PD-AAT-235

# OUTPUT LEVEL EVALUATION

## A MIDTERM ANALYSIS AND REVIEW OF THE PERFORMANCE OF LENDING INSTITUTIONS

BANGLADESH : RURAL FINANCE EXPERIMENTAL PROJECT

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Received 14 Jan 1979

September 1979

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# INTRODUCTION

## OBJECTIVES

The Rural Finance Experimental Project is almost completing its first phase. Since it is an experiment, at this point, it is necessary to analyse some of the results of this experiment to measure the progress achieved so far. Because of the limited duration of Project lending and initial operational difficulties among the lending institutions, it will not be practical to measure the progress toward some higher level objectives. However, at this stage of the project, it is possible to begin a preliminary purpose level evaluation. There has been enough, if not considerable, Project activities to start a purpose level evaluation as well as an implementation level evaluation i.e. an Input-Output Level Evaluation (IOLE).

The Project outputs are : nine models properly tested and evaluated. This category of evaluation concentrates on whether or not the models are actually being demonstrated in a way that will enable a meaningful experimental result; that is, are the project variables being tested in accordance with the model design.

This level of evaluation is intended to permit modifications and produce recommendations for improving model implementation with particular reference to administration by the participating institution e.g., job performance, supervision, direction, staffing, training, personnel incentive, work procedures, monitoring, reporting and some other elements of implementation.

In other words we are trying to answer some questions such as ;

- why performance is upto or falling short of the potential ?
- why some model performance are particularly good ?
- what are the main factors affecting performance ?

METHODOLOGY

Based on available informations collected through field surveys the Output Level Evaluation looks into the effort and efficiency levels of the lending institutions. It attempts to apprise and compare :

a. the managerial capacity

b. the level of effort

c. finally an approximate performance level based on some indicators of performance.

In other words, the analysis will see relationships between project inputs (management and administrative) and project out-puts (the models). Thus the evaluation looks into the following :

I. Evaluation of Capacity

a. Measures the management capability, i.e. the extent of training , knowledge, etc. that is necessary to provide effort.

b. Answers questions "What do you know"? "What did you receive"?

2. Evaluation of Effort

a. Measures the quantity and quality of activity (inputs) that takes place in given period of time.

b. Judges the amount of input or energy regardless of output .

c. Answers questions : "What did you do"? "How will did you do it"?

3. Evaluation of Performance (Efficiency)

a. Measures the results of effort rather than the effort itself.

b. Answers question : "How much was accomplished relative to each immediate goal"?

The information for this evaluation has been gathered by three methods :

| | | |
|---|---|---|
| I. | Field Survey : (68 branches) | A special survey has been conducted in all the 68 branches of the lending institutions. All lend -ing staff related to RFEP have filled out a special questionnaire. |
| 2. | Special Case Study (30% sample of branches) | A special in depth interview and discussion was held with about 30% of the branches as well as selected loanees of these branches. |
| 3. | Statistical Reports | Monthly bankers report also complemented this study. |

Field Survey Processing and analysis of data were carried out by the RFEP Research team and the econometrician . All information and data collected from the field were fully reviewed, studied and checked along with such other information collected from lending institutions. The results obtained from the analysis and review of all the information and data led to the formulation of recommendations.

## CHAPTER I

## EVALUATION OF MANAGERIAL CAPACITY

The objective here is to evaluate the capacity of individuals who are responsible for implementing the models as designed. It is belived that the successful implementation of the models will depend on how the activities are handled which again are by individual capacity. In order to assess the individual capacity of the branch chiefs and other lending officials data on certain variables were collected. These were the following :

a) Educational qualifications
b) Banking training received
c) Training received for working in the RFEP
d) Knowledge about the purpose of the Project.
e) Supervision from Head or Regional Office.

Data collected on each lending institution were then analysed and the level of managerial capacity was determined on the basis of percentage of officers possessing a particular capacity variable. The lending institutions were then ranked according to the level of capacity which is shown in the table (1)

OBSERVATIONS:

(1) Judged by educational qualifications Janata Bank occupies the most favourable position. All the officers who are working for RFEP are either graduates or have higher degrees. Sonali Bank has the lowest percentage of graduates (50%)

(2) Sonali Bank has however, the highest percentage of officials who received banking training. I. R. D. P. has only 33.33% of officers who received banking training which is the lowest among the banks.

(3) All the officers of Janata, Rupali and Sonali Banks have received training for working in the R.F.E.P. In case of Pubali Bank only 42.86% of the officers have received training for working in the RFEP which is the lowest among the Banks.

(4) 52.30 percent of the officers who received training mentioned that the training was not satisfactory. In case of Agrani 83.33% said that the training was satisfactory which is the highest while of Rupali only 25% said that the training was satisfactory which is the lowest among the banks.

