

# AHON SA HIRAP INC

## 2000 ANNUAL REPORT

### I. Introduction

ASHI's restoration of Credit Discipline which begun in 1994, *Rehabilitation period* brought back the essentials of Grameen Bank Approach. (GBA). "*Pressing on-Looking up*" was the theme in 1995 to give encouragement to the Board, staff and members of ASHI that the work will continue despite all odds, knowing that the heart of God is for the poor, and He values all the hard work. It was this year that the vision and mission was drafted and the tasks of organizational change, rewriting ASHI's by-laws, the graduated training program for the staff begun. Changes continued to be instituted until 1996. "*Where there is Vision, there is Hope*" was the theme in 1997 where the fruits of the hard work were seen in the operations, staff and members. It was this year that the members & staff representative to the board were organized in accordance to the approved amended by-laws. When ASHI moved into its 10<sup>th</sup> year in 1998, We had influenced 6,565 women, a big growth from 1438 in 1994, with clear vision, mission and governance structure. 1998 was the year that ASHI committed to 18000 members by the year 2005, ready for expansion. The year 1999 was ASHI breaking point we struggles to purify the system, particularly internal control to ensure efficient financial management. In the process, staff were disciplined and centers and members were brought to serious implementation of credit discipline.

The struggle to bring total Human Development balanced with financial sustainability began to affect ASHI in the year 2000.

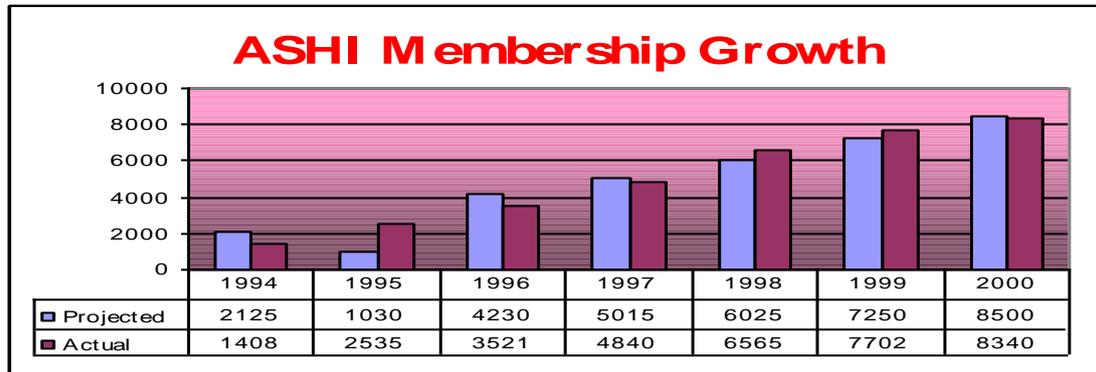
ASHI directs its operation to balance both credit and social development to bring strong values to our members.

Year 2000 revolves around the theme 'THE HUMAN FACE OF CREDIT.' The challenge to keep the vision with our members in mind as we conceptualize financial and social products balanced with sustainable programs for institutional stability. It is in this theme that we present to you the highlights for the year 2000.

