

Subject	<i>Uplift Wealth</i>
Project	<i>Business Counselling</i>
Topic	<i>Business Counselling Operational Manual</i>

Comment	This document explains the whole process of the Business Counselling activity and describes the content of counselling.		
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Author(s)	Anita Sonawane, Sandeep Bhilare, Aditi Khatau, Kishor Magdum, Delphine Chouvet, Neha Ganekar		
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1 Business development service

1.1 Definition

To be able to work themselves out of poverty, to survive and to grow, poor entrepreneurs need access to a range of services. These are categorized as:

1. **Financial Services:** mainly loan but also savings, and/or micro-insurance
2. **Non-financial services** or Business Development Services (BDS) such as :
 - Business Counselling
 - Business Training
 - Vocational Guidance
 - Networking
 - Financial literacy training
 - Job Placement
 - Referral system to other services: Family Development Programme (FDP), Health Mutual Fund (HMF)
 - Legal counselling
 - Awareness (health, family)

This activity is complementary of Income Generating programme (IGP)

2 General information on Business Counselling (BC)

2.1 Definition

Business counselling aims at giving support to slum dwellers who are running a business to solve the business problems they are facing, to expand or diversify their activity.

This service is complementary to the Income Generating Programme (IGP/ microfinance) and a smooth communication between the staff is necessary for it to be successful. The IGP staff & BDS staff should work hand in hand for the success of the “partners” (ie.microentrepreneurs, IGP clients) which will also contribute to the success of the NGOs implementing the Income Generating Programme (IGP).

The final objective of this service is to help the partners to increase their profit, their income level to be able to cover their family expenses or to save money for future expenses/projects. To achieve this final objective, we provide individual financial and business guidance towards :

- ☐ Financial planning
- ☐ Saving
- ☐ Specific training (detecting individual weakness) to improve their business skills
- ☐ Tailored answer to personal business problem

Business counselling will help partners to :

- Solve their business problem
- Expand or diversify their business activity
- Repay outstanding loan
- Generate more income, Increase profit
- Increase their knowledge to manage money
- Increase their Capacity to use financial services
- Build self-esteem and self confidence
- Build self empowerment

2.2 Main challenge

The three main challenges of business counselling are the following:

- The people doing business for years are quite set in their ways, it is difficult for them to change their habits even if they are beneficial for the health of the business. Any new change even if it is for the betterment is hard to take & accept & put into practice.
- A wrong business counselling advice can lead to a worse business situation.
- The BDS field staff position) may be problematic at first as Partners may think the BDS Executives will give them more money/loans to increase their business/income.

2.3 Target partners and eligibility criteria for Business Counselling

In the beginning of the program, Partners for BDS will be selected on following criteria :

- 1) Partners of poverty level 3 or 4. This information can be checked through impact form. It is also possible to select those partners according to the loan amount that have been disbursed. The partners who have taken bigger loans (more than 10000) for business purpose will not be selected.
- 2) The partners who have taken a loan for business creation
- 3) The defaulters : The partners who are in arrears for more than 90 days & less than 180 days will be selected if the partners are defaulted due to the business problem.
- 4) If partner has not taken loan for business purpose, but if he/she is defaulter because of business problem such case will also be selected. Nonetheless, it is important to focus on business issues with the partner who have not taken a business loan.
- 5) Defaulter whose account has been closed, black listed or written-off won't be selected. During the course of counselling, if the partner is blacklisted or written-off, BDS counsellor can continue till partner's selected objectives are achieved.

Note for defaulters r: It is important to have in mind that the defaulters have already been visited by many IGP staff (Collector Motivator, Branch Manager, Coordinator, even Portfolio quality Manager for chronic defaulter). BDS executive will have to break the misunderstanding or wrong idea partner may have in mind to be able to build a trustful relationship, to be welcome next time. The observation period is there to help the BDS executive to build trust, and confidence with the microentrepreneur.

2.4 Main goal / Business problems to solve.

Partner are sometimes facing internal or external problems that lead to business loss.

Internal problem are much more difficult to tackle as it requires a change in habits, in attitude towards their daily activity, an improvement in their skills. It requires for each individual, a slow, patient approach. Internal problem to solve are very much linked with some of the qualities and skills that an entrepreneur should have to start /run a new business:

1. Innovative, aggressive and able to take initiative
2. Independent and determined
3. Ability to find and explore new opportunities, problem solving, not to panic in adverse situation
4. Desire to grow and be a winner
5. Ready to access new technology, quality conscious
6. Communication skills
7. Calculated risk
8. Time management
9. Perseverance and flexibility
10. Analytical
11. Motivational and interpersonal skills
12. Confidence, positive attitude
13. Perspective vision/ future oriented
14. Hard working
15. Good decision making
16. Updating knowledge
17. Overcoming & learning from own/others mistake

External problem can be handled more easily and more quickly also. Some of them need to be told in a group approach (personal hygiene, physically presentable). The following table gives a list the different objectives that we can address with business women/men. They are classified as per external or internal problem.

Internal problem	External problem
Customer loyalty	Cleanliness
Business commitment	Display of product
Trustworthiness	Availability of time
Art of selling	Product specialisation
Record keeping	Organised purchase

Financial literacy /Saving	Storage facility
Business training	Physically presentable
Financial stability	Accessibility
Business confidence	Selling price
Vision / Forecasting	Clearance bad debt credit
Shop management	Administrative
Promotion	Inventory Planning
Quality of service/ product	Expansion

The following table lists the same 32 objectives with a business classification, under 9 main heads. Some of them come from the marketing mix: place, product, price, promotion, customer relation (people), supplier, financial, management and vision.

PLACE	Better Location	PROMOTION	Accessibility
	Cleanliness / Hygiene		Marketing
	Display of product		
	Availability of time	FINANCIAL	Record keeping
		Management	Financial Stability
PRODUCT	Product specialization		Business training
	Storage facility		Financial literacy / Savings
	Inventory Planning		
	Organized Purchase	MANAGEMENT	Shop management
	Quality of finished Goods		License
	Quality of Service		Vision / Forecasting
			Expansion
CUSTOMER	Rapport with Customers		
RELATIONS	Business commitment	VISION	Business Confidence
	Physically presentable		
		OTHERS	Need for job placement
SUPPLIER	Trust worthiness		HMF referral
	Purchase management		FDP referral : Housing
PRICE	Selling price		Education, Documentation
	Art of selling		Relationship
	Clearance of bad debt		

2.5 About Counselling

2.5.1 Stages of counselling

Counselling is a lengthy process in which the counsellor should be patient, objective (control emotional involvement) with no judgmental attitude

1. Attending phase
2. Exploration phase
3. Problem analysis
4. Action phase
5. Termination stage

☺ The D^{os} ☺ of counselling ☺

- ✓ Accept the client unconditionally
- ✓ Accessibility
- ✓ Be consistent & accurate
- ✓ Positive regards & respect for the partner
- ✓ Caring & empathetic nature
- ✓ Open & Non judgmental attitude
- ✓ Self aware & self disciplined
- ✓ Knowledgeable & Objective
- ✓ Awareness regarding available resources.
- ✓ Patient & good listener
- ✓ Cultural Sensibility
- ✓ Good sense of humour
- ✓ Be aware of self limitation as well as of counselling
- ✓ Use respectful language
- ✓ Avoid passing judgments

☹ The on'ts of counselling ☹

- ☒ Don't be emotionally involved with client
- ☒ Don't give false assurance
- ☒ Don't make partner depend on you
- ☒ Don't be abusive or use remarks
- ☒ No negative attitudes or prejudice about partner
- ☒ Don't assume the full responsibility for solving all the problem of partner. Concentrate only on business problem and refer other type of problem to other services (HMF, FDP).
- ☒ Don't get shock by information or confession by the partner
- ☒ Don't overload one session with too many ideas or opinions because partner may get confused
- ☒ Don't expect partners to thank you for the work done for them

2.5.2 Counsellor aptitude and attitude

C- Co operative, confident, creative, concern, caring, confidentiality, commitment, clarity, competency, communicator, command,

O- Observer, Optimistic, obedient, objectivity, organized,

U – Understanding, Uniformity in treatment U (you) attitude

N- Non judgmental, Non violent, neutral

S- Simplicity, Self determination, Sympathetic, Sincere, Supportive, Skilful, Stable, Stress free, Self aware.

E- Empathy, Extrovert, Exploring, Expert in subject, Effective, Efficient, Enthusiastic, Emotionally balanced

L- Loyalty, Liberal,

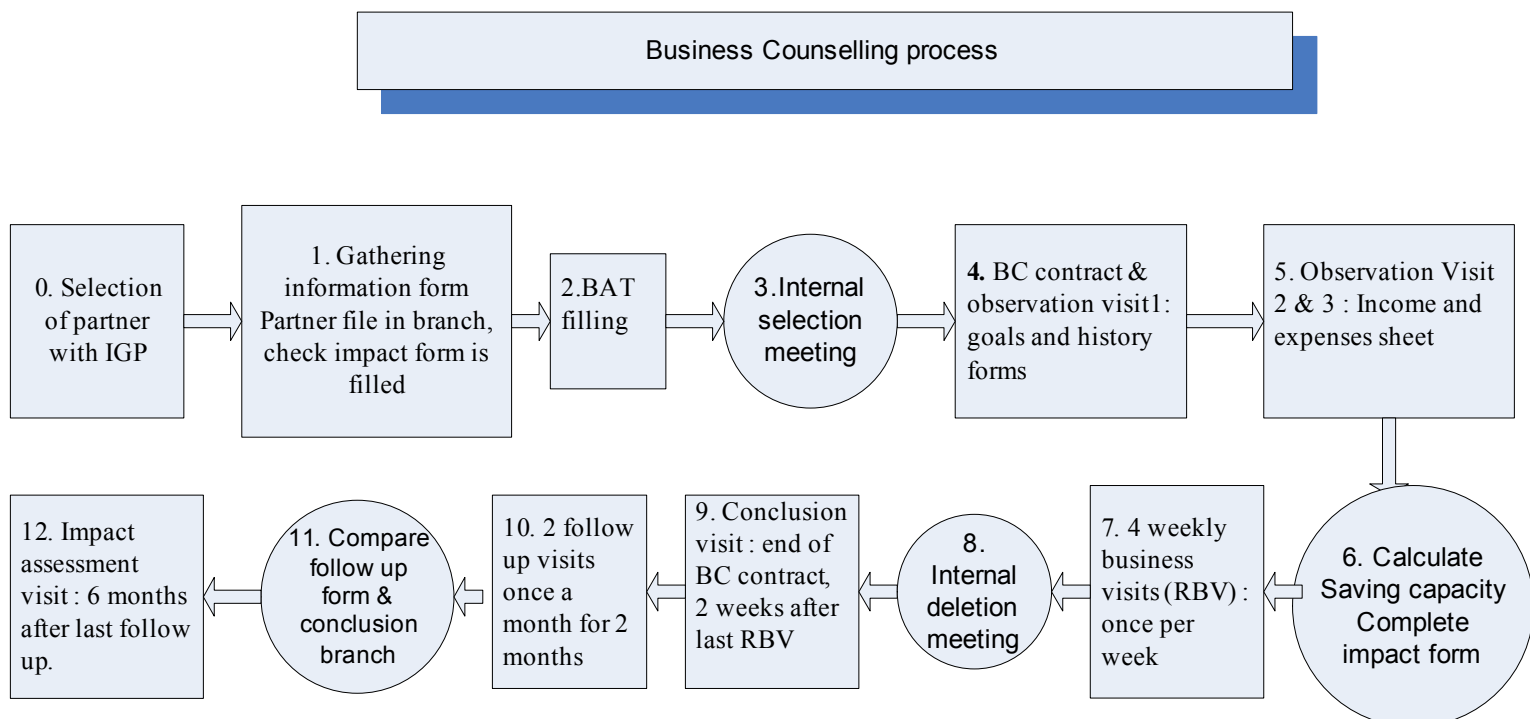
L - Listener, Learner

O-Openness

R -Respectful, Rational, Rapport building, Responsible, Resourceful, Realistic

3 Global process of Business counselling

Each step of the process is detailed in the following pages. This flow chart gives a global view of the total counselling process .