(5) Of those who mentioned that the training was not satisfactory almost all complained that the period was short. All the branch chiefs of the Rupali and Janata Banks and 33% and 50% of the other lending staff of Krishi and Sonali Banks also felt that the training was not proper and useful. In case of Uttara Bank all the Branch chiefs and 25% of other lending staff mentioned that they had no aquaintance with this type of work earlier Language of the foreigners also become problem for 33%, 50% and 50% of the other lending staff of Krishi Pubali and Sonali Banks.

(6) Officers of all the Banks except B.J.S.B. said that they had knowledge about the purpose of the project. But when they were asked as to what they know about the purpose of the project they gave different answers. This is evident from table (1.22). Only 2 officers out of 91 mentioned that the purpose of the project was to identify a convenient model and to make Commercial Banks rural oriented.

(7) All the officers of IRDP, Janata, Rupali, and Uttara Banks received instructions regarding different aspects of the programme. However, in case of B.J.S.B, Agrani, Pubali, and Sonali Banks only one officer in each did not receive any instructions.

TABLE (1)

RANKING OF LENDING INSTITUTIONS
ACCORDING TO CAPACITY VARIABLES

| RANK | EDUCATIONAL QUALIFICATIONS | BANKING TRAINING RECEIVED | KNOWLEDGE OF THE PURPOSE OF R F EP | TRAINING RECEIVED FOR RFEP | INSTRUCTION RECEIVED REGARDING R.F.E.P | SUPERVISION FROM HEAD OR REGIONAL OFFICE |
|---|---|---|---|---|---|---|
| 1 | JANATA | SONALI<br>JANATA<br>B.J.S.B | SONALI<br>PUBALI<br>RUPALI<br>JANATA<br>I.R.D.P | JANATA<br>RUPALI<br>PUBALI | I.R.D.P.<br>JANATA<br>RUPALI<br>UTTARA | JANATA<br>RUPALI<br>PUBALI<br>SONALI<br>UTTARA |
| 2 | RUPALI | RUPALI<br>KRISHI<br>AGRANI | KRISHI | SONALI | B.J.S.B.<br>AGRANI | I.R.D.P |
| 3 | PUBALI | PUBALI | UTTARA<br>AGRANI | B.J.S.B. | KRISHI<br>PUBALI<br>SONALI | KRISHI<br>B.J.S.B<br>AGRANI |
| 4 | I.R.D.P | UTTARA<br>I.R.D.P | B.J.S.B. | AGRANI<br>I.R.D.P | | |
| 5 | AGRANI | | | KRISHI | | |
| 6 | KRISHI<br>B.J.S.B. | | | UTTARA | | |
| 7 | SONALI<br>UTTARA | | | | | |
| 8 | | | | | | |
| 9 | | | | | | |

(8) It is observed that all the branches of I.R.D.P, Janata, Rupali, Pubali, Sonali and Uttara Banks were visited by officials from Head or Regional office. In case of Agrani, Krishi and J.S.B.one branch in each was not visited by officials from Head or Regional Office.

(9) Data on frequency of visits from head or regional offices show that the officers from head or regional offices of Sonali and Janata Banks made the highest average number of visits per branch. Thus each branch of Sonali Bank was visited 4.38 times on an average by the officers from head office while each branch of Janata Bank was visited 5.14 times on an average by officers from regional office. Lowest number of visits from head office was recorded in case of Agrani Bank while lowest number of visits from regional office was recorded in case of Uttara Bank. Each branch of the former was visited .40 times from head office while none of the branches of the latter was visited from regional office.

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TABLE -1.1

DISTRIBUTION OF OFFICIALS BY

LEVEL OF EDUCATION

| Name of the Bank | EDUCATIONAL QUALIFICATION | | | | | | Total |
|---|---|---|---|---|---|---|---|
| | Under Matric | S.S.C. | H.S.C. | Graduate | Above | Did not Respond | |
| Agrani Bank | | 2<br>20% | 2<br>20% | 4<br>40% | 2<br>20% | | 10<br>100% |
| I.R.D.P. | 3<br>20% | | | 5<br>33.33% | 7<br>46.67% | | 15<br>100% |
| Janata Bank | | | | 2<br>28.57% | 5<br>71.43% | | 7<br>100% |
| Rupali Bank | | | 1<br>25% | 1<br>25% | 2<br>50% | | 4<br>100% |
| Krishi Bank | 1<br>5.88% | 3<br>17.65% | | 11<br>64.71% | 2<br>11.76% | | 17<br>100% |
| Pubali Bank | | | 1<br>14.29% | 5<br>71.43% | 1<br>14.29% | | 7<br>100% |
| S onali Bank | | | 4<br>50% | 2<br>25% | 1<br>12.5% | 1<br>12.5% | 8<br>100% |
| B.J.S.B. | 2<br>13.33% | 2<br>13.33% | 2<br>13.33% | 4<br>26.67% | 5<br>33.33% | | 15<br>100% |
| Uttara Bank | | 1<br>12.5% | 1<br>12.5% | 5<br>62.5% | | 1<br>12.5% | 8<br>100% |
| Total and percentage | 6<br>6.59% | 8<br>8.79% | 11<br>12.08% | 39<br>42.86% | 25<br>27.47% | 2<br>2.20% | 91<br>100% |