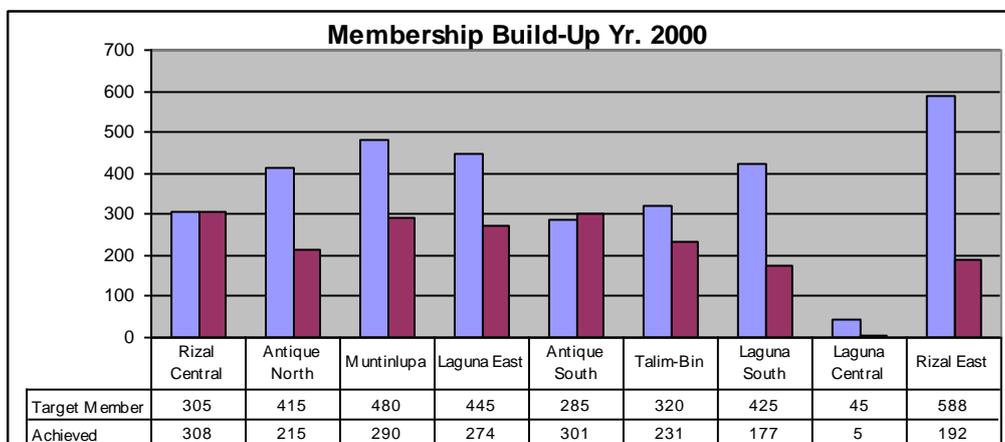
## II. ACCOMPLISHMENTS

### A. OPERATIONS

#### 1. OUTREACH

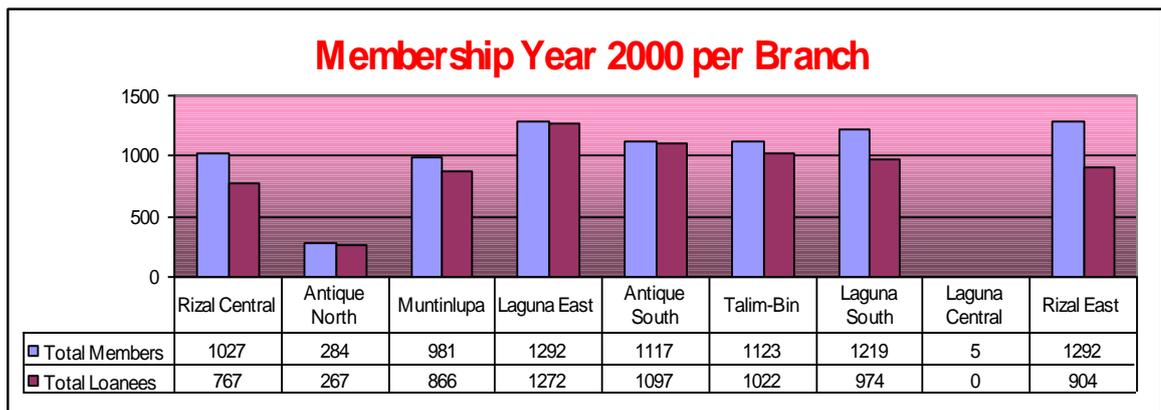


The trend in Microfinance Institutions (MFI's) is to push toward bigger outreach to attain sustainability in a shorter period of time. In many MFI's, the top management sets the targets & pushes branches to attain the set targets. For ASHI, targets were set based on the centerwise plans, which serve also as the basis for setting the target for the next 5 years. The graph shows that in 1999 we overachieved our target. However in 2000 we only achieved 98% of the target. At the close of 2000, ASHI membership reached to 8,340.



The above graph shows the branch targets and achievement for the year 2000. Rizal Central & Antique South Branches overachieved their target by 1% & 5% respectively. The effect of economic crisis were felt by the branches around the Laguna Lake so that center meetings took longer to be able to collect 100% leaving less time for group formation.. The older branches had to prioritize loan supervision and loan utilization checks in order to secure good credit performance over and above forming new groups. Antique North Branch (ANB) encountered difficulty in forming groups because of the massive expansion of Cooperative Rural Bank which is funded by PCFC in the same area.. It is normal for a new branch like ANB which started only in Sept.1999 to encounter difficulty in group formation as they have to win the trust and confidence of people in the area. Since they had already released 2<sup>nd</sup> loans & with 100% performance of the first 2 centers, they are optimistic positive that they will meet their targets in the year 2001.

Cooperative Rural Banks involved in microfinance have been a threat ASHI but our Social Development Programs and transparent transactions continue to be our competitive edge. ASHI is hopeful that year 2001 target outreach of 9,800 based on 5 year plan will be achieved even be over achieved. Based on branch centerwise plan, ASHI outreach will be 11,137 by the end of the year 2001.

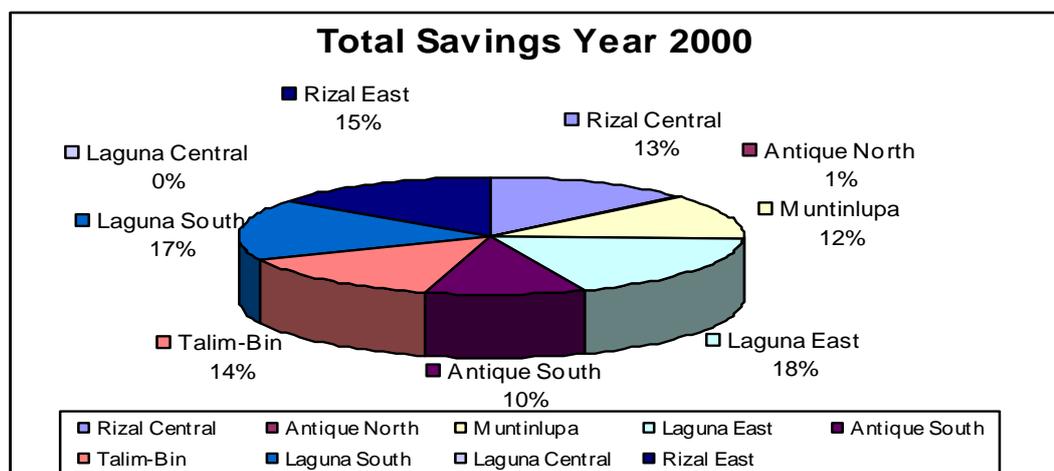


The graph above show that total membership & loanees of the 9 branches . A new branch was born this year Laguna Central. One group was recognized in December 2000. Laguna East have the highest membership, Antique South and Talimbin branch have over a thousand members

Below is the summary of ASHI's growth through the years, based on 1993 to year 2000 records.

