant for transforming PACS into member-centric and demand-oriented service providers. One element is definitely the development of information systems which contain relevant and up-to-date member data. Considering the large size of PACS in Odisha this will not be possible without completing the computarisation efforts initiated by NABARD and the State Government. It will also require human capacity development for handling these information systems and adequately using the information generated through improved bottom-up communication within the CCS. It will also require adjusting incentive systems and administrative processes with the aim to focus the attention of the PACS management on their members and customers.
The Short Term Credit Cooperative Structure (CCS) has been recognized for its extensive outreach, with Cooperative Banks and Primary Agricultural Credit Societies (PACS) offering their services in most of the Indian villages. Despite this fact and although the Reserve Bank of India recognizes PACS as Business Correspondents (BC), the CCS has not yet been included in financial inclusion strategies. At the same time, Commercial Banks and Regional Rural Banks are facing problems in the appointment and functioning of Business Correspondents and Business Facilitators.

However, the studies also reveal that crucial conditions for introducing the BC model are not yet fully met. The most important one is the implementation of the Core Banking System at the level of the linking cooperative banks and their branches. This implies a full computerisation and a reliable connectivity between PACS and apex institutions that can guarantee clients an ‘anytime-anywhere’ banking facility. Additionally, the further strengthening of governance, management and human resources is needed at all levels.

A big leap forward in this context is the recently published “Report of the Expert Committee to examine Three Tier Short Term Cooperative Credit Structure” (Reserve Bank of India, January 2013). The conclusions and recommendations of the committee, which was chaired by Dr. Bakshi, Chairman of NABARD, include:

- The State Cooperative Banks (StCB) and District Centre Cooperative Banks (CCB) “will have to take many other steps in improving internal systems, adoption of technology, and improvement of human resources if they have to survive and function as an efficient banking institution. PACS will also have to undergo a structural transformation while working as BCs and aim at providing multiple financial and non-financial services to member farmers and other rural population”. (page 57)

- “In order to provide better and more efficient financial services to the farmers and other rural population, if any PACS wishes to function as the BC of a CCB registered in a district other than in which the PACS is located and the CCB is in agreement to provide financial services in the operational area of that PACS by taking up that PACS as its BC, it should be free to do so.” (page 61)

- “At present, some of the State Cooperative Societies Acts contain provisions which restrict the flexibility of StCBs and CCBs in taking business decisions […]. Necessary amendments in the State Cooperatives Societies Acts would be required which give complete freedom to the CCBs and StCBs to take such business decisions within the directions and guidelines prescribed by RBI.” (page 61)

- “The Committee recommends that 30 September 2013 may be set as the deadline for all the StCBs and CCBs to be not only fully operational on CBS but also be part of the [electronic] payment system […], and also provide transactions through any ATM and POS devices which may be placed with PACS, input suppliers etc.” (page 62)

- “State and Central governments may take required steps to involve StCBs and CCBs in the financial inclusion drive and electronic benefit transfers (EBTs).” (page 62)

- Last not but least, the Committee recommends to set-up sector-own support structures independently from the StCBs, e.g. in the form “of a separate federal cooperative for providing only non-financial services to the member CCBs”. It also asserts that this federal cooperative “would be in the nature of DGRV in the German cooperative banking system.” (page 59-60)
The Department of Financial Service (Ministry of Finance) has initiated a pilot project, driven by Commercial Banks under the State Bank of India’s lead, to assist urban migrants that face continuous hardship in sending remittances. Based on the insights of a study by Prof. Ashish Das from the IIT Mumbai on the ‘Education on Remittances’, published in October 2012, the project aims at improving awareness and ultimately the use of the existing National Electronic Funds Transfer (NEFT) infrastructure. Under this scheme, people can electronically transfer funds subject to a limit from any bank branch to any other without opening a bank account which allows redistributing customers to uncongested bank branches and improve service levels.

Thus far, RFIP has supported the project by providing field level resources to enable handholding and awareness building activities at pilot branches of State Bank of India in Delhi. Over 3,000 migrants have directly benefitted from this project till date. In the future, RFIP is likely to expand its support to Mumbai and include Business Correspondents in this initiative.

**Past Events**

- **4th Financial Literacy Day Celebrations by ISMW, 15th October 2012, Mumbai:** The GIZ supported the 4th annual Financial Literacy Day of the Indian School of Microfinance for Women (ISMW). It brought together relevant stakeholders who are involved in promoting financial literacy and education and focussed on the theme ‘Financial Literacy for Economic Empowerment’. On this occasion ISMW launched a study on Financial Behaviour of Poor as well as comprehensive training modules for financial counsellors.

