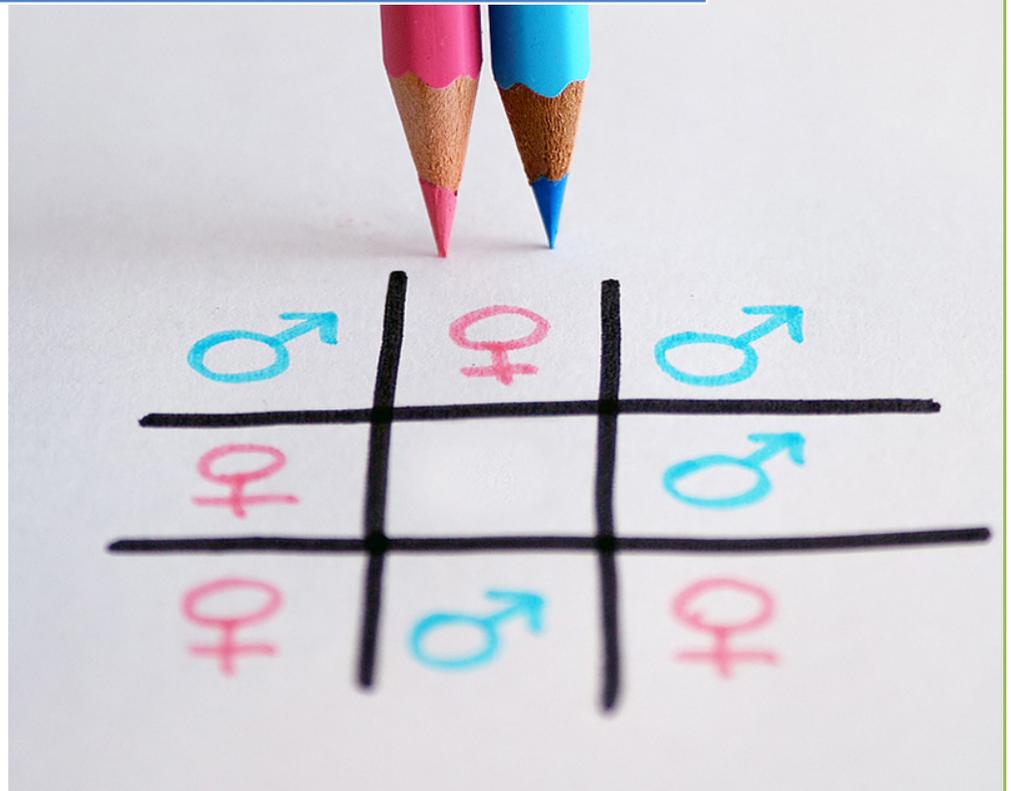


microfinance India  
SUMMIT 2010



# Roundtable on Gender Diversity for Microfinance



**TABLE OF CONTENTS**

About Women’s World Banking (WWB)..... 3

About ACCESS ASSIST ..... 6

About the Roundtable Event ..... 8

Roundtable Proceedings..... 9

Annexure-1: Agenda ..... 16

Annexure-2: List of participants ..... 17

## **About Women's World Banking (WWB)**

Women's World Banking seeks to alleviate global poverty by expanding the economic assets, participation and power of the poor, especially women. WWB is a global network of 40 microfinance providers and banks, working in 28 countries to bring financial services and information to low-income entrepreneurs. The network serves 24 million micro entrepreneurs. WWB's advisors and technical experts work hand in hand with our network members to provide a range of ongoing, carefully designed technical and advisory services and to actively promote the exchange of best practices.

During the past three decades, this global partnership has enabled many of our network institutions to evolve from donor-dependent, philanthropic initiatives to self-sustaining financial institutions offering credit, savings, insurance and other essential products and services to millions of micro entrepreneurs, the majority of them women. In this partnership, network members are free to make their own decisions and reach their own conclusions; WWB's philosophy is that self-determined, locally controlled organizations know their markets best and are the real agents of change.

The WWB network is supported by a global team that works closely with our member institutions to develop innovative business strategies, strengthen their organizations, and create products that best meet the needs of the poor in the communities they serve. Based in New York City, WWB's global team consists of 40 microfinance professionals who deliver expertise in serving the women's market through product design and distribution, access to capital markets, organizational effectiveness, and peer-to-peer learning.

### **WWB Mission**

The mission of the Women's World Banking global network is to expand the economic assets, participation and power of low-income women and their households by helping them access financial services, knowledge and markets.