Particulars	1993	1994	1995	1996	1997	1998	1999	2000
Net Members	1,438	1,408	2,535	3,521	4,840	6,565	7,702	8,340
Active Loanees	1,329	1,266	2,437	3,210	4,698	6,535	6,627	7,169
Active Savers	1,329	1,266	2,437	3,210	4,698	6,535	6,627	7,169
No. of Groups	334	303	516	793	993	1,409	1,489	1,730
No. of Centers	93	77	114	143	176	231	263	283
(in '000 pesos)								
Loan Disbursed	1,079	2,200	4,101	20,212	34,799	63,294	100,492	149,907
Loan Outstanding	3,814	1,536	3,709	3,279	9,260	13,640	20,354	28,200
Ave. Loan/per member	3	4	4	6	7	10	15	21
Compulsory Savings	350	262	461	917	3,272	5,376	10,716	13,017
Voluntary Savings	0	29	93	124	301	287	392	333
Other Savings	87	22	71	204	212	448	31	34

## 2. Savings Mobilization

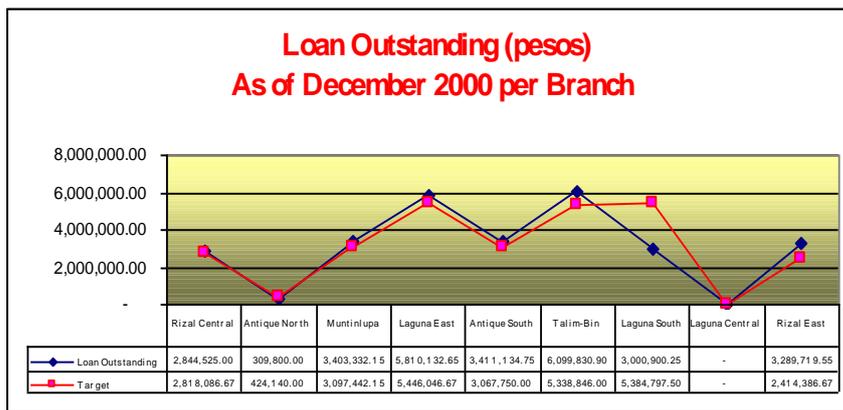


The impact evaluation conducted this year for ASHI by PHILNET & CASHPOR revealed that 96% of the members save but not with ASHI. Most keep their money in their homes. Nobody has savings large enough to be used for any significant investment either their business or in house improvement or even to buy house appliances. The findings in the impact evaluation on Savings is now the major concern of ASHI.

At the close of 2000, total savings of ASHI was 13,017,493.01 Laguna East (LEB) contributed 18% and the rest of the older branches have almost equal share. ANB being the newest branch contributed the lowest 1%. ASHI is positive in the 2001 that saving habits will improve through the Kabalikat Microinsurance Savings Benefit Program which will be launched at the opening of center meetings on January 8,2001.

### 3. LOAN PORTFOLIO

#### 3.1 Loan Outstanding

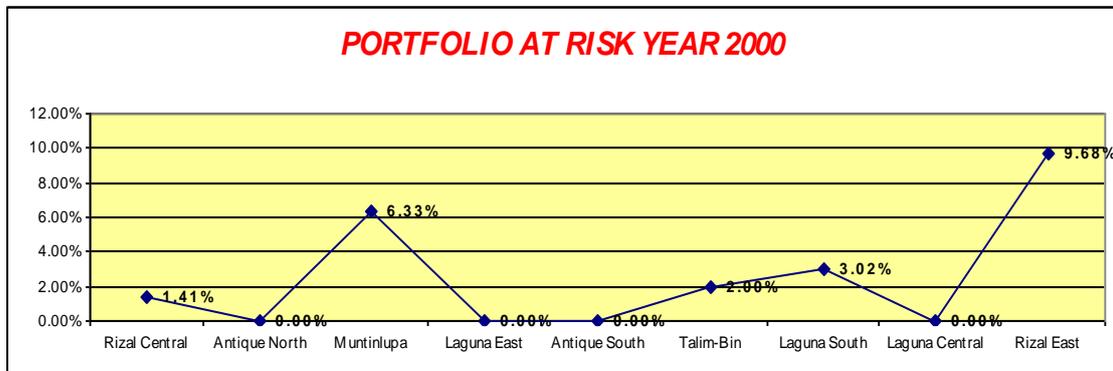


For the year 2000 ASHI projected the amount of P28,189,200 and have achieved P28,169,375.25 .03% overachievement. The Branches that have achieved their targets in Loan Outstanding are Rizal Central Branch, Muntinlupa/San Pedro and Laguna East. ASHI targets P36,294,091.04 Loan Outstanding by the year 2001.