Steps no	0	1	2	3	4	5	5	6	7	7	7	7
Steps	BC partner selection with IGP	Information checking	BAT Filling	Internal selection meeting	BC contract Observation visit (OV) 1	Observation visit (OV) 2	Observation visit (OV) 3	Calculate saving capacity Complete impact form	Regular business visit 1	RBV 2	RBV 3	RBV 4
Place	Partner's house / business	Branch	Partner's house/ business	Branch	Partner's house/ business			Branch	Partner's house/ business			
Who	BM BDS Executive	BDS executive	BDS executive	BDS executive BDS Coordinator	BDS executive			BDS executive	BDS executive			
Document	-	Loan file, impact form BCF9	BCF 1 BCF 2 BCF 3 BCF 4	BAT form BC F9 BCF10	Contract BCF5 BCF6 BC F9	BCF7 BC F9	BCF8 BC F9	Impact form BC F9	BCT11 Marble game BC F9	Tools BC F9	Tools BC F9	BC F9 Tools
Duration	-	15 mn per case	45 mn	20 mn per case	30 mn	30 mn	30mn	20 mn	20 mn	20 mn per case	20 mn	20 mn
When	As per IGP schedule	Just after selecting partner		Just after BAT filling	1 week after internal selection	1 week after BC contract	1 week after OV2	Just after HO encoding	Just after calculation of saving capacity	One week after RBV 1	One week after RBV 2	One week after RBV 3

Steps no	8	9	10	11	12	13
Steps	Internal deletion meeting	Conclusion visit	Follow up visit 1	Compare Conclusion and Follow up score	Follow up visit 2	Impact assessment visit
Place	Branch	Partner's house/ business		Branch	Partner's house/ business	
Who	BDS executive BDS Coordinator	BDS executive			BDS executive	
Document	BC F11 BC F9	BCF11 BC F9	BCF11 BC F9 BCF12	BCF11 BC F9 BCF12	BC F9 BCF12	BC F9 BCF12 Impact form
Duration	20 mn per case	20 mn	20 mn	15 mn per case	20 mn	20 mn
When	1 week after last RBV	1 weeks after internal deletion meeting	1 month after conclusion visit	1 week after 1 st follow up	1 month after 1 st follow up	6 months after 2 nd follow up

0. PaR list from IGP Coordinator

APS: In IGP meeting which is held on 10th of each month, PaR list is given to them. BDS coordinator, Branch Manager & BDS executives will meet together in next two days along with CMs to select cases for Business Counselling.

In PSW, List is given by IGP Coordinator to BDS coordinator.

1. Gathering Information

In this meeting, respective BDS executive of the branch will extract following information.

1. Details of current outstanding loan (Number of loan, Amount of loan, Purpose, Amount repaid, amount outstanding, & date of last instalment paid)
2. Main Problems of business according to the BM & CMs.
3. Impact form filled or not. If the impact form is not filled, it is important that BDS executive fills it before starting the Business counselling.

If file is not available get details from the CM / BM. For filling family details, in the BAT form (Business assessment tool) BDS executive need to get this file from Branch Manager. If the file is not available with the branch, BDS executive should fill the family details during BAT visit. First few questions in BAT should be filled in the office & during actual meeting should be verified.

2. BAT filling [BC F1 to BCF 4]

Once the IGP coordinator gives the list of poor partners and/ or defaulters due to business to BDS executives, the CM will take appointment with the defaulter partner for BC visit. The CM lead the BDS executive to the family in order to do the first business evaluation (BAT filling).

Business SWOT analysis [BC F10]

The Business SWOT analysis (strength, weakness, opportunity and threat) will give a **better understanding of the business structure. It will include :**

- **Strength:** Strength of the partner and strength of the business itself
 - **Strength of partner :** What are they good at in their business, what is their main motivation, what is their positive attitude, (hardworking, lots of ideas..) and aptitude (good communication skills, excellent seller),
 - **Strength of the business :** good business location, business in demand, monopoly business, Service oriented approach...
- **Weakness :** error from the past business history, few business skills, place, lack of confidence, lack of willingness, other weaknesses...
- **Opportunity :** the vision of the partner in his/her business (his/her dream), future oriented skills, desire to grow, Ability to find and explore new opportunities, + opportunities of the environment (no other business selling the same thing in the area; high demand...)
- **Threat (for the business) :** health, death, wedding, indebtedness ,crises, Natural calamities, deaths, any other unexpected & uncontrolled events. Threat in the environment (high competition...)

This business Swot will be the base of the internal selection meeting and will be finalised after the observation period.

<p>Criteria examples</p> <p>Advantages of proposition? Capabilities? Competitive advantages? Why does customer come to your shop? USP's (unique selling points)? Monopoly Resources, Assets, People? Experience, knowledge, data? Financial reserves, likely returns? Marketing - reach, distribution, awareness? Innovative aspects? Location and geographical? Price, value, quality? Accreditations, qualifications, certifications? Cultural, attitudinal, behavioural? Management cover, succession? Philosophy and values?</p>	<p>Strengths</p> <p>Important</p> <p>Not Important</p>	<p>Weaknesses</p> <p>Important</p> <p>Not Important</p>	<p>Criteria examples</p> <p>Disadvantages of proposition? Gaps in capabilities? Lack of competitive strength? Howcome customer goes to another shop? Reputation, presence and reach? Financials? Own known vulnerabilities? Timescales, deadlines and pressures? Cashflow, start-up cash-drain? Effects on core activities, distraction? Reliability of data, plan predictability? Morale, commitment, leadership? Management cover, succession?</p>
<p>Criteria examples</p> <p>Market developments? Competitors' vulnerabilities? Industry or lifestyle trends? Technology development and innovation? Global influences? New markets, vertical, horizontal? Niche target markets? Geographical, export, import? New USP's? Business and product development? Information and research? Partnerships, agencies, distribution? Volumes, production, economies? Seasonal, weather, fashion influences?</p>	<p>Opportunities</p>	<p>Threats</p>	<p>Criteria examples</p> <p>Political effects? Legislative effects? Environmental effects? IT developments? Competitor intentions - various? Market demand? New technologies, services, ideas? Vital contracts and partners? Sustaining internal capabilities? Obstacles faced? Insurmountable (undefeatable) weaknesses? Loss of key staff? Sustainable financial backing? Economy - home, abroad? Seasonality, weather effects?</p>

Internal selection meeting

This meeting held once a week in the branch office is an opportunity for the coordinator to get to know the new selected cases. BDSE should complete the BAT & should be able to take out objectives on her /his own & then take opinion of Coordinator. At the time of Internal selection she should show the respective form filled : BCF 9 & 10 to Coordinator.

The coordinator will help the BDS to set the objective if the executive has a doubt and prepare the business contract visit.

Validation and Business contract visit [BCF9]

The objective is to seek consent of the family, draw a plan of action and proceed with follow up procedures.

The BDS executive will discuss and explain the mode of intervention, benefits of working together, taking **partner's consent** to work together.

The business contract/ oral consent is taken. Then BDS executive helps the business man/woman to define his/her priorities, he/she will share the different objectives that will be covered during the regular visit.

Observation period [BCF5, BCF6, BCF7, BCF8]

After taking consent, the initial selection meeting and initial selection of objectives, BDS executive visits the partners for a month to know the business better.

The objective of these visits is to build up relationship and to understand the business deeper. During the observation period, the BDS executive's attitude should mainly consist in listening to the partner in order to better understand their situation, motivation and needs. So he should keep his/her eyes & ears wide open.

The point to cover during the observation period are the following :

1. History of the business
2. Dreams of the businessman/woman
3. Detailed Expenses of the household
4. Detailed expenses of the business and the income and savings of the household.

At the end of the observation period BDS executive may come up with more objectives. So they will be discussed with both IGP and BDS coordinator & added to the previous ones.

SWOT analysis and Business summary

After this observation period, BDS executive will have to complete the **SWOT analysis of the business** (strength, weakness, opportunity and threat) after the first evaluation visit (BAT) and will write a **business summary**. This business summary will give the **final "diagnosis", specially the financial situation of the partner linked with their dream.**

Either the partner is indebted, or s/he has an ability to save. According to this situation, they are able to expand, find more customer ... in order to increase their income. This diagnosis must be very clear and well written to build a proper counselling.

Based on initial survey and observations, BDS executive writes about the business and its dynamic. S/he will write the objectives according to the priority and also the reasons for selection. At that time, BDS executive and coordinator share the way to tackle the problem. BDS. Executive should write the information in detail as coordinator was not physically present at the time of BAT filling. After reading the business summary, anyone should be able to get a clear idea about the partner's business.

Regular Business visit (RBV)

The objective of **regular business visit** are to build up relationship between the businessman/woman and BDS executive and give motivation and information to the partner, in order to reach the objectives of the business identified during the selection to improve the business.

It also aims at identifying all problems that might have not been identified before selection and to build up the confidence, ability and motivation of the partner to work by themselves on their future objectives.

Conclusion visit : End of BC contract [BC F11]

The objectives of the **conclusion visit** with partner are to assess 2 main points

- Check that objectives have been reached.
- Determine whether the partner is able to face his/her own difficulties in future.
Confidence in business, motivation, business skills, profit...

This information gathered by BDS executive in the Conclusion visit form (BCF11) will help her/him to prepare the internal deletion meeting with BDS coordinator.

Internal deletion meeting

In **internal deletion meeting**, it is decided whether we should stop regular business visits or not, from the information gathered in conclusion visit.

Then we decide for the grade of deletion, and date of next follow-up visit as well as to decide the objectives in the follow-up.

The **follow-up visits** are made to assess whether partners maintain their objectives, are able to fulfil other objectives and to overcome new difficulties.

	1 st month	2 nd month	3 rd month	4 th month	5 th month	6 th month	12 th month
Week 1	Gathering of information	Observation period 1: history and dreams	Regular business visit 2				
Week 2	BAT filling	Observation period 2 : household expenses	Regular business visit 3	Conclusion visit			
Week 3	Internal selection meeting	Observation period 3 : household income	Regular business visit	Internal deletion meeting	Follow up visit	Follow up visit	Last follow up visit Fill 2 nd impact form
Week 4	BC contract	First impact form must be filled. Regular business visit 1					

3.1 Tips during counselling

How to deal with partners who are very talkative? : how to get them on track ?, in the stream of questions ?




- More preparation : For each meeting, select the questions very carefully before going to the meeting to minimize the risk of diverting the conversation. If question are really specific, partner will answer only on the specific subject.
- Recall the objective of the meeting, why we are here and for 20 mn only.
- Interrupt them but it should be done tactfully by recalling our question with soft words : for example " asking for religious expenses , partner is explaining which saree to wear and how they visit their God and way of worshipping. BDS executive can interrupt by saying : moshi, didi, do you visit once a year, do you all visit ? it is quite far away, do you go all together ? if you all go ? how much expenses do you spend ?
- Always try to have the partner's phone number or his neighbours' phone number, during first visit & always inform the partner in advance by phone before every visit.

3.2 Step 1 : Gathering partner's information from branch office

Objective : It is important to have information from the existing file in order to avoid asking too many questions to the partners.

Step	Who	What	When	Tool
1	BM / CM / CO	Get PaR list from HO in IGP Meeting	10 th of each month	
2	BDS CO /BM /CM. BDS Exe	Meeting for selection of partners for business counselling From the PAR list, select with IGP coordinator the partner who have become defaulter due to business problem Check that Impact form has been filled	Next two days of above meeting	PaR List Impact form
3	BDS ex.	1. Choose the correct format of BAT ie trading shop, service shop, service on move or manufacturing. 2. Write information from CM file on BAT form Family information: address, name of partner, family's member, age, education level Loan information: type of business loan amount overdue, maturity date, reason from CM of late payment, PAR If file is not available get details from the CM / BM verbally about the history of the partner. If the file is not available with the branch, BDS executive should fill the family details during BAT visit	Min 1 day before Bat filling	Impact form Workshop form BAT form PIF form
4	BDS ex.	Sit coolly and analyse the situation before going to the field		BAT form

3.3 Steps 2 : BAT (Business assessment tool) filling

Objective	<p>Gathering information on activity of partner, her/ his skill to be able to draw strength and weakness of the partner.</p> <p>Assess if the partner need business and/or financial counselling</p>
 : Who	<p>BDS executive</p>
 : Place	<p>Field, business place, preferably in a quiet place.</p>
 : Duration	<p>60 mn</p>

Step	What	How long	Speech
1	<p>Introduce yourself</p> <p>Explain what is Business counselling (see speech)</p> <p>If partner gives his consent to proceed further, then start filling up the form. If not, try to convince the partner. If partner is not convinced, then don't force.</p>	5 mn	<p>"I am "X" coming from NGO. I work as a business executive. NGO provides different services to you like loans, health and life insurance, family support. etc. NGO has recently started a new service for the betterment of businesses of the community level people. Our main objective of this service is to help you to increase your income through business improvement and business guidance. We are not here to ask money, nor to give you money We will only concentrate on your business development. To know about your business, we need to know your business details. Therefore I need to fill one form. Can we proceed?"</p>
2	Visit the shop & observe carefully to assess the condition of the shop.	5 mn	
3	<p>Check the information about family details if this information is already filled in BAT. In case it is not filled, get this information.</p> <p>Verify the family details with age & income & no. of people staying presently.</p> <p>Complete the column of BAT form and check the difference of information</p> <ul style="list-style-type: none"> - family member, situation - income PCI 	5 mn	
4	<p>Start asking questions of the BAT form</p> <p>Some questions you are not supposed to ask verbally but understand & write the answer like Location, physical presence.</p> <p>Write comments if you want, add any extra information.</p>	30 mn	
5	At the end of the meeting, say to the partner that we will assess the case with the coordinator, ask if they are ok that you are coming back.	5 mn	
6	<p>If yes, fix next appointment: making sure they are writing the day on a diary or a calendar, or make them remember it.</p> <p>Insist that they should not cancel this meeting. Insist that they should inform the branch if they want to cancel.</p>		
12	After filling the BAT, prepare the Business Swot carefully according to what you have seen, heard, written & observed.	10 mn	

😊 Do 😊

🕒 Be on time

🕒 Watch the time, take another appointment if you did not manage to finish so that you do not delay the other BC you may conduct after the first one.