### **WWB Vision**

Our vision is to improve the economic status of poor families in developing countries by unleashing the power inherent in women. We believe that when a woman is given the tools to develop a small business, build assets, and protect against catastrophic loss, she is empowered to change her life and that of her family. Drawing on our global diversity, resources and experience, WWB helps to strengthen our network of microfinance organizations and banks, all of whom share our commitment to helping poor women access financial services and information. Women's World Banking was established in 1979 to be a voice and change agent for poor women entrepreneurs. Our goal is to continue to build a network of strong financial institutions around the world and ensure that the rapidly changing field of microfinance focuses on women as clients, innovators and leaders.

The idea for Women's World Banking was conceived during the first United Nations World Conference on Women, held in Mexico City in 1975. At this meeting, ten visionary women from five continents articulated a simple but innovative concept: that providing small loans and other financial services to poor women entrepreneurs could be a major force in the global fight against poverty. Women's World Banking was founded in 1976 under the leadership of Michaela Walsh, who became the organization's first president. In 1979, WWB was registered in the Netherlands as an international non-profit organization with the objective providing poor women entrepreneurs with

the capital and information necessary to build viable businesses. Its founding Board of Directors consisted of eminent women leaders from a diverse range of cultures, women such as Ela Bhatt, founder and president of India's SEWA, the world's first and largest trade union for undocumented women workers. During its pioneering first decade, WWB helped its network members evolve from fledgling grassroots organizations to become some of the top-performing microfinance institutions worldwide. In 1991, Nancy Barry became WWB's second president. Over the next 16 years, Nancy spearheaded the successful expansion of the WWB network to include major banks, recognizing their potential as innovators in extending the reach of financial services to low income populations. Today, WWB provides support, advice, training and information to a global network of 40 microfinance institutions and banks in 28 countries worldwide. WWB network members offer credit and other financial services directly to 20 million poor entrepreneurs, 74 percent of them women. Mary Ellen Iskenderian, WWB's president since 2006, is a leading voice for women's leadership and participation in microfinance. She is also a strong advocate for greater partnership between mainstream investors and the microfinance industry, and for responsible bank entry into this rapidly expanding sector. In 2006, the global microfinance industry crossed a major threshold, reaching 100 million clients with financial services. During the same year, the Nobel Peace Prize was awarded to Mohammad Yunus and Grameen Bank. In 2007, founding WWB Board Member Ela Bhatt was chosen as one of "The Elders," an historic group of world leaders and visionary thinkers convened by Nelson Mandela, Graça Machel and Desmond Tutu. Clearly, the global microfinance industry has come of age, and the general public and mainstream media have begun to recognize what Women's World Banking has demonstrated for nearly three decades: that when given access to financial services and information, poor women are reliable borrowers and dynamic entrepreneurs, whose economic empowerment will lead to higher standards of living across entire communities. *Women's World Banking is registered in the Netherlands as an international non-profit organization. Its full name is Stichting (Foundation) to Promote Women's World Banking, and is generally known as Women's World Banking (WWB). Friends of WWB/USA, Inc. is a fundraising 501(c)3 entity registered in the United States*

### **Impact of Women's World Banking (WWB)**

Women's World Banking (WWB) provides support, advice, training and information to a global network of 40 microfinance institutions and banks that offer credit and other financial services to more than 24 million low-income people — 80 percent of whom are women — in 28 countries worldwide. The wide array of carefully targeted, professional services that WWB provides to strengthen its member organizations is unique in the world. Also unique are the personal relationships and guidance that WWB offers to small, grassroots organizations and women's groups as they grow to become successful, financial entities committed to serving the poor, especially women. WWB is a pioneer in setting performance standards in the microfinance industry. The organizations in our network are held to a high standard of performance, encouraging them to excel, to grow and to embrace innovation. Currently, WWB network members are growing their financial resources (and hence their customer base) at a rate of 30 percent per year, and have an outstanding loan portfolio of over \$5.5 billion. Our global presence allows us to share best practices across regions and increase the speed of learning across the globe. WWB helps create new ways of banking for the poor, as the microfinance field matures and clients require a greater variety of products and services. We also act as a catalyst to mobilize major banks to enter the microfinance market in profitable and responsible ways.