- **Workshop on ‘Leveraging SHG networks in the context of BC-based financial inclusion: Opportunities and Challenges’, 29th of October 2012, Delhi:** This workshop, organised by RFIP, aimed at initiating a broader dialogue on existing experiences, opportunities and challenges associated with leveraging SHG networks in the context of Business Correspondent (BC) based financial inclusion initiatives. The workshop brought together stakeholders pursuing very different approaches to the topic and included representatives from NABARD (the Financial Inclusion & Micro Credit Innovation Department), banks, BCs and Self-Help Promoting Institutions. Participants including SERP, Chaitanya, Vidharbha Gramin Bank and Shri Kshethra Dharmasthala Rural Development Project (SKDRDP) shared their highly diverse experience. The accumulated insights will serve as valuable input for designing RFIP’s pilot project to test SHG members as Customer Service Points.

- **Training of Facilitators: Financial Awareness and Education for SHG members, 31st October to 3rd November 2012 in Patna, 5th to 8th November 2012 in Ahmedabad:** Increasing financial awareness of existing and potential Self-Help Groups (SHGs) and their members through existing support structures is a key aspect under NABARD’s concept “SHG2: Revisiting the SHG Bank Linkage Programme”. Against this background the RFIP has developed financial education training modules and financial awareness tools for SHG members. Participants from Self-Help Promotion Institutions operating in backward districts were trained in implementing these instruments. Furthermore, their feedback is being used to fine-tune the modules and tools before they will be published by NABARD in early 2013.

- **Trainers Training on Corporate Governance for Financial Cooperatives, 2nd to 4th November 2012, Lucknow:** The training was organized by the Centre of Professional Excellence in Cooperatives (CPEC) at the Bankers Institute for Rural Development (BIRD), Lucknow. CPEC was supported by GIZ consultants R Krishnamurthy and R N K Prasad. The 12 participants trained in this programme will be joining a pool of 30 certified trainers, who will conduct corporate governance training for the CEOs of all District Central Cooperative Banks in the country.

- **Financial Awareness Initiatives in India, 27th of November 2012, New Delhi:** Jointly, RFIP and IFC, the International Finance Cooperation, have commissioned a study to scope existing financial awareness initiatives across India and identify good practices, success factors and replicable models among them. MCRIL who has been mandated with this task presented the initial outcomes of the scoping exercise to about 60 participants from various local stakeholders. The overall feedback was positive and appreciative as this publication provides a good selection of approaches and methodologies implemented in India. In a second step MCRIL will analyse selected initiatives in-depth.
Rural Finance Innovation Forum 2012: Perspectives of Rural Low-income Households - People-centred Approach towards Financial Inclusion, 7th November 2012, New Delhi: Many stakeholders have become aware that successful financial inclusion approaches require the focus on the needs and perspectives of low-income people. Understanding demand patterns and the specific livelihood context is key for financial service providers, policy makers and support agencies in order to make financial services effective. In light of this understanding, GIZ invited an audience of about 70 participants from the government, and financial institutions, NGOs and donors, as well as the academia and research networks, to take part in the Rural Finance Innovation Forum 2012.

Key presentations were given by Ms Smita Premchander from SAMPARK, an MFI in Bangalore, on the role of money for women, by Ms Veena Padia from the Indian School of Microfinance for Women on the financial behaviour of low-income households, by GIZ and Microfinance Opportunities on financial capabilities observed to be relevant for managing money and using financial services, and by Ms Chetna Ghala Sinha from Mann Deshi Bank on the use of financial diaries and its usefulness for improving microfinance services. The workshop also featured an exhibition with photographs from Mr Enrico Fabian, which visualised financial capabilities as perceived by rural low-income people.

International Conference on Cooperatives, 16th to 17th November 2012, Pune: The conference, organised by the Reserve Bank of India and the College of Agricultural Banking, featured presentations and discussions on the cooperative banking framework and enabling environment, as well as international perspectives on cooperatives – promoting good practices, cooperatives in agricultural value chains and cooperatives’ role in financial inclusion. Dr. Detlev Holloh, GIZ Programme Director of the RFIP, held a presentation on ‘The Role of Rural Cooperative Credit Societies in Financial Inclusion’. This presentation offered thoughts on the way forward for policies and support strategies after the implementation of the Revival Package for the Short-term Cooperative Credit Structure in India.

Workshop on Corporate Governance for Financial Cooperatives for the CEOs of State Cooperative Banks, 26th to 28th November 2012, Munnar, Kerala: This three day training workshop was conducted by the Centre of Professional Excellence in Cooperatives (CPEC) with the support of two GIZ consultants, R Krishnamurthy and R N K Prasad. The participants highly appreciated the peer learning approach of the workshop and expressed the desire to meet once a year to exchange good governance and management practices.