✓ Follow the question of the BAT

📁 Take care of preparing a good business analysis.

✓ Listen carefully, your attention show that you are interested in the partner's story

👁️ Use eye contact

✓ Create a confident atmosphere Give positive enforcement, value the strength of the partner

✓ If lots of people are coming to listen, ask them nicely to leave. Partners can feel uncomfortable if everybody is listening to her/ his mistake/ unsuccessful story.

✓ Always pay attention always to partner's reaction, body language

✓ Give positive point of the analysis before giving the mistake (ex : you have ambition, it is wonderful; you are also very young and you don't have enough money

✓ Insist that they should not cancel this meeting. Insist that they should inform the branch if they have to cancel the appointment.

✓ Ask partner to inform you or BM if she/he cannot come.

✓ Handle tricky questions very tactfully

✓ Make sure they are writing the day on a diary or a calendar

😞 Don't 😞




✗ Don't counsel at the first visit, partners can be offended

✗ Don't shout at partner.

✗ Don't be afraid of not finding solution on the spot. Say to partner that you will brainstorm with your colleague on their case. Big change doesn't come in one day.

✗ Don't accept tea or food from partner. Tell them politely and respectfully that we won't have tea : "it is nice of you, but we already had it early in the morning."

3.4 Step 3 : Internal selection meeting




Objective	Share the new cases with coordinator Set the objectives to achieve Select or not the partner and start the process
When	Once a week
 : Who	BDS executive, coordinator
 : Place	Branch office
 : Duration	20 mn per case
Material	BAT filled, Business SWOT

This meeting is a brain storming session across the table with coordinator. After filling the BAT, this is an important step where objective to work on will be discussed & finalized. The definite way about how to go is discussed.

Steps to follow for each new case :

1. Present the BAT filled and Business Swot for the Coordinator to go through it. Coordinator should check the quality of the form filled.
2. Share your feeling with coordinator, how was the BAT filling ? queries and doubt
3. Agree on 6 objectives to achieve per partner. Out of those 6, objectives such as Business commitment, relation with customer & Financial Literacy Training/ saving are commonly and systematically taken.
4. Inform your coordinator of date of next appointment you have taken with partner.

3.5 Steps 4 : Business Counselling contract

Objective	<p>Taking consent of the partner</p> <p>Reinforce strength of the partner</p> <p>Clarify partner's expectation</p> <p>Building confidence</p>
When	One week after BAT, after internal selection meeting
 :Who	BDS executive
 : Place	Partner home or business place
 :Duration	20 mn
Material	BAT filled, Business SWOT

Step	What	Speech
0	Prepare yourself with confirmed objectives during internal selection.	-
1 A	See what happen from first visit	Hello, How are you ? Did you think about what we discussed last time ?
1 B	Remind them the purpose of the visit. If partner is coming with food or tea: Don't accept tea or food from partner. Tell them politely and respectfully that you won't have tea	"We are here for business counselling, the new service of the NGO. Please don't offer us each time, it is alright. : "it is nice of you, but we already had it early in the morning."
2	Value the partners by emphasizing their strengths. Partners don't always know their strengths. We are here to motivate them. Show we are concerned about their well being	We have seen that you have very good carpenter skill, surely you've known your business for a long time. You are undervaluing yourself. I think you can achieve a lot more. You have great skill. You deserve more, you can value yourself more.
3	Clarify the partner's expectation and the objective of the following visit	We won't ask you money, we won't give you money, we won't give you work. This visit does not mean that you don't have to repay
4	Take Oral family Consent to work together. Introduce the fact that we will come regularly and the meeting will be 20mn each time Ask them clearly whether they are ok if we come to visit them once a week for four months)	If we work together, and understand each other better, we can try to find ways increase your financial security and make your future more secure. <i>Or In this month, we will come to know each other better and get to know the areas in which we could work together so that you can benefit.</i> We need to know each other better, which will only come if we come to meet you. It can be once a week. Is that ok with you ? Are you comfortable with it? Do you have any doubts? As we will get to know each other, while we will discuss we will get to know the steps to take to achieve this financial security.
5	Make partner aware that we are here to provide advice to him and not take action at his place	Please, be aware that the steps will have to be taken by you. Often the carpenter partner ask : will you give me work ? Possible answer : we are not in the business, [making furniture]. You need to meet people who sell furniture, architects, interior decorators, furniture shops. We are going to help you to achieve this with being independent You know your business better than we know it. Only if you think that this decision is going to help you, then do it. If you are not sure about it, let's discuss on the pro and cons and then take a decision. It is better to teach a hungry man how to fish rather than giving him a fish to eat. So he will never be hungry again.
6	Share with partner which objectives have been selected. It is very important that all objectives are clear with them so that they know the purpose of our regular visit. It is not necessary to tell the exact name of the objective to partner but it is better to explain the local meaning / symptoms of the objective.	" Thanks to our last questionnaire about your business, we have identified your business strength and also the areas on which, if we concentrate a little more together, you can improve your business. For example, for cleanliness or display of products : If a shop keeper keeps his items nice and tidy, customer will appreciate and come more often to him, it will impact the sale.
7	Fix next appointment. Take partner's phone number if you don't have it	

😊 Do 😊

⌚ Be on time

Keep the BAT with you.

⌚ Watch the time, you should not spend more than 20 mn. It should not be very lengthy.

✓ Observe the partners' body language of partner, Inter personal relationship as well as the physical feature of the infra structure. Always pay attention to partners' reactions.

✓ Create a confident atmosphere

✓ Be soft & convincing with them

✓ Be consistent & accurate

✓ Always emphasize the partners' positive aspects

✓ Do value the partners

✓ Show we are concerned about their well-being

Give them guidelines. "When we come next we can give you information".

Explain them the benefit of working together

😞 Don't 😞

✗ Don't disclose information given by CM

✗ Don't come across different information given by CO , specially if the reason of the loss given by partner is different from the one given by CO.

✗ Don't disclose CM name.

✗ Don't start counselling at that stage even if you find or observe a problem

✗ Do not go with preoccupied mind.

✗ Do not be very descriptive. Be brief but to the point.

✗ Do not wait for the hospitality to happen.

✗ Do not act superior.

✗ Do not give false assurance to partner.

✗ Do not make the partner depend on you.

✗ Do not promise or discuss any situation or solutions of any problems immediately.

3.6 Filling the Impact Form to measure our work




During the observation period, the BDS executive will complete the impact form. The impact form measure the standard of living level of the family. 7 main parameters are taken into account into the calculation of poverty level:

- FOOD : regularity / balanced meal
- HEALTH: frequency / treated ailment / insurance
- HOUSING: type of structure / electricity and water access
- EDUCATION: attendance / performance at school / school level achieved
- DOCUMENTATION: papers availability
- ECONOMIC ACTIVITY of members: regularity of income / secured working
- FINANCIAL LINKS: savings capacity / money sources

This form is filled before our intervention to know the situation of the family. It will be filled 1 year after our counselling (6 months after the last follow up visit) to see whether the family have improved its income and its living conditions.

Quality is a must in filling the form to have an accurate analysis of the impact post intervention.

3.7 Steps 5 : Observation period (OP)

Objective of OP	Visiting the business man/women every week to establish rapport understand better the Business situation, motivation and needs
When	After Business contract
 : Who	BDS executive
 : Place	Partner's house or business
 : Duration	20 mn only
Mind set	Selected objectives per partner

This is the 3rd visit to partner. So by now you know them. Start with informal talk & then reach the main point of the visit. In each meeting, recall the objective of the meeting (" we are here to understand your business history and dream / your financial position /, so we will ...")

next, meeting, we will see your income”), why we are, and tell that the meeting will last 20 mn. At the end of the meeting, recall the objective of the next meeting.

As we are going to talk about dreams and future planning of the partner, try to take out as much as you can to the best.

Trigger/ Frequency	Actions	Particular	Form to fill
First three visits after selection/ Business contract visit	Visiting businessman/ women every week to establish rapport May not work directly on the objectives selected understand better the Business situation, motivation and needs	Help the family develop confidence with the BDS executive and opens up. Getting to know better the partner’s skill by deep and regular observation Continue bringing positive reinforcement	
First observation visit	Enquire about partner’s business history Like and dislike in business/ incline aptitude in business Drive the discussion so that you know the main reason of shifting from previous business loss or success	Out of all your job, which one did you enjoy the most ? Getting to know about partner strength What fascinates you in another business ? why ?	History form: BCF5
	Enquire about partner’s personnel dream, hopes as well as business dream . We will come to know about partner’s motivation Drive the discussion to cover the main future plan : Business plan, children education, old age Write short points of partner’s answer during meeting	What are your dreams ? What would you like to be ? What would you like to do ? What is going to make you happy in your life? What are your future plans ? Business plan, children education, old age. Have you a certain goal for you or your child ?	Dream form: BCF6
	Fill the business contract form/ if no, oral consent		BC contract form

Second observation visit	Expenses – business and household	Detailed information of Expenses of the household along with business expenses to realise the difference between the inflow and the outflow Use the income sheet	Expenses form : BCF7
Third observation visit	Income – All sources of Income to be documented Uncovered point to be asked to complete the SWOT analysis.	Detailed information of income of the household along with business income Use the income sheet	Income form : BCF8
End of the observation period	Complete the Swot analysis and the impact form.	Revises objectives and action plan with your coordinator	

3.8 Observation period 1 : filling history and dream form [BCF5 and BCF6].

History and dream form are filled during the observation visit 1

The objective of the history form is to understand the business history of the last 3 main jobs of the partner. The BDS executive will ask 7 main questions for each last jobs of the partner :

1. What type of business were you doing before ?
2. For how long have you need doing it ?
3. Where does the inspiration come from ?
4. Where you alone or did anybody help you ?
5. How did you manage the capital ?
6. Why did you leave it ?
7. What that business has taught you ?, what did you learn ?

If the current business is the only business they have carried out, then just fill the first five question for the existing business, & rest is Not Applicable to that Partner.

For the dream form, BDS executive will ask the partner his/her short term, mid term, and long term dream and goals of the family and the business.

BDS executive will cover the 6 main goals that are common to many families :

1. Children education
2. Business
3. Wedding
4. House ownership
5. House equipment
6. Old age

For each goal, as per the answer of the partner, see whether it is a short, medium or long term goal and tick the appropriate cell.

Short term = less than a year

Medium term = 1 to 5 years

Long term = more than 5 years

For goal 1 and 3, check the age of children from the BAT before asking the questions.

FAMILY/ BUSINESS GOALS (Dream Form)

BCF6

Name :

Business :

Branch :

BDS executive name

Date : / /

Objective : Understand the future plans of the family that may affect the business.