**Why Microfinance and Women?**

The initial motivation for microfinance roughly 30 years ago was, to a great extent, gender neutral. The pioneering microfinance institutions (MFIs) sought to provide credit to poor entrepreneurs who had no assets to pledge as collateral and, consequently, were denied access to capital by the formal banking sector. It quickly emerged, however, that women entrepreneurs invested the profits from their businesses in ways that would have a longer-lasting, more profound impact on the lives of their families and communities. The woman entrepreneur as the gateway to household security became a fundamental premise of the microfinance business model and the success of microfinance as a poverty alleviation tool. The microfinance industry has recently moved into the commercial mainstream, reducing its reliance on subsidized donor funding. This commercialization has decidedly shifted the focus of MFIs away from low-income populations in general and poor women in particular. While this trend is worrying, WWB believes its effects can be significantly mitigated by another important development: the movement by MFIs away from a strictly credit-led approach toward providing a broad array of financial products and services, including savings and insurance. The key to success for the MFIs of the future will be offering financial products and services that are designed to meet clients' needs, motivations and desires. WWB's research confirms that the key economic priorities for poor women—to a far greater extent than for men—continue to be health care, the education of their children, and housing. All MFI clients, but particularly women, seek a safe place to save the assets they have created and the means to protect them from catastrophic loss.

## About ACCESS ASSIST

ASSIST is a newly incorporated entity as a specialized affiliate of the ACCESS group, which has been set-up to give strategic focus to some of the key initiatives within the microfinance vertical of ACCESS, particularly the ACCESS Microfinance Alliance (AmFA), a network of partner institutions. In the last three years since birth, ACCESS has enjoyed phenomenal success and an accelerated pace of growth; and has established strong credibility within the sector. Its two important verticals, microfinance and livelihoods, offer a wide range of services at all levels within the value chain – local and national. In order to proactively manage the challenge of growth and focus and to ensure that customer satisfaction is not sacrificed, a need was felt for a separate entity that would focus on our partner relationships and further enhance performance on all fronts. ACCESS-ASSIST was born out of this need.

Most of the Tier I & Tier II portfolio of ACCESS was transitioned into the new company with a mandate to organize and aggregate demand and thereby catalyze a larger quantum of fund flow to the poor. The core operational strategy would be to incubate and build strong microfinance institutions / SHPIs (self Help Promoting Institutions) and microfinance support institutions. Simultaneously, one prong of the ASSIST strategy would focus on engaging with the supply side and building the interest among banks and other FFIs, investors and promoters towards greater engagement with smaller institutions.

While broadly, ASSIST will further build on the ACCESS microfinance portfolio passed to the new entity, it will seek to further innovate and refine its strategies to remain relevant and provide value to the sector through its interventions. ASSIST will position itself as a narrowly focused, specialized affiliate of ACCESS to contribute to both the organized growth of the microfinance sector and the larger national agenda of financial inclusion

## ACCESS Development Services – The Parent Institution

ACCESS Development Services (also referred to as ACCESS) was instituted jointly by CARE and DFID in March 2006, as an exit strategy to build on the expertise and experiences of a large scale successful program called CASHE (Credit and Savings for Household Enterprises), one of the most successful program of DFID with a value of GBP 10 million.

### Vision

“ACCESS is a global partner of choice providing inclusive and innovative livelihood solutions enabling the poor to overcome poverty and live with dignity”.

### Mission

“To build the capacity of community based institutions that deliver relevant financial; and livelihood development services to the poor and unreached households.”

ACCESS Development Services is a national technical services company with focus on supporting the up-scaling of the microfinance sector in India as well incubating innovations for sustainable enterprise development of the poor. ACCESS is structured uniquely, to work at all levels of the sectoral value chain – implementing program on the ground, working with Civil Society

organizations, Government Departments, Corporate sector, and Multilateral / Bilateral agencies as also undertaking a few national initiatives. Although ACCESS has a national concern, given the scenario of low penetration of development services in certain regions of the country, ACCESS focuses its efforts in the more underserved regions.

ACCESS has broadly defined its initiatives under two verticals i.e. microfinance and livelihoods.

**Microfinance**

At the ground level, ACCESS provides technical assistance and mentoring support to new / nascent and grown-up NGOs / MFIs which have the potential to transform to full fledged sustainable microfinance operations through its Microfinance Resource Centres spread across six regions. Prior to providing the technical assistance and mentoring support, a qualitative and quantitative assessment is done of the NGOs / MFIs through the Institutional and Capacity Assessment Tool (I-CAT). Based on the results of this assessment, customized technical services are provided to the institutions.

At the meso level, ACCESS has established the ACCESS Microfinance Alliance (AmFA) spread across the country and covering around 4 million clients. The partners in the network are provided various services including structured technical support, linkages with financial and non-financial institutions and learning opportunities by ACCESS.

At the national level, as supporting sector building, we have structured a slew of initiatives under the banner of "Microfinance India" where we organize the Annual Microfinance India Summit, release the annual State of the Sector Report, organize policy retreats and work with stakeholders to develop a state vision document in an underserved region.

