

CASE STUDY · FINTECH AND DEVELOPMENT

Taking Microfinance Collections Digital in Rural Maharashtra

Designing a field app for loan officers with poor connectivity

ORGANISATION

Gramin Pragati Finance
(fictional)

SECTOR

Microfinance

PREPARED BY

Case writer: Your Name

01 At a Glance

Organisation	Gramin Pragati Finance (fictional)
Sector	Microfinance
Location	Rural Maharashtra
Challenge	Cash collections, manual records and reconciliation delays
Solution	Offline-first field app, digital receipts and UPI repayments
Timeframe	12 months

-70%

Reconciliation time (sample)

46%

Repayments made digitally

12 mo

Programme

Organisation and outcomes are illustrative; figures are sample data for teaching and templating purposes.

02 Background

Gramin Pragati Finance provides small group loans to women entrepreneurs in villages. Loan officers collected repayments in cash at weekly group meetings and recorded them in paper ledgers.

Records were entered into the head-office system days later, causing errors and delays.

03 The Challenge

The company wanted to digitise collections, but many villages had weak mobile networks and borrowers had varying comfort with technology.

- Cash handling risks for loan officers
- Delayed and error-prone data entry
- No real-time view of collections
- Borrowers had no instant receipts

Our officers were carrying cash and paperwork for hours every day.

— Chief Operating Officer (fictional)

04 Objectives

1. Give borrowers instant digital receipts.
2. Reduce cash handling.
3. Get same-day visibility of collections.

05 Approach

The team co-designed the solution with loan officers and borrower groups.

Phase 1: Field research

Observed group meetings and interviewed officers and borrowers about their needs.

- Ride-alongs
- Group discussions
- Connectivity mapping

Phase 2: Offline-first app

Built an app that records collections offline and syncs when a network is available, with SMS receipts.

- Offline data storage
- SMS receipts
- Simple local-language interface

Phase 3: Digital repayments

Introduced QR-based repayments for borrowers with smartphones while keeping cash as an option.

- QR repayments
- Awareness sessions
- Officer incentives

Implementation Timeline

Period	Milestone	Notes
Month 1–2	Field research	Four branches
Month 3–6	App development and pilot	Two branches
Month 7–10	Roll-out	All branches
Month 11–12	Digital repayment push	Awareness campaign

Period	Milestone	Notes

06 Results

Collections became faster and more transparent, and a growing share of borrowers repaid digitally.

Metric	Before	After
Reconciliation time (hours/week/branch)	20	6
Data entry errors (per 1,000 entries)	14	2
Digital repayments	0%	46%
Borrower satisfaction (1–5)	3.4	4.2

Exhibit 1: Key metrics before and after (sample data)

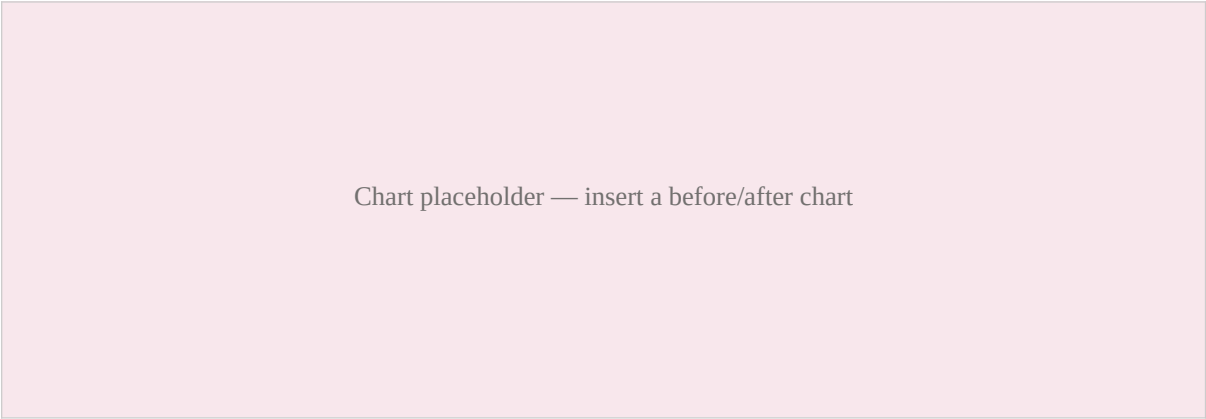


Exhibit 2: Trend over the implementation period (sample data)

07 Lessons Learned

- Design for the field.** Offline-first design was essential.
- Keep choices open.** Allowing cash maintained trust while digital use grew.
- Involve officers early.** Officer feedback shaped a simpler app.

08 Analysis

What worked

- Offline sync
- SMS receipts

What was difficult

- Device costs
- Training older borrowers

Opportunities

- Credit history for borrowers
- Insurance products

Risks to sustain

- Network changes
 - Fraud attempts
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09 Discussion Questions

Use these questions for classroom discussion or self-study.

4. Why was an offline-first design important here?
 5. How should the company balance digital adoption with inclusion?
 6. What incentives would you give loan officers?
 7. What new products could the data enable?
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10 Conclusion

Thoughtful, field-led design allowed the company to digitise collections while keeping borrowers at the centre.