1. About children education Short term goal ☐ Mid term goal ☐ Long term goal ☐

Check the age of the children from the BAT. If children are in age of going to school, then, ask the following questions :

1. Are you planning to send your children to secondary school (5th to 7th) and higher education (after 10th standard) Yes ☐ No ☐

2. About business Short term goal ☐ Mid term goal ☐ Long term goal ☐

2. Do you have any dream for your business ? Yes ☐ No ☐

3. Which is your main dream ?

3. About wedding Short term goal ☐ Mid term goal ☐ Long term goal ☐

Check the age of the children. If daughter / son are in age of getting married, ask the following questions

4. Have you planned to marry one of your children in the next coming year ? Yes ☐ no ☐

5. If children are already married, ask when the wedding took place (mention year) :

6. How did you arrange the money for this wedding ?

Short term goal ☐ Mid term goal ☐ Long term goal ☐

4. About house ownership Short term goal ☐ Mid term goal ☐ Long term goal ☐

7. Do you own your house ? Yes ☐ No ☐

8. Have you planned to do any house repairs (flooring, roof, toilet/bathroom...) ? Yes ☐ no ☐

9. If yes, what and when ?

10. If your are not owner of your house , have you planned to buy it ? Yes ☐ no ☐

5. About house equipment Short term goal ☐ Mid term goal ☐ Long term goal ☐

11. Have you planned to buy any household equipment ? Yes ☐ No ☐

12. If yes, what will you buy ?

13. When will you buy it (this year or in the current year...)

6. About reserve for old age Long term goal ☐

14. Are you planning for your old age ? Yes ☐ No ☐

7. Conclusion points with the family

15. For all the dreams you have for your family, are you working towards them ? Do you save for your futures plans ? Yes ☐ No ☐ 16. How do you save ?

8. For BDS executive own conclusion :

Those points are not to be asked to partner.

17. Is the family planning for its future ? Yes ☐ No ☐

18. Which event may hamper the business ?




19. How many short term goal the family has ? how many mid term goal ? how many long term ?

20. Is the family having current debt burden ? Yes ☐ No ☐

21. Is the family going to be indebted in the future due to expected events ? Yes ☐ No ☐

22. Is the family having some reserve that can be used to secure the business ? Yes ☐ No ☐

3.9 Observation visit 2 : Filling expenditure [BCF7]

Objective of OP	Visiting businessmen/women to get information about his/her expenses
When	1 week after observation period 1
 :Who	BDS executive
 : Place	Partner's house or business, preferably in a quiet place.
 :Duration	20 mn
Mind set / tool	BCF7

The first meeting with partner will be on expenditure of the household and the business.

3.9.1 Household expenses

There are 14 main headingS of household expenses.

Enter the expenses according to what the partner is saying. If they spend daily, write the expenses in Daily. Letter (D), (M), and (Y) are just indication. Figures will be computed and entered automatically in our unit which is Monthly expenses.

- D means for Daily
- M for monthly
- Y for yearly

Right column: write in this column the information you have forgotten to ask in the 3rd visit or the information to double check.

House repair: If 5000 Rs are spent once every 5 years, then write 1000 Rs in yearly column. This expense represents kind of provision partner is making to cover the main expenses for house repair every 5 years.

Gas : Family spend one cylinder for 1 month and half (around 310 rs). It means 620 rps for 3 months, so 210 monthly. 210 should be entered into the monthly column.

Pilgrimage: Check with partner whether the expenses are yearly expenses or big pilgrimage every 3 years with all the family. If partner is spending 3000 Rs for pilgrimage every 3 years, then write 1000 in yearly column.

Electronics: If electronics goods like fridge, TV & DVD are purchased on loan **or by cash with credit facility with a shop**, loan should be recorded in loan columns & its instalments should be booked under loan repayment. But if these goods are purchased in cash without credit facility, it should be entered as expenses directly.

BDS executive should also ask if the electronics goods have been purchased new or second-hand.

If it is new, lifetime is about 8 to 10 years. Take the amount, divide it by lifetime and enter it into the yearly column. One fridge : 9000 rs. $9000 / 10 = 900$ rs should be entered in the yearly column.

If it is second-hand, life time is less, depending on the date of purchase, around 2 to 3 years.

😊 Do 😊

- ✓ Keep the BAT with you.
- ⌚ When partner is answering, concentrate on frequency of the expenses (daily, monthly, yearly)
- ✓ Then, concentrate on the expenses itself
- ✓ Use asset depreciation table to help you for the electronics goods.




3.9.2 About Business expenses (4)

This table shows the main expenses of the business.

- **Labour:** If the partner is hiring one person in his shop. It is a monthly or daily expenses
- **Conveyance:** Any transport paid to purchase goods. It can be daily or weekly expenses
- **Telephone:** telephone bill will come here. Partner can have only one bill for shop and house. Then, deduct amount from household expenses and write it here. Make sure you don't enter the expenses twice.
- **Rent :** If the partner is renting his/her handcart or rickshaw or shop itself
- **Repairs:** Cost of repairing the shop, the handcart. Those expenses can be monthly or yearly.
- **Electricity + electricity meter:** Write the bill amount for electricity. Same as telephone, if it is the same bill as the house, make sure that you deduct the amount from household expenses and that you don't enter it twice.
- **License:** this is yearly expense.
- **Tax:** this is yearly expense.

Business Expenses							
		Daily	Weekly	Monthly	Yearly	Monthly	% of total
	Labour					0	#DIV/0!
	Conveyance					0	#DIV/0!
	Telephone					0	#DIV/0!
	Rent (shop, tempo, handcart)					0	#DIV/0!
	Repairs					0	#DIV/0!
	Electricity + electricity meter					0	#DIV/0!
	License					0	#DIV/0!
	Tax					0	#DIV/0!
4	TOTAL monthly Business expenses					0	#DIV/0!

3.10 Observation visit 3 : Filling income sheet [BCF8]

Objective of OP	Visiting business men/ women to get information about his/her income
When	1 week after observation period 2
 : Who	BDS executive
 : Place	Partner's house or business, preferably in a quiet place.
 : Duration	20 mn
Mind set / tool	BCF8

3.10.1 About Household income (6)

There are 8 main headings:

- **Salary** : If wife or son are working, write their monthly salary
- **Pension**: if partner is getting a pension due to his old age or involvement in army ??
- **Rent**: if partner is renting his/her handcart or rickshaw because he does not use it.
- **Other residual income**: Any other type of income such as Property Inherited, extra salary (additional salary given by employer during Diwali is a residual income).
- **Agricultural income** : Income coming from crop or land outside the city
- **Bonus** : Interest got from bank account
- **Interest**: income people gets from to saving invested into bank on a yearly basis.
- **Dividend** :

Household Income						
	Daily	Weekly	Monthly	Yearly	Monthly	%
Salary					0	#DIV/0!
Pension					0	#DIV/0!
Rent					0	#DIV/0!
Other Residual Income					0	#DIV/0!
Agricultural Income					0	#DIV/0!
Bonus					0	#DIV/0!
Interest					0	#DIV/0!
Dividend					0	#DIV/0!
6 TOTAL household Income					0	#DIV/0!

3.10.2 About EMI for loans (10)

For each type of loan (in national bank, with relative, with Bhishi, with another NGO), it is important to ask :

- The EMI: Equated monthly instalment : how much is the instalment you have to repay per month ?
- The maturity: when the loan is over. What is the duration of Bhishi ? What is the duration of loan? Usually with relative, there is no maturity date but still it is important to plan to be able to repay it. We will know here how long they are indebted for.
- The purpose of the loan : why did you get this loan for ?

Bhishi is informal savings group. If partner is paying installment for bhishi & has taken amount from bhishi, then the total installments given till the loan date will be deducted from the amount then from Bhishi. Remaining amount will be considered as a loan.

	EMI	Maturity	Purpose
Repayment of loan (EMI) - Bank / Credit Co-op			
Repayment of loan (EMI) - Relatives			
Repayment of loan (EMI) - bhishi			
Repayment of loan (EMI) - NGO/MFI/SHG			
Repayment of loan (EMI) -Shop (credit facility)			
(10) Total Repayment of loan (EMI)			

3.10.3 About Total monthly business turnover (1)

Turnover is the total sale generated by a business.

Usually, partners don't know about their monthly turnover. However, they usually know how much they have in their cash box at the end of the day.

The idea is to ask them the amount they get in their cash box during peak sale day, and during least sale day and to calculate the average.

To calculate profit of the month, it is important to know the turnover of a month. To calculate turnover, BDS executive will ask how many days are best selling days did they get in this month & how much amount did they earn for each day. S/he will ask same question for least selling days.

The total days should not be more than 26 days.

As per figures, turnover will be calculated as per following formula

Turnover= Best selling amount X best selling days + Least selling amount X Least selling days

Calculation of Monthly Turnover			
Amount of best selling day (A)	Number of days (B)	Amount of least selling day -C	Number of Days (D)
(1) Monthly turnover= (AxB)+(CxD)			0

3.10.4 About Profit margin (2)

Profit margin is the percentage of your profit that you really earn.

It comes with the formula : **Profit / Selling price x 100**

To calculate the profit margin, ask the partner their 10 best selling items in their shop.

List them in the sheet (you can also take those which has been given at the time of BAT filling).

Ask the partner the buying price and the selling price of each item.

Selling price – buying price = Profit

The column on the right will come automatically but you can easily calculate with your calculator and fill the column if you want.

Example : Mangal Jadhav sells sugar cane. With the sugar stick, the glass of sugar cane costs him 2 rupees but he sells it at 5 rupees. He is making a **profit of 3 rupees** per glass sold.

His profit margin is : $3/5 * 100 = 60\%$

Ask the partner the figure and do the calculation once in the branch. It will take too much time to do it at the business place.

The total profit margin will come automatically in the box (2).

According to the type of business, use the appropriate profit margin table.

Profit margin calculation					
	10 best selling items	Buying price	Selling price	Profit	Profit margin per product (%)
1				0	#DIV/0!
2				0	#DIV/0!
3				0	#DIV/0!
4				0	#DIV/0!
5				0	#DIV/0!
6				0	#DIV/0!
7				0	#DIV/0!
8				0	#DIV/0!
9				0	#DIV/0!
10				0	#DIV/0!
	Total	0	0	0	#DIV/0!

3.10.5 About Cash flow

This last table compute all the different amount gathered before:

1. monthly turnover : total sale per month
2. Profit margin: actual profit from the turnover. (Amount paid to buy goods in the shop are deducted here thanks to this %)
3. We get the gross profit by multiplying the Turnover into the profit margin. We will have the real earning from the total sale of the business.
4. We deduct the business expenses from the gross profit to get the Net profit generated by the business.
5. The net profit tells us if the partner is able to cover its expenses thanks to its activity, whether the business is profitable or not. If the net profit is negative, it means that either the expenses are too high or the selling price are too low and then profit margin is too less.
6. We add the other household income to the net profit and we get the total monthly income for the family.
7. The total monthly income of the family is the amount gathered by all the family members (not only the income earned by the business).
8. From this total monthly income, we deduct the total monthly expenses of the family.
9. Then we have the total monthly household surplus or loss. This amount is very important. It gives us the amount the family is getting per month after deduction of all its expenses. It can be positive or negative.
 - a. If it is positive, we calculate the ability to borrow and / or to save. The ability to borrow is about 10 times this amount. If a partner has 300 rupees per month as household surplus, it means that they are able to borrow a loan of 3000 rupees.
 - b. If this amount is negative, it means that the family spends too much, their expenses are higher than what they can afford to pay. It is also because they do not earn enough, either the business is in loss or one family member should start working. This situation can be difficult if the woman is alone with the children
10. From this amount we deduct the on going repayment of loan per month. Some family have a very low household surplus and have also borrowed money. In that case, the family is over-indebted and his financial situation is difficult. They definitely have to spend less/ and to earn more to be able to repay their loan.
11. The amount we get at the end is the amount partner is able to save after deduction of all their expenses. This is a really important amount. A partner who is able to save has a real strength. If we divide this amount into 30 days, we have the daily saving capacity. Giving a daily figure helps the partner to put every day some rupees aside. For very poor partner, it is easier to put aside 1 rupee daily than 30 rupees monthly.

Cash flow		
1	Monthly turnover	#REF!
2	Profit margin (%)	#REF!
3	Gross profit (1*2)	#REF!
4	other monthly business expenses	0
5	Net profit (3-4)	#REF!
6	Other income	0
7	Total monthly income (5+6)	#REF!
8	Total monthly household expenses	0
9	Monthly household surplus/ loss	#REF!
10	Less repayment of loan	0
11	=monthly saving capacity (9-10)	#REF!
12	Monthly ability to borrow	#REF!
13	Daily saving capacity	#REF!

3.11 Cross checking and sending BCF7 and F8 to HO

It is important to cross check the information while filing the form.