**Livelihoods**

Besides, executing over 20 livelihoods (enterprise development as called in India) initiatives across the country and impacting the livelihoods and incomes of over 100,000 primary producers; ACCESS has been successfully organizing one of the significant initiatives since last 6 years i.e. the Micro Finance India Summit. The summit is participated over 1000 by global resource persons and experts. This has been established as global platform for microfinance in India. Besides the MF India Summit, ACCESS has also been successfully organizing the Livelihoods India Conference, with specific focus on livelihoods and enterprise development issues and challenges the poor face.

Under the Livelihoods (Enterprise Development) initiatives, ACCESS impacts the lives of the poor by developing sustainable solutions for improving their incomes and improving various income generation activities. To optimize its resources and maximize the results of its interventions, ACCESS believes in partnering with key stakeholders in the sector in order to develop mutually reinforcing strategies, bring convergence of competencies and build consensus on key issues.

ACCESS operates on a pan India basis, but focuses on building local capacity in more underserved regions. Headquartered at New Delhi, ACCESS has operational offices in 7 States and closely works with respective State Government Departments and Central Govt. Ministries and Departments. ACCESS has engaged with a host of other donors/stakeholders, including UNDP, Ford Foundation, SDC, IFC, SEEP Network, Trehan Foundation, Citibank Foundation, Rabobank Foundation, ABN AMRO Bank Foundation and GDS Trust. In 2008, DFID supported the Sustainable Livelihoods India initiative of ACCESS and the "State of Livelihoods—the 4 P Report". Out of a DFID grant of Revolving Loan Fund of GBP 2 million, ACCESS is setting up a wholesale entity for providing start up loans to emerging institutions.

## About the Roundtable Event

**Venue** : Jacaranda – II Hall, India Habitat Center, New Delhi

**Topic** : Championing Gender Diversity for Microfinance  
Women's leadership has been central to microfinance from the inception of the industry. Many of the industry's pioneers were women, and as microfinance institutions grew, women were well represented in management. In recent years, however, microfinance providers have been strained by unprecedented rates of growth, the increasing need for skill sets from the private sector, and pressure to become more commercially competitive. There is evidence that with these changes in the industry, the percentage of women in leadership positions is beginning to decline.

The roundtable proposes to bring together diversity champions from both the microfinance and corporate sector to talk about the best practices and challenges to supporting workforce diversity in India. Participants will have an opportunity to share experiences, lessons learned and effective solutions to build diverse workforces across industries in the Indian context.

**Participants** : Participants from different institutions attended the roundtable discussion and gave their valuable views. Ms Elizabeth Lynch representing from WWB present their study report which was conducted in four different leading microfinance institution. Ms. Susan Priti, Mr Vittal Rangan, and Ms Navitha Muniraju from Ujjivan Financial Services presented their experiences. Ms. Vijayalakshmi Das from Ananya Financial for Inclusive Growth (FWWB), Ms Sandra D'Souza from BASIX Group of companies, Mr. S.Tyagrajan representing Reserve Bank of India, Ms Veena Yamini from MicroSave, Ms Manju George from Intellectap, Ms Neharika Malhotra from Mahashakti Seva Kendra, Ms Jennifer Vasquez from SEEP Network, Ms Jaya Padma from Women's Institute for Sustainable Energy Research, Ms Meenal Patole from Takshila Development Services, Mr. Sekhar Srivastava representing Chattisgarh Gramin Bank, Ms. Ruchi Saha from Mimo Finance and Mr. Sumit Sinha from Accenture. The list of all the participants is presented in Annexure-2.



## Roundtable Proceedings

The roundtable discussion began with a welcome address by Ms. Elizabeth Lynch with a brief presentation about their study conducted across world in Microfinance sector to improve the gender diversity in the workplace of four different Microfinance institutions namely – Ujjivan Financial Services, India; Kash, Pakistan; ASA, Bangladesh & Mibanco, Peru.

WWB states that as the microfinance industry matures, the number of women in leadership is declining. Three decades after the birth of microfinance, it is safe to say that no one is arguing about the need to reach the unbanked poor if a society wants to fuel economic progress. In fact, the biggest change in the sector is the fact that donors do not need to fund all the lending capital. The providers can access huge amounts from the commercial sector. A report recently released by CGAP, an industry research group, puts that amount at over \$10 billion as of December 2008. But the success of microfinance is coming at a price: as microfinance institutions become bigger and more bank-like, there is a clear trend away from poor women clients. And, the institutions are in danger of losing women staff, from the front lines as loan officers, all the way to the top at the board and leadership level.