#### 3.2 Portfolio At Risk

The best measure of credit performance of MFIs like ASHI is Portfolio Quality as measured by Portfolio At Risk (PAR). PAR measures the health of the most important asset of the MFI. ASHI uses Aging of Arrears to spread the risk as to age of the loan. Beginning 2000 the following of percentage were applied on the respective age of missed payments:

- ◆ 1-30 days - 10% ; 31-90 days 25% ; 91-180 days-50% ; over 180 day-100%.



Laguna East and Antique South branches have maintained healthy portfolios since they started. Rizal East (former Jalajala) branch's PAR decreased from 13% to 9.6%, Rizal Central Branch (former Morong Branch) also decreased their PAR from 2.05% to 1.41% without writing off the bad debts. The Centers in Morong have been very cooperative in paying back the past dues of former members. The current members took upon themselves the responsibility of cleaning up the record through fund raising effort to settle past dues 2001 is the year they target 0% PAR. For Muntinlupa, the increase from 5.59% 1999 to 6.33% in 2000 was due to record keeping. The updating of records this year revealed the true figure of past due. Laguna South had not resolved their problem with one center that their PAR remained the same.

The increase in PAR of Talimbin from 1.57% in 1999 to 2.00% in 2000 was due to the typhoon Senyang that have destroyed many projects particularly in the island. Currently, the Talim island's fishing projects is suffering, the credit discipline also in the mainland deteriorated not because of the projects but due to lack of poor peer support. The management is looking closely at the management of the branch and is currently drafting action plans to prevent possible crisis.

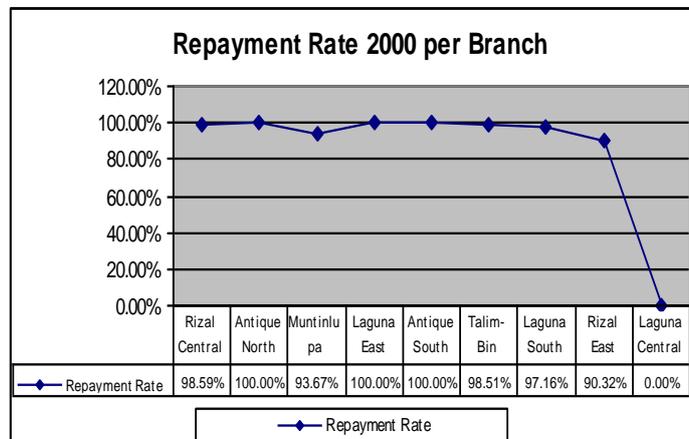
The branches are working hard to prevent increase in the portfolio at risk and does not leave the centers without 100% collection to prevent arrears and much more not allow loans to become past due. ASHI's end of the year 2000 PAR is 2.79 % which was lower than 3.31% for 1999

### 3.3 Repayment Rate

Another important measure of portfolio quality is the repayment rate which reveal the efficiency of collection. At the close of the year 2000, the repayment rate of ASHI was 97.33%. Repayment for 1999 was 97.88% higher than 2000 because of 0.53% of Rizal East. Branches that have maintained 100% repayment were Laguna East and Antique South while those who had maintained between 98.5% to 97% repayment were Talimbin, Rizal Central & Laguna South Branches.

ASHI  
repayment  
rates:

1997	-97.22
1998	98.55
1999	98.88
2000-	97.33



### 3.4 Behind the HEALTH OF LOAN PORTFOLIO

Laguna East has been consistent in maintaining 100% repayment, 0 % portfolio at risk since 1994.. The health of the portfolio can be attributed to the strong social development programs. Over and above the branch was very thankful to have dedicated staff and active members who have grown to love the work and dedicated their lives to ASHI's vision & mission. Well-trained and empowered center chief have been helping in the resolution of conflicts in other centers. Monthly center chief workshops, which are held in different center halls have been very helpful in fostering unity and sisterhood among the members. Good staff relationship within the branch inspired everyone to make the work not a burden but a joy and privilege.

Talimbin is facing growth pains in terms of balancing expansion and center maintenance. The distance between the island and the mainland has affected staff visit to the projects of the members particularly in the island. The staff are now faced with increasing arrears. The branch had remedied the situation by transferring all the records of members in the island to a sub-office located in Janosa while maintaining office in the Binangonan mainland.