BDS executive should be comfortable using this Income and expenses sheet and be able to check their own mistake when computing the form in HO

Cash flow	
Monthly turnover	0
Profit margin (%)	
Gross profit (1*2)	
other monthly business expenses	
Net profit (3-4)	
Total household income	
=total monthly income (5+6)	
Total monthly household expenses	
Monthly household surplus/ loss (7-8)	#DIV/0!
Less repayment of loan	0
=monthly saving capacity (9-10)	#DIV/0!
How much can be borrowed?	
Daily saving capacity	

They are two scenarios : Either the total is positive, or the total is negative

The monthly saving capacity is negative

It means that expenses are superior to income, family is spending more than they are earning it means that the family is indebted.

First thing to do :

1/ check that your form is well filled: is the expenses the right amount? is there not a mistake in the formulas ?

Check the family expenses

1. Total of family expenses should be 100 % :

If the total % is not 100, then inform your coordinator, there must be a problem in the formula.

2. Total Food expenses should be around 60%. Grocery shop + meat and chicken should be around 30 to 40 % of total expenses. If this data is around 60%, you may have put weekly expenses in the daily expenses.

Check the profit margin

Check that you have used the right profit margin calculation. For manufacturing business, you have to use the profit margin calculation meant for manufacturing business.

Example : garland maker : if you don't include the manufacturing price and the cost of raw material, you don't consider all the expenses and your profit margin will be very high.

Check the monthly turnover calculation

Check that total of all the days worked are 30 days for grocery business, 26 days for other business.




After this control, if the figures is still negative, it means that the partner is indebted.

The monthly saving capacity is positive, the partner has capacity to save and is in a healthy financial situation.

4 Steps 6 : Completing and sending the impact form

After the observation period, the BDS executive should give its impact form filled to the coordinator / courier boy for encoding. SLL level can be calculated manually and level can be written in the register.

5 Steps 7 : Regular Business visit (RBV)

Objective of OP	Visiting family every week to work on objective and give counselling
When	1 week after observation period
 : Who	BDS executive
 : Place	Partner's house or business, preferably in a quiet place.
 : Duration	20 mn only per RBV
Mind set / tool	Selected objectives per partner + respective tool

Trigger/ Frequency	Actions	Particular
First Regular business visit	Start achieving the objectives (The simple ones) Give the result of all the information collected during observation period => monthly saving capacity.	Start giving them insight of simple objectives, by now they also must have realised where they go wrong. So just help them to get away from simple problems.
Second Regular business visit	Follow up of all simple objectives to achieve first	See how much can you reach to them, confirm whether they are happy with the solution or not
Third regular business visit	Take difficult objective to handle/solve	Give them concrete way/ solution /suggestion using tips from manuals. All solution must be adapted to partner. One solution cannot be applied to all partners
Forth regular business visit	Should cover all objectives	Some positive inputs should be achieved regarding internal & external objective
End of the Regular home visit period	Check the objectives you have reached	The partner should have built up confidence and they should be motivated to work by themselves on their future objective

5.1 First Regular Business visit : Sharing monthly saving capacity

During the first regular business visit, the BDS executive will systematically share the analysis of the cash flow of the partner.

5.1.1 First scenario: monthly saving capacity is negative : What to say if the partner is indebted? How to counsel

If the monthly saving capacity is negative, it means that the partner is indebted, the partner has to increase his income and decrease his expenses.

How to decrease his expenses :

Which expenses to cut ? Refer to FLT training list.

See what are the main **family expenses** conducting to losses.

- Cut addiction little by little
- Decrease pilgrimage expenses
- Postpone house repair if it is not urgent

Look at the **business expenses** conducting to losses :

- A room that is rented to store the sugar cane machine : try to first see if the machine cannot be stored somewhere else. The partner may not be aware that
- Penalty because of no licence permission : select licence objective to help the partner not to have a fine
- Telephone / rent : check that this is not double booked with the family expenses.

How to increase his income :

- Increase through the business :

Look at the profit margin calculation table and check the items with the highest profit margin.

Advise the partner to concentrate on those items. The partner may not know the profit margin per product. This table can be also a tips for product specialisation.

If the partner is selling only one product, then the partner is in a risky situation. Diversifying the product should be envisaged. Do not advise any change of product without the consent. It depends on the market, area, strength of the partner, desire to sell....we cannot advise him any new changes without his consent.

Changing fully its activity will require a full understanding of its capacity and aptitude assessment. This tool is in progress.

See other objectives out of the 32 objectives that you have chosen to increase his income

If you find a problem relevant to particular business, speak to your coordinator:

Example : Case of tailor : problem faced : ready-made product sold in big shopping mall are cost-effective. Stitched clothes are now more expensive than ready-made clothes in the shop.

Advice to give to increase its activity: spend time to sell his skill of tailor in big shop.

- Increase through other family member :

See if another member of the family is working or not. We may advise the husband/wife or elder son for job placement.

5.1.1.1 Which tool to use ?

You should not show to the partner the form that we are using to calculate of the expenses. Those forms are for us only and they are very complicated for the partner. From those

Make it participative by using the hand of income and expenses or the chess board.

We cannot advise a partner who does not have the capacity to save to go for a saving plan. The first step is to decrease the expenses and increase the income.

The second step is to speak about saving.

In another meeting, you can use the snake and ladder to tackle the importance of saving.

5.1.2 Second scenario: the monthly saving capacity is positive

It is always good to double check your data to be sure that the person really has the capacity to save. Follow the same checklist given above.

If he has this capacity, it is a big strength. TELL HIM/ HER! He may not know it! Congratulate him, he / she is a good manager.

Tell the partner how much he is able to save per month.

Ensure that he is saving properly in some secure place, (no bishi !). Advise him to put regularly some amount. The key of success is the regularity.

It is a lot easier to advise a partner who has some saving capacity since we can work on with his expansion plan with him (after he has saved some amount).

3 steps in saving advices :

- 1/ Invest in capital (if you require to increase your stock)
- 2/ Start to save in recurring deposit
- 3/ Start to save on fixed deposit.

5.1.2.1 Which tool to use ?

Snake and ladder

BCT 4 saving tool




Planning - Expansion tool for seasonal business

5.2 Other Regular Business visits

During the other regular business visit, the BDS executive will proceed by counselling the partner on the selected objectives with the coordinator. Refer to the description of the objectives in part 6.

After the last regular business visit, inform the partner that we will be coming only within 2 weeks.

5.3 Steps 8 : Internal deletion meeting with coordinator

Objective	<ul style="list-style-type: none"> ▪ To summarize the objective addressed with the partner ▪ To prepare the conclusion visit with the coordinator
 : Who	BDS executive, coordinator
 : Place	Branch office
 : Duration	A week after last RBV
Material/ Form	Conclusion visit form [BC F11]

Self preparation for conclusion visit in the branch

The internal deletion meeting takes place after the last regular business visit and before the conclusion visit with the partner. So BDS executive has 2 weeks to prepare himself/ herself before meeting her/his coordinator for internal deletion meeting, by filling, in the branch, the conclusion visit form.

Conclusion visit form can be filled **if** all the objectives are addressed

The best advice is to fill this form regularly (after each regular business visit) so that this work is very easy at the end of the counselling.

The example of how to fill the conclusion visit form is given below :

Date	Objective	Sr nb	Activity planned : which concrete actions advised / to do to achieve this objective	Tool used	Achieved: Y/N Agree/ disagree	Remarks	Score at Conclusion visit	Score after follow up
1/2/07	Cleanlines s	1	2 buckets to clean the glass	Discussion				
Date when objective is addressed to partner		2	Guanny bag should be clean and sugar cane waste separately so that flies are not coming			Partner has changed his job, so difficult to assess	2	
		3	Ice should be kept in separate thermocal box		Y			

On the conclusion visit form [BCF11], write down the score in front of each activity done with the partner according to the criteria given in the table below.

The score has to be given according to what happened in the field, not to please you or your coordinator. It should be given with truth, honesty and objectivity.

Score	Criteria for scoring
0	advice completely rejected
1	only advice is given
2	only advice is given and ensured that he will implement
3	implemented once and dropped
4	implemented but irregularly
5	fully implemented.




To get the final mark, divide the total score by the total number of activity. You will get a figure between 0 to 5. According to the figure, you will give the final mark : C, CC, B, BB, A, AA.

mark	Total mark
C	0- 0.99
CC	1-1.99
B	2-2.99
BB	3- 3.50
A	3.51 - 4.5
AA	4.51 - 5.00

5.4 Step 9 : Conclusion visit on the field

The objectives of **conclusion visit** are to assess 2 main points :

- To Check that objectives have been reached
- To determine whether the partner is able to face his/her own difficulties in future : confidence in business, motivation, business skills, profit, ...

Objective	<ul style="list-style-type: none"> ▪ To Check that selected objectives have been reached ▪ To determine whether the partner is able to face his/her own difficulties in the future : confidence in business, motivation, business skills, profit, ...
 : Who	BDS executive
 : Place	Field, business place, preferably in a quiet place.
 : Duration	30 mn, 2 weeks after last RBV
Material/ Form	Conclusion visit form [BC F11]

Step	What	Speech
0	Prepare yourself with conclusion visit summary.	-
1 A	See what happened since first visit	Hello, How are you? We have been seeing each other for 4 months .We have discussed together on your business. We gathered information & tried to find out the ways of improving business during this period. We talked about many things. We would like to summarise it all in this last concluding meeting. Shall we?
1 B	Start with objectives which are achieved (4/5 marks) & then the objectives which are not achieved fully. BDS executive should take these objectives one by one. Don't use interrogative language but explain what inputs were given for their business.	We started with X objective. You implemented it. How have you benefited from that? Are Y objectives implemented? If yes, how has it benefited to your business. If not , don't you think it is useful?
2	Recall the objectives of our purpose and the fact that it is the partner's role to implement the business advices	We have given you these inputs according to the information we gathered. Our only goal is to support you in improving your business. Therefore, it is up to you to decide whether to follow up these suggestions or not.
3	Recall follow up visit within a month time	We will visit you after one month just to see the progress in your business. We will inform you one week before this visit. If you want to contact us, I am there in the branch office. You can also leave a message in our branch office. Thank you for your cooperation & wish you all the best.

5.4.1 Situations that can be faced at the time of Conclusion visit




5.4.1.1 What to do if only one Regular Business Visit ?

If only one or 2 objectives are selected and can be achieved in one regular business visit, then the conclusion visit will be done after minimum 2 weeks of this regular business visit.

5.4.1.2 Shall we stop counselling if partner has closed his business during observation period or RBV ?

If a partner is closing his/her business during the observation visit or RBV, then, the initial objective identified become irrelevant. BDS executive should communicate to the coordinator that business objective cannot be reached but **general objectives like FLT, saving, indebtedness etc. can be continued**. The BDS executive should carry on those general objectives and follow the normal process. Conclusion visit will take place at the end but with different objectives identified in the BAT. As far as the business is concerned, BDS executive will tell partner that when they open again the business, they can inform them and we can reopen the case

5.5 Step 10 : First-follow up visit

Objective	<ol style="list-style-type: none"> 1. To follow up the objectives which were achieved 2. To work towards remaining objective.
 : Who	BDS executive
 : Place	Field, business place, preferably in a quiet place.
 : Duration	30 mn, 1 month after last RBV
Material/ Form	<p>Conclusion visit form [BC F11]</p> <p>Follow up form [BCF 12]</p>

Step	What	Speech
0	Prepare yourself with studying all the forms specially conclusion visit form and dream form before visiting the partner.	-
1	Greet the family members (To see their reactions... whether they were happy to receive us, or not happy, they did not give any response, they were embarrassed, etc.)	'Hello! How are you?'
2	<p>Recall the objective addressed to partner using the conclusion form.</p> <p>First recall the objectives that got good marks (marks 4 and 5) and congratulate the partner, appreciate it.</p> <p>Second, concentrate on the objectives that got low mark (0, 1, 2, 3) and ask if the partner has changed or implemented it.</p> <p>Those who have got 2 mark, check that they have implemented it.</p> <p>For the objective that got 3 or 4 mark, check that they have implemented it more regularly.</p> <p>If the partner has not implemented the objectives as per our guidance, ask</p>	<p>'I hope you recognize me; I used to visit you a few months back. We worked together to achieve x, y, z, objectives for your business (recall the objectives with the partner) What is the status of those objectives addressed together now ?</p> <p>Are Y objectives implemented? If yes, how has it benefited. If not, why didn't you implement it ?</p> <p>Do you think it is not useful for you ?</p> <p>Are you not convinced about it ?</p>