Women’s World Banking is the only global network expressly committed to women’s leadership. Even within the WWB network however the numbers are falling: There has been a decline from 66% to 58% of women in board positions.

WWB also states that not only the participation of women in leadership is declining but also there is remarkable decline in womens’ representation in senior management. The same trend has been identified at senior management levels – in the WWB network, there has been a decline from 66% to 51% of women in senior management from 2003 to 2007.

Ms. Elizabeth discussed about - why does workforce diversity matter for microfinance. The business case for gender diversity posits that organizations that successfully recruit, retain and promote women will benefit from these efforts, not only in terms of “social returns” but also financially. Much has been written in recent years about the business case for gender diversity, particular in the corporate context. Particularly relevant to the microfinance context is the following:

- Studies show that there is measurable impact in having a diverse set of voices around the decision making table. There is a current joke in the wake of the US financial crisis asking the question: would we be in the same situation if it had been Lehman Brothers and Sisters? Would a more diverse set of voices in management have mitigated some of the risk that these financial institutions took?
- A concept probably well known to those who come from retail banking is Mirroring Your Market. With such a vast majority of microfinance clients as women, MFIs benefit from having women not only in their sales force, interacting with clients, but also designing the products and service delivery mechanisms to reach those clients.

Finally an impact that relates to the social mission of microfinance rather than purely financial, and one that is very central to Women’s World Banking, is the power of role models. In WWB’s research with clients over many years, WWB has often heard low income women speak about the impact it

has on them to see women in positions of authority, whether as loan officers, branch managers or leading the organizations that serve them.

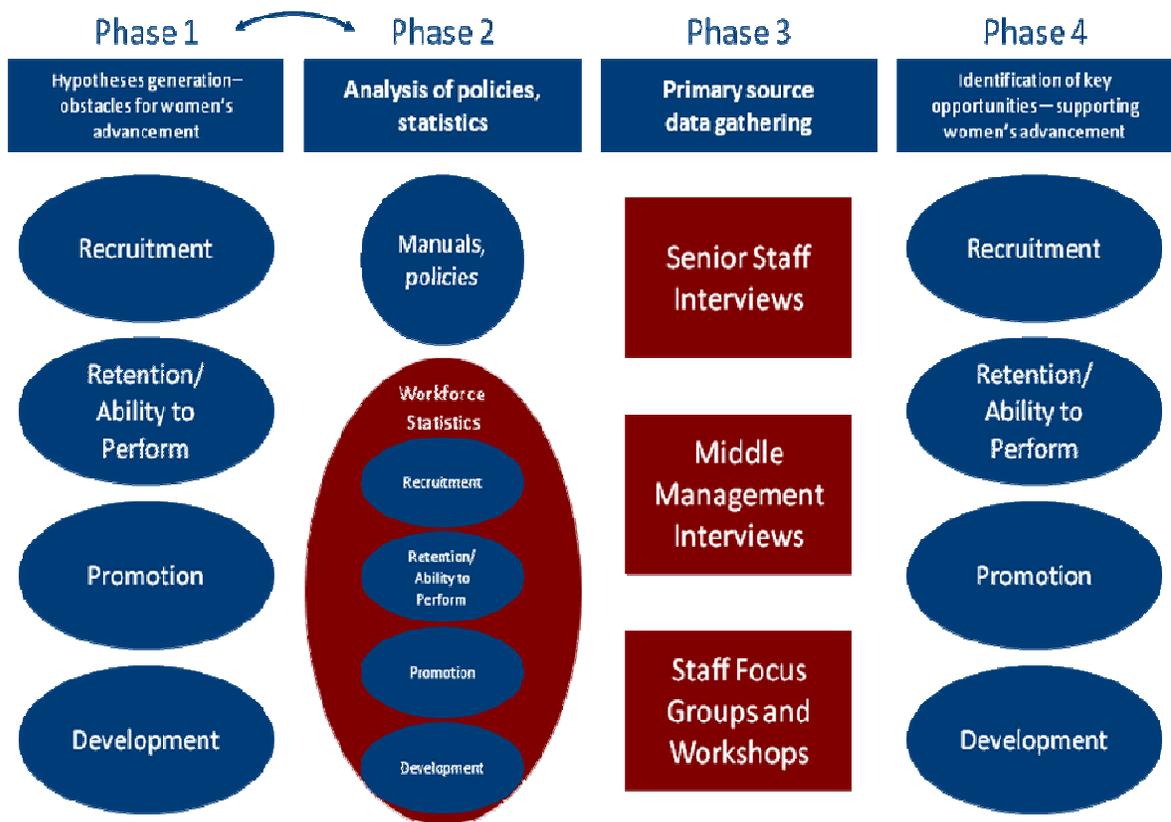
Correlation between Diversity and performance - **Data Sample**

A study of Fortune 500 companies in five different industries found that companies with the highest representation of women on their top management teams experienced better financial performance than companies with the lowest women’s representation.