Microfinance India Summit 2012, 27th to 28th November 2012, New Delhi: As a technical partner to Access Development Services, GIZ supported the Microfinance India Summit through the facilitation of a session on ‘Financial Capabilities of Microfinance Clients’. The session aimed at shedding some light on the clients of microfinance services, their perceptions and behaviour, as well as the capabilities identified as essential for using financial services effectively. The lead presentation was given by Dr. Craig Tower from Microfinance Opportunities who gave an introduction on what low-income households in rural areas perceive as financial capabilities and how these findings may impact the design and rationale of financial education approaches. Then Ms Veena Padia, CEO of the Indian School of Microfinance for Women, shared her insights on financial behaviour of poor communities and the impact financial education and awareness can have on them. IFMR Rural Channels was represented by Mr Rajeev Kaimal who outlined the approach followed by Kshetrika Gramin Financial Services (KGFS) to include clients’ capacity development into the business model of a financial service provider. Mr Dylan D’Costa, joining the summit as a spokesman for MelJol, a Mumbai based NGO aiming at developing responsible citizenship amongst children through Child Rights Education, presented his experience on building awareness and improving the level of financial literacy of children. Ms Jonna Bickel from the GIZ moderated the session.
PAST EVENTS - Continued (2)

10th International Course on Advanced Reflective education and Training (ART) – Microinsurance’, 5th to 8th December 2012, Madurai, Tamil Nadu: In light of the substantial size of India’s insurance market, the DHAN foundation has been an active player in furthering microinsurance, particularly among low-income populations. Along with the Sir Ratan Tata Trust, the foundation has instituted a specialised organisation called TATA-Dhan Academy that focuses on grooming and educating young development professionals. The Advanced Centre for Skill and Knowledge on Mutual Insurance, a part of the TATA-Dhan Academy, has been conducting the ART on microinsurance for a decade by now.

This year, GIZ has been a joint promoter of the course, which covered various aspects related to life insurance, livestock and crop insurance and other related areas. Course components were delivered by leading scholars and practitioners from the national and international scene, and were attended by participants from public and private insurers, mutual insurance organisations, as well as community based organisations of the country.

The workshop addressed topics that ranged from delivery models to insurance education, from impact assessment to product development, and from reinsurance to regulatory aspects in microinsurance. One day was dedicated to field visits where the participants had the opportunity to gain valuable ground level insights on mutual insurance schemes, crop and health insurance as well as micro pension services implemented by the DHAN foundation.

National Conference on ‘Community Based Approaches for Inclusive Growth’, 13th to 15th December 2012, Hyderabad: As a network of organisations supporting the SHG approach in India, ENABLE organised the first National Conference on Community Based Approaches for Inclusive Growth, focussing on the SHG movement, its challenges and future perspectives. NABARD and GIZ supported the conference. Ms Jonna Bickel from the GIZ presented the outcomes of a study across 1,350 SHG members, which assessed their demand for and satisfaction with financial services.

Stakeholder workshops on ‘Demand-oriented Financial Services and Products for SHG members’, 14th December 2012 in Bhubaneswar, Odisha and 18th of January 2013 in Lucknow, UP: Based on the findings of a study, ‘Assessing SHG members’ Levels of Product Satisfaction and their Demand for Financial Services’, consultations with the stakeholders in the states of the study are currently being held. In close collaboration with the NABARD Regional Office in Bhubaneswar, stakeholders from banks, NGOs, SHPIs, and NABARD discussed the outcomes of the study and identified ways to incorporate them into their own activities. Bankers Institute for Rural Development (BIRD) in Lucknow facilitated the workshop for stakeholders from UP subsequently. Further workshops will be held in Jaipur and Chennai in February 2013.

4th Course for ‘Certified Trainers of Financial Cooperatives (CTFC)’, 17th to 22nd December 2012, Lucknow: The RFIP supported the Centre of Professional Excellence in Cooperatives (CPEC) in conducting the contact classes for the 4th batch of CTFC at the Bankers Institute for Rural Development (BIRD), Lucknow. Mr R Krishnamurthy, consultant with the RFIP, was the major resource person for the 35 participants from Cooperative Training Institutions across the country. The CTFC is a 6 months long-distance learning course with 4 weeks of contact sessions. Certification is based on assessment through examination.

UPCOMING EVENTS

February
- 7th to 8th of February 2013 – State Level Women SHG Leaders Meet, Assam, Guwahati.

March

Dates to be confirmed
- Regional Workshops on Financial Capability of Rural Low Income Households, Uttarakhand, Rajasthan, Karnataka and Odisha.
Audit Manual for PACS

One of the major objectives of the RFIP has been to enhance the audit quality for the about 90,000 Primary Agricultural Credit Societies (PACS) in the country. Together with other improvements, enhanced audits will contribute to improving the management and performance of PACS. The “Audit Manual for PACS” now published by NABARD has been elaborated based on the assessment of the existing audit systems and practices at state level and through a participative process with stakeholders of the Short-term Cooperative Credit Structure across the country. NABARD has been disseminating the manual to all states. This is accompanied by ongoing training of auditors throughout the country.