Step	What	Speech
2	<p>Recall the objective addressed to partner using the conclusion form.</p> <p>First recall the objectives that got good marks (marks 4 and 5) and congratulate the partner, appreciate it.</p> <p>Second, concentrate on the objectives that got low mark (0, 1, 2, 3) and ask if the partner has changed or implemented it.</p> <p>Those who have got 2 mark, check that they have implemented it.</p> <p>For the objective that got 3 or 4 mark, check that they have implemented it more regularly.</p> <p>If the partner has not implemented the objectives as per our guidance, ask why. Try to understand the reason of non implementation.</p> <p>Try to make it more consistent, reinforcing by explaining again the objective.</p> <p>In the conclusion visit form, write the new scoring in the column "1st follow up".</p>	<p>'I hope you recognize me; I used to visit you a few months back. We worked together to achieve x, y, z, objectives for your business (recall the objectives with the partner) What is the status of those objectives addressed together now ?</p> <p>Are Y objectives implemented? If yes, how has it benefited. If not, why didn't you implement it ?</p> <p>Do you think it is not useful for you ?</p> <p>Are you not convinced about it ?</p>
3	<p>Ask about if a main positive or negative incident happened to the business.</p> <p>Note the reactions of the family, they were discussing freely, they expressed their grief, they were not at all ready to talk, etc</p>	<p>Did something good happened in your business in the last few months? (good purchase, expansion working well, good order).</p> <p>Did anything has hampered your business during the last few months? (handcart taken away by police, encroachment nearby...)</p>
4	<p>If 'Yes', something happened, then ask</p> <p>Observe if the partner has lost his business confidence, his vision, his motivation? (Felt more confident, was not frightened, I could solve them easily, etc.)</p>	<p>4.1 : How did you solve the problem ? What was your plan of action ?</p> <p>4.2: How did you manage to raise the money?</p> <p>How do you feel after this event, after solving this problem ?</p> <p>What thought came in your mind after this problem ?</p> <p>What were your main difficulties if any while solving the problem?</p>
5	<p>Ask the partner about their expectation from us (considering that we are not here to provide cash)</p> <p>Take the commitment only if they are feasible into one month span and within our reach to complete. If you are not</p>	<p>Alright, things have happened. If you want, we can help you in planning your business with the money / capital you have in hand ?</p> <p>Are you interested ?</p>

Step	What	Speech
	sure, if you are doubtful, tell the partner that you will see with your coordinator and get back to him.	" I am not sure I am able to do this for you. If you don't mind, I will ask my coordinator and I will tell you about it next week.
6	If nothing happened in the family, look at the dream form and confirm with the partner if they have still the same dream for their business (expansion, ...) Note how much they think about their future for their business.	Do you still have X, Y, Z business plan for your future plans ?
7	Say bye, take new dates for the new follow up meeting.	Thank you very much. We will come after a month time to see you again. We wish you good luck for your business. Feel free to contact us in between if your need to.

5.5.1 After the first follow-up visit , in the branch office.

Step	What	Speech
0	Do comparative study of the conclusion form and the follow up form to be able to score it. Calculate the final score at the time of follow up visit 1.	
1	Inform your coordinator if anything is expected out of you from the partner. Prepare yourself with a plan of action for the next follow up visit : - Preparation of business plan / expansion plan - Referral with FDP , HMF...	
2	File the document properly in good order at the branch	





5.6 Step 11 : 2nd follow-up visit

Objective	<ol style="list-style-type: none"> 1. To follow up the objectives which were achieved 2. To work towards remaining objective. 3. To compare the conclusion result with the actual improvement of the partner
 :Who	BDS executive
 : Place	Field, business place, preferably in a quiet place.
 : Time	30 mn, 1 month after 1 st follow

The action in the last follow up depends on the answer of the partner in the first follow up, particularly if the partner has expected something from the executive.

Step	What	Speech
0	Check with IGP what is the outstanding amount of the loan remaining and the repayment done in the last 4 months, his ability to repay on time or not. The date must be mentioned in the Business summary form.	
1	Greet the family members	
2	Check whether what was decided during the first follow up has been done or not.	
3	If partner have expected something from you, present whatever you have done and explain him/her. Make sure the partner has understood.	
4	Saying bye, explain that this meeting is the last one. Wish them the best Remind them about the different services available from the NGO (HMF, FDP).	" I hope that you have benefited from our regular visits and advices. Please, feel free to come to us if you need more advices. Don't forget to visit our guidance center services if you need help for your family and our HMF services for your health problem.

5.7 Step 12 : 3rd follow-up visit = Impact Assessment visit

<p>Objective</p> <p>  : Who</p> <p> : Place</p> <p> : Duration</p> <p>Material/ Form</p>	<p>To assess whether the partner has increased his/her income or not, his SLL level or not</p> <p>BDS executive</p> <p>Field, business place, preferably in a quiet place.</p> <p>30 mn, 6 months after the 2nd follow up, a year after the BAT</p> <p>Impact form, conclusion visit form [PG 511]</p>	<p>Road,</p> <p>Page 49 of 49</p>
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6 Business counselling objectives

The following pages describe the objectives that are worked out with the partner during the observation visit.

The "symptoms" are the description of weakness that are noticed during the visit.

The "treatment" is the solution that can be proposed to the partner.

For each objective, a specific tool is used. The list of the tool to use for each objective are listed at the end of the document.

PLACE	Better Location	FINANCIAL	Record keeping
	Cleanliness / Hygiene		Financial Stability
	Display of product		Business training
	Availability of time		Financial literacy training/saving
PRODUCT	Product specialization	Management	Shop management
	Storage facility		License
	Inventory Planning		Vision / Forecasting
	Organized Purchase		Expansion
	Quality of finished Goods		
	Quality of Service (Service)	PROMOTION	Accessibility
			Marketing
CUSTOMER	Rapport with Customers		
RELATIONS	Business commitment	VISION	Business Confidence
	Physically presentable	OTHERS	Need for job placement
			HMF referral
SUPPLIER	Trustworthiness		FDP referral : Housing
	Purchase management		Education, Documentation
PRICE	Selling price		Relationship
	Art of selling		
	Clearance of bad debt		

6.1 Place

6.1.1 Better Location

6.1.1.1 Symptoms

If business location is far or inconvenient for the customers, if the place is not stable & person is changing the place, if the business location is surrounded with competitors & if it is affecting the business, then it can be said that location is not good.

6.1.1.2 Treatment

Tell him about the advantage of better location. More customers, more business & thus more profit. Advise him on the places where there are more customers. E.g: Schools, Vegetable market, festivals, specific areas.

6.1.1.3 Tips / TOOL

BDS executive should know the better locations in the area as well as the good locations for seasonal businesses.

6.1.2 Cleanliness / hygiene

6.1.2.1 Symptoms

Shop is dirty, unhygienic conditions are seen (food kept open, rat biting, house flies, and dust on the selling items). Items are not kept in order, lots of dirt on shelf. Paintless, smelling, place with not enough lighting. The place in front of the shop is dirty with open gutters, drainage. The fixed or raw material / machinery used for the business are either in unhygienic condition or dirty. Clothes are stinky, skin diseases are observed, sweat is cleaned with dirty cloth or apparels. (Food business)

6.1.2.2 Treatment

- Cleanliness can be explained by the "cleanliness tool" or by showing comparative pictures of similar business by asking him which picture he likes.
- Make the partners aware of the importance of cleanliness.
- Inform them about how to take care and make the place look more attractive.
- Inform them about the importance of doing it regularly
- Give them vision on how important cleaning is for their business to grow, to have more customers .
- Tell them that the shop should be cleaned daily so that it is pleasant to look at, and it may increase his/her sale. Fresh and nice environment directly affects the customers' willingness to purchase a goods
- In case of agricultural goods, it should be cleaned as much as possible. Machinery & fixed material used for the business should be cleaned well & as per the requirement of the business. Ex. Cleaning of glass after each use in clean water in case of juice business

6.1.2.3 Tips / Tool

This objective can be categorized as delicate objective. It is easy to identify but not easy to tell the partner. This objective should be slowly introduced to partners, at least not before the 3rd observation visit. Pictorial comparison & discussion on cleanliness will be the most effective way to convey our message.

Tool BCT 1 can be used (Picture on Cleanliness)

6.2 Display of product

6.2.1.1 Symptoms

Goods are displayed in a disorganised manner. Customers cannot see with one quick glance which products are available. Items are not reached easily by the shopkeeper. Food material & other material which will affect it are kept together. For service business, the material required for servicing the product or product itself are not kept in an organized way. Ex. In Laundry, ironed clothes are not put on hangers.

6.2.1.2 Treatment

- Importance, meaning/ concept behind the objective: We should counsel the partners to Display properly the goods in the shop / on handcart.
- Display the similar products according to the type of items. For e.g. all cosmetics together
- Organise the product so that it is easily accessible.
- Explain to partner that customer can easily shop in less time if shop is well organised.
- Explain to partner that organising the goods properly is important for time management, record keeping and track of goods. All in all, the shopkeeper will save time.
- Show him the tool, also use Manogat story (Sept.2006) for explaining the importance of product display.

6.2.1.3 Tips /Tool

This objective is easy to identify and can be addressed quickly with partners, during observation period. Pictorial comparison & discussion on cleanliness will be the most effective way to convey our message.

Tool BCT 2 can be used (Picture on Display of products)

6.2.2 Availability of time

6.2.2.1 Symptoms

Shop is not open & shopkeeper is not there during peak hour, or shop is often closed, or shop is open but no one is attending, or the shop is kept opened under somebody else's responsibility.

6.2.2.2 Treatment

Customer convenience is always welcome. For example, a milkman supplier should be available early in the morning. We should advise the partner

- To be available during peak hour = according to type of business. A stationery shop next to a school should adapt its opening hours to school timing.
- The owner of the shop should be there most of the time to take decision to fulfil client satisfaction. His/her presence has a direct effect on sale.
- Display a clear board explaining the timing if the shop is kept closed for lunch.
- To have somebody to rely on (wife) if you have to leave the shop urgently.

BDS executive can show to partner comparative calculation of incoming cash in peak hours so that they clearly understand the benefit of keeping the shop more opened during daytime.

6.2.2.3 Tips

This objective is easy to identify and should be treated when it comes from partner's mouth.

Tool BCT 3 can be used (Picture on Display of products)

6.3 Product

6.3.1 Product Specialisation

6.3.1.1 Symptoms

Too many diversified products which are not related to the main business are sold under one roof. Ex. Cycle repairing shop along with grocery shop. The shop keeper wants to reach out to all the possible needs of customer. As the consequence, the shop is full of all possible products, so it looks very shabby.

Sometimes, on the contrary, there are very few items to sell. If the customer has no choice, he/her will not come back or buy from this shop again.

6.3.1.2 Treatment

This objective is very linked to layout of product objective. When a customer enters the shop, he/she should get a clear picture of the type of item available.

- Products should not be very different from each other or they should actually relate to each other. For example, if you are keeping eggs, shop keeper should have bread. If there is a fridge with milk, shop keeper should make full use of the fridge by selling cold drinks or dahi. If you are selling cosmetics product, it is strange to sell next to it electric bulb or tubes.
- Shop keeper should concentrate and focus on sellable products than reaching too many. This does not mean that they should sell only one single product.
- In a shop, there should be fair amount of items kept so that it is manageable by the owner.
- If there is demand of a product & if the product is related to the main business, shop keeper should not be satisfied with keeping only few products. But he should add the product range as per demand.
- BDS executive can involve the partner in doing an environmental survey (every day, shop keeper can ask to his/her client for 10 consecutives days what do they need, which product are not available nearby and for which they have to walk very far to purchase).

6.3.1.3 Tips

This objective is easy to identify but difficult to advice. If it is not catered properly, a wrong advice on product specialisation can lead to adverse effects.

- ☞ BDS Executives should have a broad analytical vision to be able to advice the partner properly.
- ☞ BDS executives should analyse the customers' need around the shop by doing a quick environmental survey.
- ☞ Product specialisation should not be advised at the beginning and without the advice of BDS coordinator.

6.3.2 Storage facility

6.3.2.1 Symptoms

Extra stock is not kept / stored properly or equipment is not good. Different facilities for perishable items are not available. Dry fish is not kept in a box, so it is smelly. Revising of stocks and throwing off expired items is not done.

6.3.2.2 Treatment

- The products should be stored properly so that they do not get spoiled.
- We can imagine many different types of storage as it differs from products to products.
- Optimize the use of place.