- Return on Equity (ROE) - 35 percent higher
- Total Return to Shareholders (TRS) - 34 percent higher <sup>1</sup>

**Gender diversity alone is not a cause for an improved bottom line, but rather a symptom of a healthy, vibrant organization.**

Ms. Elizabeth discussed about the Organization Gender Assessment Methodology –



<sup>1</sup> Catalyst, “The Bottom Line: Connecting Corporate Performance and Gender Diversity”, 2004

Some examples of practical means to institutionalize diversity –

Recruitment:

Job advertisements include “qualified women are encouraged to apply”

Job recruitment panels are gender balanced

Retention:

HR Relationship Manager Associate – responsible for handling issues faced by women staff

Transportation, late sittings, security pose difficulties for women staff in particular

Promotion:

Internal job postings encourage current staff to apply

Perceptions persist among some staff that there are not many promotion opportunities

Development:

Ensure that high potential women have equitable access to formal training as well as non-classroom training, i.e., stretch work assignments, access to leadership team meetings, among others.

In the institutionalizing diversity, change management process is as follows –

1. Not knowing what you don't know about diversity and inclusion. This stage is often characterized by perceptions such as:

- “We don't have a problem with diversity.”
- “This organization is a complete meritocracy.”

2. Understanding what diversity means and why it is important for the organization.

Organizations begin to understand their business case for diversity. They assess their work environment to understand the subtleties of exclusion and inclusion and explore employee perceptions of career development and work culture.

3. Having far greater awareness of diversity issues and starting change in motion by doing things differently.

Organizations articulate a diversity strategy and develop a plan of action. They seek to drive change with an array of programs and practices.

4. Inculcating diversity into how an organization does business and how individuals go about their day-to-day jobs.

This is when diversity becomes a value, a habit, ‘the way we do things around here’. Diversity conversations happen not just in HR meetings but in marketing meetings, in product development meetings, and annual business planning meetings.<sup>2</sup>

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<sup>2</sup> Catalyst ([www.catalyst.org](http://www.catalyst.org)), 2010

Four pillars of diversity are as follows –

- Create and monitor gender diversity indicators
- Implement measures to facilitate work life balance
- Adapt HR management process
- Help women nurture ambition

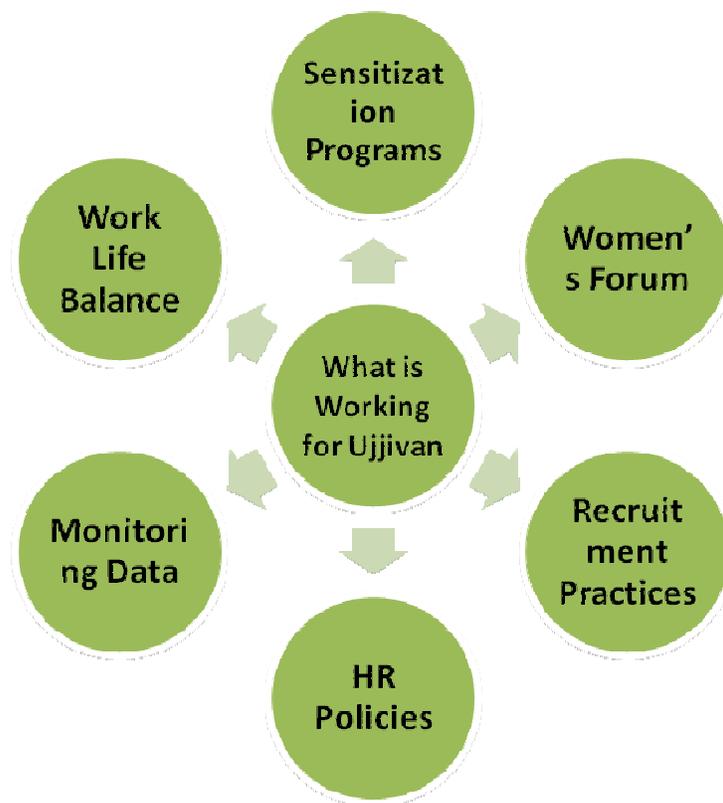
Then the team members – Navitha, Susan & Vittal from Ujjivan Financial Services presented the policies and procedures incorporated in their policy –

They stated that as per the source – “The Battle for Female Talent in Emerging Market” [www.hbr.org](http://www.hbr.org) the gender discrimination in the workplace is particularly high in India at 45%. The report also found that 85% of the women surveyed would self identify as being highly ambitious.