Rizal Central (Morong) branch had maintained 100% collection rate and had worked hard so as to abort any increase in the 4 year old past due accounts, which they target to be settled by the end of the year. Behind the good performance, as in the other branches are the staff who own the vision and mission of ASHI. The leadership of this branch and the staff continue to apply the trainings in leadership at the branch level down to the center. The branch has been able to transfer leadership concept they learned from training on to the members in the centers. The staff & members work as a team.

A 10 year old Rizal East (Jalajala) branch began to see improvement in the status of the centers. Sipsipin Sampalucan & Bagombong had been revived. Many members with past due accounts are beginning to show signs that they want to start again. There are now 49 centers of which 32 active and 17 still need to be activated bringing good members back to the groups again. The adjustments of the staff assigned in the new centers, as the result of regular rotation, affected loan releases. However, the branch continues to address the problem of delays in the processes. The branch needs to develop more social development programs to continue to motivate the members to come to center meetings. The 9.68% portfolio at risk, of which 60% is 3-6 years old loans presents the major problem for the branch.

Antique South Branch is the new name given to ASHI-EGRP, this eliminates the project name EGRP 1. The strategy of the saturation of the centers bore much fruit. Staff efficiency has improved together with new loan products such as educational loan and house repairs loan. Many members had been motivated to continue their good performance while new members joined as a result of good modeling of the current members. Behind the excellent performance of Antique South Branch are the staff who continue to carry out social development programs as well as the empowerment of the members through leadership workshops. This performance had been the source of encouragement of the entire region as the program of ASHI is anchored on the regional development of the areas coastal resource management & sustainable crop and livelihood industries.

#### **4. Social Development**

One of the big highlight in this year's social development program (SDP) has the Hiyas ng ASHI program. This is over and above the usual development programs undertaken by the branches such as clean and green, tree planting, sportsfest, center chief leadership activities, team building for group leaders & dialogue with the members per branch. Hiyas ng ASHI formerly called Mrs. ASHI started as a pageant held to raise funds for center needs and sometimes just as the personality development component of branch SDP. Hiyas ng ASHI program was born in view of the coronation of National Hiyas ng ASHI during the 12<sup>th</sup> General Assembly last December 12,2000.. The purpose of the program is to be able uplift the role of members as wholesome and responsible women, wives, mothers and citizens. The chosen winners should be able to work together to carry out projects that will uplift the concept of being an agent of change; awareness and involvement in the issues of society & role modeling in the center and groups in terms of discipline, industry, hard work, patience and unity. The candidates visited Correctional Institute for Women & interviewed the staff of Women Crisis Center. These visits allowed the contestant per branch exposure to the realities of life. The reflection after the visit brought them to appreciate their conditions and offer prayers for those women in prison. This program is in the incubation stage, the intention is to initiate projects undertaken by Hiyas ng ASHI in line with the basic purpose stated above.

#### **5. Head Office Services to the members**

One the greatest achievement in lifting the dignity of those we serve in issuing to them permanent Identification Card ID number as full-pledged members of the institution. This was launched January 2000, as pledge to secure their membership to the organization. This is personally signed by the President and laminated in the office and issued to the members after GRT. This is also affirm their regular membership to the organization. It was perfect timing to organize the ID numbers as it was used as reference number during the impact evaluation held last March 2000. Most of all as ASHI develops the Management Information System, the ID numbers shall be the data entry reference for all the data base entries.

## **6. Calamity Loans for victims of typhoon Senyang**

Last November 3, 2000 typhoon Senyang hit and devastated many parts of Luzon. The heavy downpour caused severe floodings especially those areas near rivers and lakes where majority of ASHI members were resident. In Laguna East alone, 40 out of forty three centers were affected, Members in 15 centers in Rizal East and 5 centers in Rizal Central and 21 centers in Muntinlupa/Alabang & San Pedro Branch.including some members in 20 Centers of Talimbin. Approximately 1.5 m pesos was released for calamity loans used to restore the projects and repair their damaged houses. Relief goods were also donated by Antique North and South Branches. This shows real spirit of unity already present during times of need. It was unfortunate that three members namely Rosalinda Ortillo (Antipolo), Susana Biado (Pilillia) & Versita Bolaccia (Tanay) were reported to have lost their lives under Senyang's fury.