6.3.2.3 Tips

Take example of

Tea stall: Storage of sugar, milk, tea powder & masala.

Chat: Storage of Churmure, Pani Puri.

Snacks: Storage of snacks, oil, water etc.

6.3.3 Inventory Planning

6.3.3.1 Symptoms

Symptoms can be observed in two situations

- Customer complaints about lack of stock availability
- Lots of unsold goods which were purchased long time back & will be sold in next season or after long time. In case of perishable goods, shopkeeper throws it out making a loss.

6.3.3.2 Treatment

- Shopkeeper should know or estimate quantity of his products for sell in conservative way. It should not too low or too high
- Record keeping is required to estimate the sale. This can be done by assessing the sale on particular days / months / festivals. Example in case of vegetable vendor, he should purchase less quantity for Sunday evening because customers prefer to eat out or to eat non vegetarian. In case seasonal business supposes flags making, shop keeper should keep in mind last seasons sold quantity.

6.3.3.3 Tips/ tools

BDS executive should ask the information about the left-out goods and determine whether it is affecting the capital. If it is not locking up the capital, he should not select this objective.

Story of Manogat from December 2007 can be used.

Refer also to training material given on inventory planning.

6.3.4 Organised purchase

6.3.4.1 Symptoms

Very often, the shopkeeper purchases his/her goods when the stock gets over or when they have money in their hands. The shopkeeper goes to the market without planning, without preparing a list of what he has to purchase. The shopkeeper has not planned when to go and for what to go & how much to purchase so that goods should not be perished. The shopkeeper purchases from very far and from different suppliers situated very far from each others. The shopkeeper purchases from different suppliers each time. He purchases goods at a high rate.

6.3.4.2 Treatment

- The purchase should be organised and well planned.
- The shopkeeper can prepare a list for purchase : we should advice the partner to keep a simple inventory register : when a product is over, they should write it down on a book. When many items are over, they go to market to purchase many items in one go. (one time purchase).
- Ideally, inventory should be done daily or weekly at the latest.
- Shopkeepers can gather similar businessmen & purchase together if possible to reduce the cost of purchase or transportation.

6.3.4.3 Tips

BDS executives should really understand the cause of high purchase rate. It may or may not be related to this objective. Inventory might not be applicable to all shop keepers. Some of them get free refill door delivery by tempo.

6.3.5 Quality of Service

6.3.5.1 Symptoms

The quality of service provided to different customers varies. There are no regular customers. There is no feedback mechanism after providing he service. No quality checks.

6.3.5.2 Treatment

The quality of the service is to be compared with competitors. If the quality is lower than the competitors, new skills need to be acquired or learned to improve the quality of services. To understand the feedback about the quality, you should get feedback from the customers. Quality standards should be fixed so that variation in quality should not happen.

6.4 Relation with customers

6.4.1 Relations with customers

6.4.1.1 Symptoms

Very few customers are visiting the shop. The shop keeper does not know his/her customers well. He/her knows less than 30 % his/her clients by name. He is not polite with the customers especially with children. He doesn't know his customers' tastes.

6.4.1.2 Treatment

- Good relation should be established with the customer: HOW : The first thing to do is SMILE. Make the customer feel comfortable and try and understand his/her requirement. State what you have understood so that it is clear and then go on to help the customer decide on what is best for him/her. The shopkeeper should welcome the customer every time he/she comes. Some times he can enquire about general things.
- Try to remember customers' like and dislikes e.g. one customer asked for a particular vegetable then next time remind him that you have that.
- Ask if they want to buy other products: if one customer is asking for bread then ask if he would like to buy butter or jam etc.
- Try to call them with respect (Vahini, Mavashi, Dada etc.) Ask about their young children, try to communicate with them
- Appreciate the choice of customer
- Show trust. In case of unavailability of change ask to adjust in the next dealing.
- Listen carefully the complaints of customers. Check for that particular product and give them feedback.
- Don't show negative emotions, if customer did not buy any thing
- Stand up when customer enter the shop, lean forward when he/she is placing order. If you are attending one customer ask another to wait for some time.
- [n1]There should be a healthy, trustful relationship with the customer: The customer should have confidence that you are working in his best interest.

6.4.1.3 Tips

This is a general objective & very difficult to judge & assess the symptoms. Therefore these objectives should be treated as a necessity of the business & must be selected each time.

6.4.2 Business commitment

6.4.2.1 Symptoms

The partner fails to gain customers' confidence due to non respect of order for example. They do not keep the promise given to customers. He doesnot open the shop in said timings, fails to reach the need of customer in pricing & weighing, not faithful to customers.?????

6.4.2.2 Treatment.

- Importance of following what we say.
- Do what you say, say what you do
- Be on time with the appointment given to your client
- Respect the date of product delivery
- Maintain good quality of your services or products sold
- Meet your requirement

6.4.2.3 Tips/ tool

This symptom is linked with customer loyalty. This symptom is particularly important for business delivering services.

Use the form BCT12 (building partner's awareness on business commitment).

This objective is difficult to achieve within the 4 months process of business counselling as we cannot change one's mentality in 4 months. Still, awareness is a first step.

6.4.3 The importance of having a good appearance

6.4.3.1 Symptoms

The shopkeeper is not presentable, not well dressed, hair cut, or bad body language. Clothes are dirty and/or stinky, skin diseases are observed.

6.4.3.2 Treatment

- Making him/her aware about the importance of having a good appearance.
- Make him/her understand what adverse effect that will have on the sales.
- Explain him/her about personal hygiene.

6.4.3.3 Tips/ tool

This advice cannot be given during regular business visit or it should be really smoothly conveyed to the partner during a conversation. This information can be given during business training to a large audience. Individually, pictorial comparison & discussion will be the most effective way to convey our message.

Tool BCT 1 can be used (Picture on being physically presentable)

6.5 Promotion

6.5.1 Marketing

6.5.1.1 Symptoms

The shopkeeper complaints about low business. It may be because of non usage of marketing tools. (Mobile, Display board, Visiting Cards, pamphlets etc)

6.5.1.2 Treatment

- Explain the importance of Marketing
- To improve his/her talking skills.
- Advice to create a business card, pamphlets & Display Board if relevant.
- Advice to take mobile in case of Service business.
- Advice him to promote his products by shouting or by blowing horn or by ringing bell.

6.5.1.3 Tips

BDS executives should be careful while he is giving advice about marketing tools. For service businesses he may advice to take mobile & to print business cards. But for vegetable vendors they should not propose these tools.

When you are walking through the area you can see our partners who are carpenters or even Non – IGP people who are making such display boards. Ask them the price & you can forward their address to our partners & tell them the cost of the board.

Story of Herba & Kerba on marketing can be used (January 2008 : How will you market good products).

6.5.2 Accessibility

6.5.2.1 Symptoms

The shopkeeper is not reachable; he does not have a contact number. He does not keep contact with the regular customers. There is no display board specifying about his selling products. The shopkeeper doesn't know about the customers' demand & the customers are going to other shops for buying.

This objective is linked to marketing objectives and could be merged.

6.5.2.2 Treatment

- Explain the importance of accessibility
- To improve his/her talking skills.
- Advice to create a business card & Display Board, pamphlets, contact number to be more accessible & explain him/her that display increases profit.

6.6 Supplier

6.6.1 Trustworthiness

6.6.1.1 Symptoms

Supplier does not have faith in the businessman/women. Businessman/women does not buy from the same supplier, he/she keeps changing.

6.6.1.2 Treatment

- ☞ Be loyal to one single supplier.
- ☞ Gain his faith in you by buying always from same supplier
- ☞ Take small credits to start with.
- ☞ Build trust with him.

6.6.1.3 Tips

6.7 Price

6.7.1 Selling price

6.7.1.1 Symptoms

Selling price is not matching with competition. It is either too low or too high.

6.7.1.2 Treatment

- Orient him about how to determine the selling price. It should be : buying Price+ other expenses like travelling + cost of future losses due to perishable goods + Profit Margin
- Tell him to take appropriate profit Margin so that he can gain profit without being affected by competitors' lower prices.
- Show him/her the effect on sale figure and on the profit
- Tell him to assign lowest profit margin to the most necessary sensitive products. (sugar)
- Try to avoid bulk purchases of rate sensitive (fluctuating) products.
- Keep different prices for cash & credit sale. Profit margin should include interest also if products are sold on credit.
- For perishable items, selling price should be adjusted according to the time remaining for the goods to be perished. Loss needs to be booked in this case to avoid full loss in capital. But, you need to look at inventory planning. Otherwise this loss may result in the bankruptcy of the business.
- Selling price is very much linked to the buying price. Therefore one needs to study the prices and accordingly decide purchasing.

6.7.1.3 Tips

- Get wholesale as well as retail prices for the different businesses. BDS executives can update their knowledge in daily newspapers & through daily market study.
- Advise partners to attend training on pricing.

6.7.2 Art of selling

6.7.2.1 Symptoms

The willingness to increase sales is not seen.

Partner lacks some skills of salesmanship.

Partner does not try to fulfil the customers' need and let the customer go with empty hands.

6.7.2.2 Treatment

- ☞ A customer should not leave the shop with empty hands.
- ☞ Improve partner's skills through business training.
- ☞ He needs to be very active and happy, smiling, pleasant person to deal with.
- ☞ The customers should get the feeling that buying from this shop is actually spending great time and not a waste of time. The customers will be pleased to come back again.
- ☞ This selling attitude will impact a lot the profit of business

6.7.2.3 Tips

6.7.3 Clearance of bad debt

6.7.3.1 Symptoms

Partners get stuck because of creditor. They have too many debts with the creditor and are not able to repay their debt. Or they do not have record of creditor.

6.7.3.2 Treatment

- Avoid credit as much as possible. It affects the business turnover as it blocks the capital.
- Keep credit records. If you don't have record then you can't assess how much is the credit.
- Keep the list of the persons you are giving a credit to. Follow up credit regularly.
- Give deadline to the customers to clear the credit. If he/she fails to pay within the deadline don't provide him further credit.
- Show boards in the shops about no credit facility.

6.7.3.3 Tips

List the businesses which should not give credit.

6.8 Financial

6.8.1 Record keeping

6.8.1.1 Symptoms

- The partner is not keeping record of his/her purchase and sales & he does not know his sales, purchases & credit.
- He/she is not able to tell and understand where the money goes.
- He/she cannot calculate profit.
- He/she is mixing household expenses from business expenses, which can be problematic.
- No diary or notebook containing money transactions are seen at the shop

6.8.1.2 Treatment

- One has to maintain records about stock inventory, purchase and sales
- It gives you a clear picture about where you stand in the business.
- It helps to calculate the profit.
- It helps you to understand where you went wrong.
- Sometimes, partners are able to keep record of business with some hints (one empty packet of 100 hookers for a tailor mean that 20 blouses has been made).
- Show him the Tool made for Record keeping (The Red Book) Explain him the details of the book. & the Story of Germination & expansion of Banyan Tree.

6.8.1.3 Tips / tool

This objective is general & very easy to find out & it should always be selected.

Red book of record keeping can be used (BCT7)

6.8.2 Financial Stability

6.8.2.1 Symptoms

If financial resources are not adequate, to fulfil the various livelihoods needs, to face the unanticipated events, to facilitate wealth accumulation, to increase savings for development & growth. Even if we don't see financial crisis now, the ability to deal with the crisis can be assessed to understand whether financial stability will remain in future or not.

6.8.2.2 Treatment

Tell the partner about the importance of having information about economical activities. Only information will speak about financial condition. Advice is, to keep adequate profit in business, to keep savings aside for planned events & to take insurance for unplanned events & to reduce unnecessary expenses. Tell him to think about his/her old age so that he can survive without earnings.

6.8.2.3 Tips / tool

Important objective. Need to be dealt with prior study of financial condition of particular partner.

BCT 4 can be used (Picture with Mudka pot tree)

BCT 10 BDS saving tool can be used also.

Manogat story of December 2006 (financial planning) can be used.

6.8.3 Business training

6.8.3.1 Symptoms

The business is in loss, partner wants to start a new business or the partner is unable to tackle business problems. He doesn't have skill or knowledge or experience in running the business.

6.8.3.2 Treatment

Advise him to attend Business training.