Male: Female ratio of the total Ujjivan HR head count as on March 2009 is 871:2859. They also categorized the representation of women in different level of the organization –

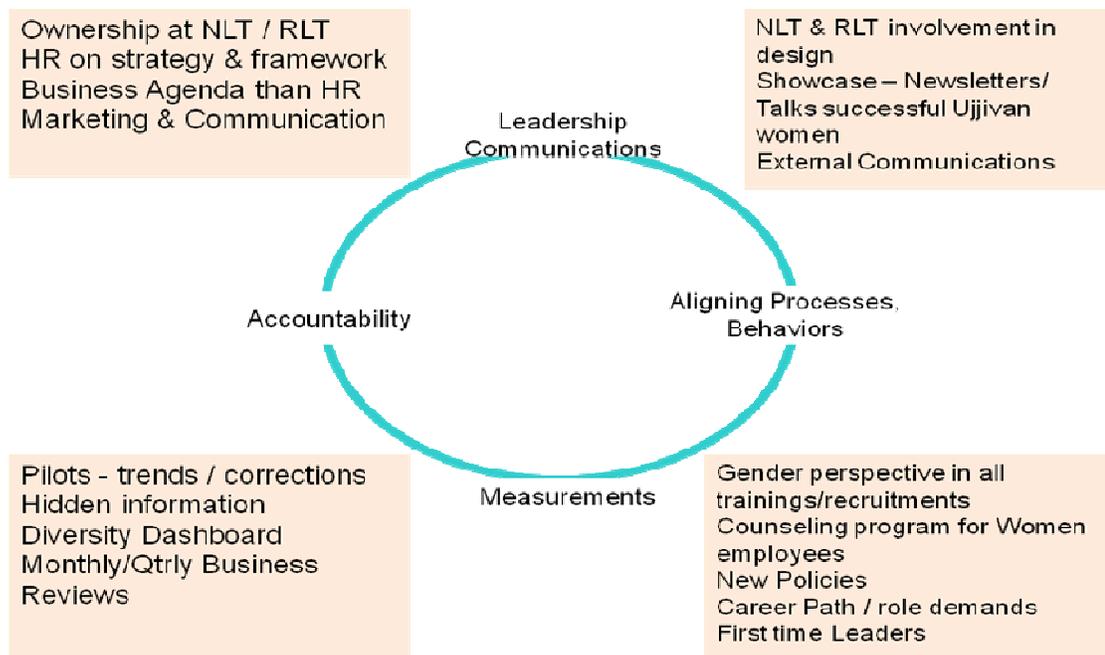
- Policy Approvers – 31%
- Policy Makers – 10%
- Policy Drivers – 13%
- Do-er’s/ Customer facers – 25%

Ujjivan uses a multi-pronged approach to improve the diversity of its workforce –



In enforcing the gender diversity in the work place of Ujjivan, the team is facing various challenges – the external challenge of geographical/ cultural constraints and internal challenges based on the nature of job assigned, etc.

Ujjivan Financial Services strategy to move ahead with championing gender diversity is as follows –



After the presentation from WWB and Ujjivan, the participants from different institutions shared their valuable insights and comments.

Vijayalakshmi Das shared her experience of microfinance in India – how to empower low income women, how to encourage them to form formal groups, rationale behind the formation of groups, etc. But she said that Indian Microfinance failed to be the tool to empower women, so we have to think how to re-direct Indian Microfinance. We have to re-think on the strategy to empower the women, both as professionals in and clients of microfinance services.

On the presentation from Ujjivan for women’s participation in the Policy Makers category, Jaya Padma pointed out that there is a lot of potential in deepening middle management. She also added that at the top level – the Policy Approvers category institutions have many more options available in market as there are corporate women who would be interested in these institutions.

Mr. Tyagrajan pointed out the participation of women in leadership role in Regional Rural Banks. Earlier there were 196 RRBs but now there are only 82 RRBs, but the surprising fact is that not a single Chairman of RRB is women. More than 100 in number of women in AGM/GM level of RRB but none of them be in a role of leader of RRB. He also added that in Lead Bank at district level, there are 630 lead Banks where the participation of women as Lead Bank Manager is very low or say negligible only 2 in Karnataka and 1 in Tamil Nadu.