## **B. STAFFING**

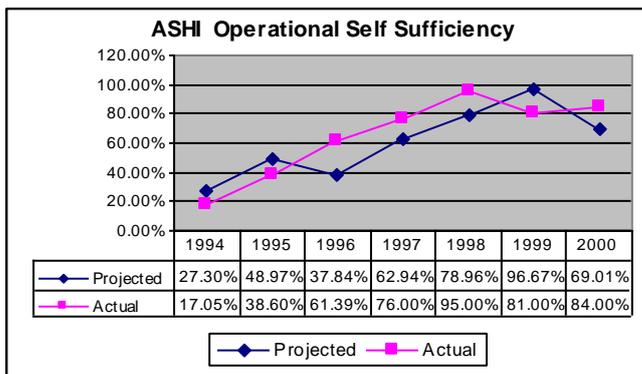
1. Staff Training and Development
  - 1.1 In-House training
    - a. Gender Awareness seminar
    - b. New Staff Training Workshop
    - c. Accounts Officers Training on Bank Reconciliation & Financial Statement Preparation
    - d. Workshop on Work Progress & Aging report per branch
    - e. Workshop on Center Wise Planning per branch
  - 1.2 Outside trainings
    - a. Repayment & Rehabilitation Training workshop attended by Grace Garcia-Branch Manager, Rizal East Branch
    - b. Workshop on Personnel Policies; Planning & Monitoring attended by Ronilo Detera, Area manager, Laguna/Metro Manila
    - c. Workshop of Microfinance Standards for Board members, attended by Fr. Sean Connoughton
2. Personnel status at the close of the year 2000
  1. Area Managers 3
  2. Branch Managers: 7 regular and 1 Trainee
  3. Accounts Officers: 4 regular and 4 trainees
  4. FCO: 36 regular & 3 trainees
  5. Head Office Support Staff: 5

ASHI had 60 staff at the close of the year 2000. Two staff were terminated due to malversation and one staff was forced to resign due to failure to fulfill to account for the loss of funds expected in the position of account officer.

## C. FINANCIAL MANAGEMENT

### 1. Performance Ratios

The coalition for Microfinance standards now Microfinance Council has introduced the 8 indicators which are endorsed to all serious microfinance practitioners including Ahon Sa Hirap. ASHI had introduced 5 indicators for the branches to be able to monitor their performance namely; Outreach, Portfolio At risk, Repayment Rate, Operation Cost Ratio, Operational Self Sufficiency. The remaining three indicators, Financial Self Sufficiency, Capital Adequacy & Leverage are used for the Head office to Monitor entire ASHI performance. Aside from the 5 indicators from the coalition, we have included ratio of Cost of Unit per money lent, Portfolio per field Officer & for the entire ASHI we added Return of Performing asset.. See Annex A for ASHI performance Ratio 1997-2000 years.



Operational Self Sufficiency (OSS) measure the degree by which the MFI is able to cover all operational & administrative cost including Loan Loss Provision by their revenues. The graph shows the increasing trend in ASHI's self sufficiency until 1998. However, it begun to decrease beginning 1999 and begun to increase again in 2000. The decrease in 1999 was due to personnel costs incurred in opening Antique North Branch. The trend will again increase as ASHI expand the outreach, eventually increase revenue to cover costs. This means the 16% of all the costs were still covered by grant.

## D. IMPACT EVALUATION

The impact evaluation and training took place over a period of three weeks from mid-March to 8 April, 2000. It was carried out by the CASHPOR-PHILNET team led by Helen Todd, working with ASHI staff and Executive Trustee, Mila Mercado-Bunker, and coordinated by the AIMS technical consultant, Dr. Carter Garber. The evaluation used the five AIMS tools: two quantitative, including the client survey and exit interview; and three qualitative, including focus groups to ascertain client satisfaction and empowerment, and in-depth interviews on loan use and savings.

The following were the summary results of the practitioner-led impact evaluation.

### 1. Findings on Poverty Reduction

Five years ago Talim was the poorest of the three communities studied with 81% clients are in the Very Poor Category, followed by Laguna South with 78% very poor and Laguna East with 68%. Today Talim is the least poor, with only 8% still very poor and 30% no longer poor. Laguna East is the next also with \* % still very poor but only 18% no longer poor. Laguna South is the poorest of the communities today with 25% still very poor. Fifty One ( 51%) of the total sample of 416 clients have progressed from very poor to moderately poor and 21.7% have come completely out of poverty. The exit survey shows that members who left the program benefited from being members of the groups, their problems are with specific features of the group lending which has connection between individual personal crisis such as illness and business loss. The institution is now faced with the big challenge of developing a product that will secure sudden crisis such as illness, death , disability & insuring the future for the older clients particularly those who have moved from very poor to moderately poor conditions.