A Study of SHG Federation Structures in India
Core Elements for Achieving Sustainability

The study of Self-Help Group (SHG) federations in India was a collaborative effort of Andhra Pradesh Mahila Abhivruddhi Society (APMAS), a Self-Help Promoting Institution based out of Hyderabad and the German Federation of Cooperative Banks. The study report at hand now was published with support from GIZ and aims at enhancing the understanding of the role and functions of SHG federations. It analyses their performance and sustainability and identifies lessons learnt as well as factors that are crucial for achieving the sustainability of SHG federations.

The Report was launched by AP Chief Minister N Kiran Kumar Reddy at the occasion of the National Conference on Community Based Approaches for Inclusive Growth, 13th to 15th December 2012 in Hyderabad. - See also Past Events – Continued (2)

Livelihood Activities of Self-Help Group Members in Gaya District, Bihar
A Situation and Potential Analysis of Three Sub-Sectors

This publication is based on a study conducted by RFIP to map major livelihoods of relevance to SHG members in the Gaya district of Bihar and to propose required support mechanisms. It details the value chain, constraints, and suggested interventions for the following three identified livelihood activities in the Gaya district of Bihar: (1) goat rearing, (2) incense stick making and (3) the System of Rice Intensification (SRI) method for local paddy cultivation. The suggested interventions for each sub-sector, if implemented, are expected to significantly improve the income levels of SHG members engaged in these sub-sectors.

Remittance Needs and Opportunities in India (2nd Edition)

The publication “Remittance Needs and Opportunities in India” is a synthesis report, which was prepared by Dr. YSP Thorat and Dr. Howard Jones based on a series of baseline studies that were undertaken by the RFIP to identify relevant project approaches in the framework of its financial inclusion component. The report includes an overview of domestic migration and remittances in India, results from four migration corridor studies, and an analysis of the payment system with respect to small remittances.
Financial Awareness Scoping Initiative - Part 2

Inventory of Financial Education Initiatives Covered

This publication is part of a study conducted by the RFIP in cooperation with the International Finance Corporation to examine various financial education initiatives undertaken in India and abroad. The inventory maps these initiatives based on a number of parameters, including the institutional type driving the initiative, its intent and outreach, the specific target group of the initiative, as well as the topics covered and the communication method used under the respective initiative, and the sources of funding. In total 100 initiatives are detailed, including 62 Indian and 38 international initiatives.

Facilitator Guide for the SHG Financial Education Programme

SHG Financial Education Training Modules

Financial Awareness and Education of existing and potential SHG members is a key focus of NABARDs SHG 2 concept launched in 2012, which reaches out to over 80 million women. Against this backdrop, RFIP and NABARD have developed a comprehensive Training Module including a Facilitator Guide, Participant Guides as well as Flip Charts to be used during the training. The module consists of 6 sessions focussing on Savings and Cash-flow management, SHG Dynamics, Money Management within the SHG, Bank Linkages, Financial Planning and Products as well as on Income Generating Activities.

Agricultural Livelihoods and Crop Insurance in India

Working Paper – Risk Reduction through Rural Insurance Services in India

This working paper begins by examining the agricultural sector in India and the challenges and risks faced by people involved in agricultural livelihoods. It then tracks the development of agricultural insurance in India from 1972 to the current state of affairs. The paper concludes with the strategic assessment of the current status of crop insurance in India and suggested interventions.

Integrated Risk Management Solutions for Livestock and its role in Securing Rural Livelihoods

Working Paper – Risk Reduction through Rural Insurance Services in India

This working paper analyses the livestock sector in India, thereby identifying not only its significance in the national perspective but also the core problems hindering its growth. It similarly analyses the different livestock insurance schemes and the problems and challenges lying therein. After examining the response of various stakeholders to the gaps, it suggests a number of interventions to address the same.
RFIP Information Material

*Brochure, Folder, Component & Project Briefs*

To inform interested parties, the RFIP has designed a range of information materials that provide insights into the programme’s partners, objectives and activities. The material is available in the form a folder which, so far, contains a programme brochure, 3 sheets providing an overview of the programme's components, and 12 projects briefs detailing on-going activities within these components.

### ABOUT US

The newsletter series ‘Rural Finance and Financial Systems Development India’ is published by the Rural Financial Institutions Programme (RFIP), a technical cooperation of the National Bank for Agriculture and Rural Development (NABARD) and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The RFIP focuses on providing capacity development support for strengthening the Short-term Cooperative Credit Structure, improving the delivery and use of microfinance services through SHGs, and promoting financial inclusion through improved bank business correspondent models.

The newsletter series covers these areas of work as well as our initiatives in other fields of financial systems development such as micro insurance, agricultural insurance and risk management, and green finance. Cross-cutting issues are financial literacy and capability as well as consumer protection.

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