On this Viji Ben said that giving leadership role to women is not enough to empower the women but we have to give the training to cater the position

Elizabeth added that Teach Women, train women – to be at middle and higher level of management.

Navitha shared that that a gender sensitization program was conducted in Ujjivan and male members were 60% of the participants and the rest were women. The overall response of the program has been excellent. Ujjivan has also launched a separate Women’s forum to discuss the issues and challenges faced in the workplace, etc.

Jaya Padma told as per her experience with Fora for Women that there are two major drawbacks of Women’s forum – Conspiracy sensing among the male staff members and Senior female staff acts like a male in the group. She also suggested that there must be hierarchical separation in Women’s Forum for their smooth functioning and issue resolution.

Veena shared that if we look in the complexity of Gender diversity then we have more questions than answers. We are giving opportunities to female in middle management/ senior management but we have to look that whether they are fit with that position or not, is there any provision for relieving them of their familial responsibilities.



Sandra also discussed about the rationale behind the formation of BASIX Women Leadership Council – providing different services like 24 hours helpline for women staff. She also informed that BASIX recruited 6 women members out of 10 in Senior management group.

Tyagrajan discussed about the social and cultural hindrances which professional women are facing in their daily life. He also said that women and men should have consensus on any decision in the household then only it works.

Sunit Sinha said that any policies must be designed in such a way that the HR are not minds to work but they have to be hearts to work. He shared a few examples from Accenture India’s experience. He also put excellent bits on that – One colleague of Accenture had a baby and received 6 months leave as well as flexi working hours. After availing of the leave time and flexi hours working, she decided to leave and quit the institution. Here the institution provided a suitable environment for working mothers but at the end of the day, they are unable to retain this individual. He also cited one more example of another colleague who got married and who chose to continue working despite not being required for financial reasons. She was interested to work so because of her passion and not for the money. After some period of time, she transferred to Singapore as per the company need and her husband transferred with her. By these two examples, Sunit Sinha underscored that willingness is the main factor to influence a woman’s decision to continue working.

As the conversation concluded, Elizabeth picked with the theme that Sunit Sinha of Accenture had



introduced: there is no magic bullet that will address all of the challenges that working mothers face in the microfinance sector in India. Much depends on the willingness of the individual woman, and what drives her to continue working. But that being said, there are still enormous efforts that must be made by microfinance institutions in India and in every country in the world to ensure that working women are able to compete and thrive in the

industry.

**Annexure-1: Agenda**

**Microfinance India Summit  
 “Gender Diversity for Microfinance” Roundtable  
 November 17, 2010  
 1030 – 1300 hrs**

Jacaranda Hall-II  
 India Habitat Center, Lodhi Road, New Delhi

Time	Topic	Speaker
1030-1040 hrs	Introduction of the roundtable topic and outline of program agenda	
1040-1100 hrs	Participant introductions, with reflection questions	Introductions
1100-1115 hrs	Present WWB’s perspective on gender diversity, and why it matters in microfinance	Elizabeth Lynch (WWB)
1115-1135 hrs	Pioneering workforce diversity in microfinance - Ujjivan to share the institution’s vision and efforts in the area of workforce diversity	Vittal Rangan Susan Priti Navitha Muniraju (Ujjivan)
1135-1200 hrs	Invite comments from other roundtable discussants – reactions, experiences, challenges, questions	Facilitated discussion
1200-1230 hrs	Perspectives on workforce diversity from the Indian corporate sector – to respond to the experiences in the microfinance sector	Prithvi Shergill (Accenture India)
1230-1250 hrs	Facilitated discussion	Facilitated discussion
1250-1300 hrs	Wrap Up Summary of the discussion	
1300-1400 hrs	Lunch	

**Annexure-2: List of participants**

S. No.	Name of the Participant	Name of the Institution
1	Elizabeth Lynch	WWB
2	Vijayalakshmi Das	Ananya Finance
3	Sandra D'Souza	BASIX
4	S. Tyagrajan	Reserve Bank of India
5	Navitha Muniraju	Ujjivan
6	Susan Priti	Ujjivan
7	Vittal Ranga	Ujjivan
8	Veena Yamini	MicroSave
9	Manju George	Intellectap
10	Jennifer Vasquez	SEEP Network
11	R.V.Jaya Padma	Women Institute for Sustainable Energy Research
12	Meenal Patole	Takshila Dev Services
13	Sekhar Srivastava	Chattisgarh Gramin Bank
14	Niharika Malhotra	Mahashakti Seva Kendra
15	Ruchi Saha	Mimo Finance
16	Sunit Shah	Accenture