ASHI has moderately low level of 'leakage' to the non poor at point of entry. Only one of the 152 cases sampled was found to have been not poor when she entered the program. In fact three out of

4 ASHI clients at entry were amongst the poorest. And ASHI has had comfortable success in assisting most of its clients to move from being Very Poor to Moderately Poor. This is an important Achievement. However as yet fourth loan cycle and above only about a fifth of the client have come out of poverty. The main reasons for this appear to have been a limitation on the amount that could be borrowed even by the best clients little access to loan funds. ASHI has already acted to increase the amounts that can be borrowed by the clients, and actual borrowings and loans outstanding are rising.

## **2. Findings on Client Satisfaction**

The Client Satisfaction Tool's purpose is to determine what the clients like and dislike about program products and services. In addition, it solicits their suggestions for improving the program. Through focus group discussions clients were afforded the opportunity to provide feedback and participate in the process of fine-tuning the program in order for it to respond better to their needs.

It was clearly explained during the sessions that while management considers their opinions to be a significant and important component in making improvements to ASHI's programs and services, changes could not be expected to happen right away and that it may not be possible to implement some of the changes they request. The role of the facilitator and the assistant was merely to draw out the opinions of the clients on their experience regarding ASHI's program. It is also noteworthy to mention too that despite the many criticisms and complaints made during the sessions, the atmosphere was that of eagerness to share their experiences with the program and their anticipation of the improvements that will be made for a continuous and more satisfying partnership with ASHI.

### **2.1 Group Fund Savings**

#### **Client Satisfaction**

The focus group session results show that this service is highly appreciated as it provides them a source of ready money for emergency purposes. They say borrowing from the funds is fast and that it is easy for them to make small weekly payments at low interest. One group mentioned that it is a convenient way of saving for the rainy days through the "forced savings" system. The great majority note that through this service, their group funds have been increasing.

#### **Client Recommendations**

- Allow more than one to borrow at a time especially if it is for emergencies.
- Allow loans from the Group Fund Savings to be used for other immediate cash needs.
- Do not require doctor's prescription, medical certificate, or receipts of medicines purchased before funds are released.
- Hasten the process of releasing amounts being borrowed.
- Increase the amount that can be borrowed.
- Reduce or eliminate altogether deductions from the general loans and interest on loans from the Group Fund Savings.
- Accept partial or incomplete weekly payments.
- Allow full return of member's share (contributions and interest) upon leaving ASHI.
- Reduce or eliminate altogether the Salamat Fund. (This recommendation garnered the highest number of responses in the Impact Survey – 23.6%, while the next highest response only got 10.1%).

### **2.2 Credit Services (general loans)**

The following presents the opinions expressed by the clients by tracing the major steps they underwent from the time they joined ASHI to the point where they obtained their first and succeeding general loans.

### **Client Satisfaction**

**Group Formation** ASHI's clients say that they like being grouped with others who have confidence, discipline and unity. They appreciate that they are allowed to choose their group mates. Invariably they choose those they personally know, trust and can count on to help each other.

**CGT / GRT** ASHI's clients liked the CGT particularly because this is where they learned about ASHI's policies and procedures. Secondly, since joining ASHI their socialization skills have improved and they enjoy time they spend with other members of the center. They put a lot of value in the way they developed their virtues in discipline, industriousness, perseverance and self-confidence because of ASHI's program. They commend ASHI's for weaning them away from usurious moneylenders particularly the "bombay" or "five-six". In addition, because of the capital they were able to borrow, they were able to improve their business skills.

### **Group Responsibility**

**Attendance** What they like most is when there is complete and prompt attendance during center meetings. They enjoy socializing with each other and participating in the open discussions and transparent transactions during their weekly meetings. Having only one-hour meetings every week is appreciated and praying is also mentioned as a good practice.

**Payments** The majority of clients like the easy weekly payments they have to make. The low interest charged on their loans comes second mention together with when everybody is able to make complete payments during weekly center meetings. They also mention that they like the policy of not requiring collateral on their loans, developing the discipline of paying what they owe, learning to be frugal, and the habit of saving.

**Projects** They comment that they appreciate the opportunity to earn extra money for their families from their projects. They like it most when everybody has an on-going project and when all of these are doing well. In addition, they say that they like it when everybody is monitoring each other's project. And, they value the experience they gain from running their businesses.

**Credit Rating** In order to get good credit ratings, which they strive for, they like it when the members always have complete payments. In addition, having good projects is also valued. Next to these, they mention meeting the requirements of attendance and group unity as important for them to get good credit ratings. They also mention that it is good that their husbands have to know about their loans and they like the need for interviews.