The following modules are part of the business training:

1)What is a business	<ul style="list-style-type: none"> 1) Definition of a business 2) Concept of Profit 3) How a loan can help 4) The qualities required to do a business (business commitment)
2)Marketing	<ul style="list-style-type: none"> 1) Options of Media available for marketing 2) How to deal with a customer 3) Some aspects fo reading body language and eye contact, art of selling. 4) Word of Mouth - The importance and use
3) Expansion	<ul style="list-style-type: none"> 1) How to plan a business 2) Importance of foresight 3) Scope of Expansion
4)Types of Business	<ul style="list-style-type: none"> 1) List out the types of businesses 2) Possibilities with small capital 3) The planning of a trading business, and of a service oriented business.
5) Accounting	<ul style="list-style-type: none"> 1) Income 2) Expenses 3) Stock Taking (inventory) 4) Profit Calculations, record keeping
6) Vocations	<ul style="list-style-type: none"> 1) Helping each one identify their strengths 2) Guiding each one personally on how to go about doing the business

6.8.3.3 Tips

BDS executive should know the schedule of the business training.

6.8.4 Financial literacy training (FLT) / savings

6.8.4.1 Symptoms

Partner does not save money, & doesn't have bank account. He/she is not planning his/her family expenses. Partner does not manage the monthly family budget. Often, children's wedding expenses occurred and hampered the business because these expenses had not been planned.

6.8.4.2 Treatment

Advise him/her to attain the financial literacy training provided by the NGO trainer. Give the time of the next financial literacy training schedule in the branch.

6.8.4.3 Tips / tool

BCT10 BDS saving tool can be used also.

BCT6 can be used (picture of snake and ladder)

Attending FLT training in branch office.

6.9 Management

6.9.1 Shop management

6.9.1.1 Symptoms

The business is not carried out properly. No management and planning regarding timing, Purchasing, recording, stocks, product display. More than 2 persons are managing the shop so there is no proper follow up of the customers, purchases...

6.9.1.2 Treatment

Show them how they could manage their shop well as well as make them realise the benefits of having a well managed shop for e.g.

- 1) Customer Satisfaction – The Customer will not have to go back disappointed, as they will have good stock
- 2) Being able to attend to more customers – If the shop is well managed then the sales are done faster and the customers are happy and you do more business
- 3) More Customers are attracted to a well-kept pleasant looking shop.
- 4) Purchase the goods from one wholesaler.
- 5) Prepare a list of your needs before go to the market.
- 6) Open the shop early in the morning & also closed on customers' demand.
- 7) Keep records of transaction properly, (purchase, sales, income & expenditure register: record keeping book.)

6.9.2 Tips

- Total outlook of the shop
- Presentability of the shop.
- Physical features of the shop.
- Working style of the owner.
- Understanding the value of the business.

6.9.3 Licence

6.9.3.1 Symptoms

No authorized Licence for starting business.

6.9.3.2 Treatment

Tell partner about importance of the business & risk of not having a licence. (Bribes asked by police & government officials, destruction of goods & harassment by government authorities. Refer them to different organizations working on licence issue (Janeev, Pathari Sanghatana).

6.9.3.3 Tips

BDS Executives should also tell the partners that getting a licence is not very easy & it depends upon rules & regulation which are amended from time to time by the municipal corporations.

BC T 8 can be used (Manogat May 2007)

BCT9 can be used (Janeev Referral)

6.9.4 Vision / Forecasting

6.9.4.1 Symptoms

A vision is the dream of a businessman/woman for his economic activity, it is where the businessman/woman see himself in the long term (5 – 10 years)., where he/she wants to carry his business

People who have undergone losses due to foreseeable problems like rain and floods might lack vision for their business.

People whose business are not stable may have this problem as well. Which is why they have not been able to stabilise their business. When people do not have visions they cannot see the trouble that may come ahead and undergo losses due to this.

These partners are not able to answer (or are not answering well) to the question : how much do you believe in your business ?

6.9.4.2 Treatment

We need to ask them leading questions. Such as: do you want to invest more in your business? How do you want to expand the business? Do you know what are the resources required for it?

We should make them realise the path they are taking and the obstacles that they may have to overcome as well as the areas in which they can expand. Use forecasting tool.

6.9.4.3 Tips

For seasonal business, BC T5 (5 slides) can be used (forecasting picture)

This objective is difficult to tackle, BDS executive should enquire their coordinator. This objective is linked to expansion.

6.9.5 Expansion

6.9.5.1 Symptoms

We could have 2 cases :

Business is not running well & future of the business is in trouble. The sales have not been increased for the past few years.

Business man is willing to increase its sale because the business is working well.

6.9.5.2 Treatment

If the business is not flourishing, we should first solve the internal problems before considering expansion.

Who can expand? To expand, partners must have the :

- ☒ capacity to expand,
- ☒ the willingness,
- ☒ the financial situation ready for it
- ☒ We should not advice a partner to expand if the current activity is not in a good conditions or not run properly (example, if the inventory planning is not well maintained, the profit is not optimized: it should be delt with first, before expanding).

When to expand :

Before expansion, the partner has to conduct a market survey / neighbour survey to assess the potential of this future activity.

Question to answer :

Offer side :

1. How many people are into the same business within 1 km around your shop (walking distance)
2. What is the price that your competitor(s) is/are offering ?

Demand side :

3. How many person did you ask who were interested in availing this service ?
4. Have you asked somebody how many customers are visiting your competitor's shop everyday ?

How to expand

Expansion can be done in many ways. By diversifying products, by adding products, by starting supporting activity, by increasing customers, by changing business place, etc. Find out which of the various ways of expanding they would like to adopt. And plan the expansion with them.

The guideline of the discussion are well known as the "5 P" :

1/ Product , 2/ People, 3/ Place, 4/ Price, 5/ Promotion. The order of these 5 Ps are very important. Each answer is correlated to the other one.

The BDS executive will ask the following questions to the partner respecting the sequence of questions mentioned below. The expansion objectives cannot be covered in one single visit but spread over 2 regular business visits.

Product

Which product / service the partner is willing to sell / make ?

People : Target / customer

Who do you want to serve/ cater ?

Who will be your main target ? your specific target ?

Place

According to your product and your target, where are you going to work ?

In a fixed place ? on the move ?

Price

What would be your selling price according to your product, target and work place ?

The selling price is one of the key factor for success.

If the selling price is too high, it will cover the expenses incurred for the business but may not be attractive enough to have plenty of customers

If the selling price is too low, the profit margin will also be very very low and may not cover all the expenses.

According to the type of business (buy and sell, service, manufacturing business), appropriate profit margin table should be used to calculate properly the profit margin of the business, net Income per day, total need of cash per day to purchase raw material, etc.

Tips for calculation :

Net income per day = total daily profit for total product sold - total daily expenses.

Daily cash requirement for raw material = sum of monthly total expenses/ 30.

You can use the profit margin table calculation to guide the partner.

6.9.5.3 Tips

The observation period should be able to guide you about the way they think and use that knowledge to suggest ways of expanding that may be agreeable to them. You should always validate with your coordinator the plan of expansion before suggesting it to the partner.

6.10 Vision through observation

6.10.1 Business Confidence

6.10.1.1 Symptoms

If the person is ambitious and hard working but does not have the confidence to talk to richer customers, maybe they do not have the confidence to move out of the slums into more affluent neighbourhoods. Partner doesn't take calculated risk. He is worried about competition, fluctuation in prices.

6.10.1.2 Treatment

He/she needs to be motivated and shown how they can reach out to those customers. They can be shown the amount of profit they could make. Maybe give them tips as to how to talk to

the customers and make them understand the mind set of the moneyed customers and how easy it is to please them. Examples of successful businesses should be given to boost their confidence.

6.10.1.3 Tips

BDS executives should motivate partners by using different methods and by giving emotional support.

6.11 Others : Referral system

6.11.1 Need for job placement

6.11.1.1 Symptoms

There are teenagers who have left the school / college, or are studying part time in college. Or a person has tried business a number of times and has not been successful at it. Or a business is too hard and not paying well.

6.11.1.2 Treatment

Helping them to find a job/employment
Referring them to JPVT
If just reference to IGP then note this referral

6.11.2 HMF referral

6.11.2.1 Symptoms

There are old people in the house, or a lot of members in the family and very few earning members: the sickness of one person could cripple the entire family.
Or they are already enrolled in HMF but after an illness, they did not ask for their claim.

6.11.2.2 Treatment

Show them the benefits of HMF and ask them to visit the branch to meet the service executive. Fill the referral note and give it to the partner.

6.11.3 FDP referral

6.11.3.1 Symptoms

Non economical & non business problem in family. Ex. Addiction, family conflicts

6.11.3.2 Treatment

Convince them to attend one of the guidance centres to meet FDP field workerq. Fill the referral note and give it to the partner.

7 Annexes

7.1 Forms used for Business Counselling :

- BC F1 : Manufacturing BAT form
- BC F2 : Service BAT form
- BC F3 : Business on the move BAT form
- BC F4 : Trading shop BAT form
- BC F5 : History form
- BC F6 : Dream form
- BC F7 : Household expenses form
- BC F8 : Income & cash flow form
- BC F9 : BC summary form
- BC F10 : SWOT analysis & Business diagnostic form
- BC F11 : Conclusion visit Form
- BCF 12 : Follow up form

7.2 Tools used for the 32 Business Counselling visits

- BC T1 : Picture on Cleanliness/ on physically presentable
- BC T2 : Picture on Display of product
- BC T3 : Picture on availability of time
- BC T4 : Picture with Madka pot tree
- BC T5 : Forecasting picture
- BC T6 : Marble game (stone) + Snake and ladder picture
- BC T7 : Record Keeping tool
- BC T8 : Manogat May 2007
- BC T9: Janeev Referral
- BC T10 BDS saving tool
- BC T11 : Chess board game (income and expenses explanation)
- BC T12 : Business commitment questionnaire for awareness
- BC T13 : ABC principles for inventory planning tool

Details of Manogat Stories :

- July 06 : Tips to start up new Grocery shop.
- August 06 : Tips to start up new vegetable business
- Sep 06: Importance of Time keeping in Business
- Oct 06: About F.L.T
- Nov. 06: About investment & how to utilize Capital
- Dec. 06 : Financial Planning
- Jan 07 : Skills needed to be good Business man Persistent Pay
- Feb. 07 : (A keen eye is a must in business)
- March 07 : Show that you are different (Times are special so to be specialist in your business)
- April 07 : Money lenders be aware of them
- May 07: There is no short cut to success in business
- June 07 : Fight competition with determination
- Aug. 07 : Concentration on one particular Business. One in hand two in bush.
- Sep. 07 How to do investment .Keep money liquid.
- Oct. 07 Do not mix your personal things or personal grudges in business
- Nov.. 07. One must retain good customer
- Dec. 07: Inventory Planning
- Jan. 08: How will you Market good products
- Feb. 08

Sr nb	Objective	Name of Tool/ Tool used	Tool number	Status
PLACE				
1	Better location			
2	Cleanliness/ Hygiene	Picture on Cleanliness	BC T1	ready
3	Display of product	Picture on Display of product	BC T2	ready
4	Availability of time	Picture on availability of time	BC T3	ready
PRODUCT				
5	Product specialization	Income and expense sheet	BCF7 BCF9	
6	Quality of finished goods			
7	Quality of service			
8	Storage facility	Observation	NA	
9	Organised purchased			
10	Inventory planning		BC TR 13 ABC principles	
CUSTOMER RELATIONS				
11	Business commitment		BC T 12 : Business commit ment questionnaire	ready
12	Rapport with customer	puppet		ready
13	Physically presentable	Picture on physically presentable	BC T1	ready
PROMOTION				
14	Accessibility	Tip of business card	NA	ready
15	Marketing			
SUPPLIER				
16	Trust worthiness			
17	Purchase management			
PRICE				

18	Selling price			
19	Clearance of bad dept		See manual	Next training
20	Art of selling			
FINANCIAL				
21	Record keeping	Record Keeping tool	Red Book BCT7	ready
22	Financial Stability	BDS saving tool Picture with Mudka pot tree	BC T 10 BC T 4	ready
23	Business training			
24	Financial literacy training	Game with stone and FLT training Snake and ladder picture	BCT6	ready
MANAGEMENT – VISION				
25	Shop management			
26	License	Manogat May 2007 Zaneev Referral	BC T 8 BCT9	ready
27	Vision/ Forecasting	Forecasting picture	BC T5 (5 slides)	ready
28	Business confidence			
29	Expansion			
OTHERS				
30	Job placement	Jop placement referral	NA	ready
31	HMF referral	HMF Referral	NA	ready
32	FDP Referral	FDP Referral	NA	ready