**Loan Release** The thing they like most is looking forward to the release of their loans to capitalize their business. Loans not requiring any collateral but on trust alone is the second thing they like most. The next is being able to borrow increasing amounts and being able to have three kinds of loans at the same time. They appreciate that the loan ceiling of the first loan has been increased and being lent only what they can afford to pay. They say they like it when loan proposal forms are handed out earlier and when their releases are fast. One mentioned that she liked being able to go to the bank

**Related Findings** Data from the Impact Survey of current clients show that the three aspects they like most with ASHI's program are: (1) it's easy accessible services, (2) a steady source of working capital, and (3) not requiring collateral or guarantors. Similarly, former clients who were interviewed for the Client Exit Survey said that the things they liked most about ASHI were: (1) the source of capital without collateral, (2) its low interest loans, and (3) its easy payment terms.

### **3. Management Initial Decisions for Change Based on Findings in the Impact Evaluation**

The five tools implemented did not only evaluate the impact on the clients but also served as a reflection of the entire operational structure. In view of the foregoing results and findings, ASHI will need to act on the following areas.

#### **2.1 Policy & Governance**

1. Evaluate the Policy on Salamat Fund 1 & 2
2. Evaluate the staff performance at the field level from the Area Managers to the FCO to improve the quality of services.
3. Evaluate the communication process from the Area Managers to the Branch Managers and FCO
4. Evaluate the participation of the center chief, group leaders in the decision making process of their respective groups and center
5. Seriously consider more attractive savings packages for the members
6. Make innovations for loan products
7. Hasten study of Insurances for the member

#### **2.2 Staff Training and Development**

The evaluation of the exit clients on staff partiality is one the serious matter we will address through improving our customized training program for FCO, Branch Managers and Area Managers.

#### **2.3 Operations**

1. Conduct a thorough review of the CGT & GRT Process
2. Validate findings on Group Fund Loaning Policies and revise the policies if necessary.
3. Seriously look into Loan Approval Process, thoroughly discuss the delay and immediately address backlogs. Consider authority limits for middle managers.
4. Conduct dialogue with the branch managers and area managers for immediate dismantling of bureaucracy in the whole operational process to simplify all processes. This will be done during the Ist Quarterly Planning & Evaluation.
5. Evaluate the credit rating system – computation, process.
6. We will adapt the Client Satisfaction, Empowerment & Loan Use & Exit tools for our clients.
7. Validate findings on Group Fund Loaning Policies and revise the policies if necessary.
8. Seriously look into Loan Approval Process, thoroughly discuss the delay and immediately address backlogs. Consider authority limits for middle managers.
9. Develop the microenterprise program for the ASHI 2 & 3 Loanees.
10. Network with other agencies for training on alternative livelihood program for fishing villages.

### **III. PLANS & PROGRAM FOR THE YEAR 2001**

1. Social Development Program – ASHI will seriously look into institutionalizing the programs by assigning one staff per area to concentrate on this area of planning under the ACT-ASHI cooperation program plan for 2001-2005. For the year 2001, Antique will be the pilot area, capitalizing the linkage with ANIAD foundation for the program.
2. Micro-insurance Savings Benefit Program: We will encourage more savings by giving higher interest rate for those who will save in the program. Explore partnership with Philhealth Insurance Corporation for enrolment of members for added health savings package. Matching savings package will be explored under Benevolent Investment Scheme. Health benefits will be added to the savings package, to be discussed with members as an agenda for the year-round scheduled dialogue with members.
3. Management Information System: Year 2001 will mark the institution of complete MIS system in at least 2 branches. Customization and Trial will be undertaken by July 2001 in coordination with Grameen Bank Communication in Bangladesh.
4. Outreach & Portfolio  
We are targeting 2,797 new members which will bring our membership to 11,137 by end of 2001. An addition of 8,124.715.76 loan outstanding for the year 2001,

targeting a total of 36,294,091.04 for 9 branches. A new branch will be born this year called Laguna Central.

#### IV. REFLECTIVE CONCLUSION:

We rejoice in all our accomplishments so far, yet each year for ASHI is a new beginning. The painful experiences of the year 2000 were stepping stones to build the firm foundation of human development. The challenges amidst of us are tough, we will have to be strong for the sake of the dreams and aspiration of our members

ASHI is grateful for the officers & members of Board of Trustees, the staff, center chiefs, member-representatives to the board, group leaders and members who have begun to unite in the efforts to maintain the vision of development. We will not be swayed by those who force us to grow for profit sake, we will grow for our members sake, this is the human face. We shall continue to respond to the needs of members, build values of credit discipline & savings, balanced with strong programs for holistic development. In the process we will press on to substantial outreach and work for the sustainability of the institution so that we will remain until poverty is eradicated. Thank you for sharing with our vision.

MILA MERCADO-BUNKER

President