TABLE - 1.2

WHETHER OFFICIALS HAVE RECEIVED
ANY BANKING TRAINING

| Name of the Bank | Received | Not Received |
|---|---|---|
| Agrani | 7<br>70% | 3<br>30% |
| I.R.D.P. | 5<br>33.33% | 10<br>66.67% |
| Janata | 6<br>85.71% | 1<br>14.29% |
| Rupali | 3<br>75% | 1<br>25% |
| Krishi | 12<br>70.59% | 5<br>29.41% |
| Pubali | 4<br>57.14% | 3<br>42.85% |
| Sonali | 7<br>87.5% | 1<br>12.5% |
| B.J.S.B. | 12<br>80% | 3<br>20% |
| Uttara | 3<br>37.5% | 5<br>62.5% |

TABLE - 1.3

DISTRIBUTION OF OFFICIALS BY OPINIONS ABOUT TRAINING RECEIVED

| Name of the Bank | QUALITY OF TRAINING | |
|---|---|---|
| | Satisfactory | Not Satisfactory |
| Agrani | 5<br>83.33% | 1<br>16.67% |
| I.R.D.P. | 6<br>66.67% | 3<br>33.33% |
| Janata | 3<br>42.86% | 4<br>57.14% |
| Rupali | 1<br>25% | 3<br>75% |
| Krishi | 7<br>70% | 3<br>30% |
| Pubali | 1<br>33.33% | 2<br>66.67% |
| Sonali | 4<br>50% | 4<br>50% |
| B.J.S.B. | 5<br>41.67% | 7<br>58.33% |
| Uttara | 2<br>33.33% | 4<br>66.67% |
| Total | 34<br>(52.30) | 31<br>(47.70) |

TABLE - 1.4

DISTRIBUTION OF OFFICIALS BY TRAINING
RECEIVED FOR WORKING IN THE R. F.E.P.

| Name of the Bank | Training Received | Training Not Received |
|---|---|---|
| Agrani | 6<br>60% | 4<br>40% |
| I.R.D.P. | 9<br>60% | 6<br>40% |
| Janata | 7<br>100% | - |
| Rupali | 4<br>100% | - |
| Krishi | 10<br>58.82% | 7<br>41.18% |
| Sonali | 8<br>100% | - |
| B.J.S.B. | 12<br>80% | 3<br>20% |
| Uttara | 6<br>75% | 2<br>25% |
| Pubali | 3<br>42.86% | 4<br>57.14% |

TABLE - 1.5

DISTRIBUTION OF OFFICIALS BY INSTRUCTIONS RECEIVED REGARDING THE PROGRAMME

| Name of the Bank | HAVE YOU RECEIVED ANY INSTRUCTION REGARDING THE PROGRAMME | |
|---|---|---|
| | Yes | No |
| Agrani Bank | 9<br>90% | 1<br>10% |
| I.R.D.P. | 15<br>100% | - |
| Janata Bank | 7<br>100% | - |
| Rupali Bank | 4<br>100% | - |
| Krishi Bank | 15<br>88.24% | 2<br>11.76% |
| Pubali Bank | 6<br>85.71% | 1<br>14.29% |
| Sonali Bank | 7<br>87.5% | 1<br>12.5% |
| B.J.S.B. | 14<br>93.33% | 1<br>6.67% |
| Uttara Bank | 8<br>100% | - |

TABLE - 1.6

DISTRIBUTION OF OFFICIALS BY DIFFERENT TYPES OF INSTRUCTIONS RECEIVED

| Name of the Bank | Target Group | Type of Loan | Purpose | Method of loan Disbursement | Savings |
|---|---|---|---|---|---|
| Agrani | 9<br>90% | 9<br>90% | 9<br>90% | 9<br>90% | 9<br>90% |
| I.R.D.P. | 15<br>100% | 15<br>100% | 14<br>93.33% | 15<br>100% | 15<br>100% |
| Janata | 7<br>100% | 7<br>100% | 7<br>100% | 7<br>100% | 5<br>71.43% |
| Rupali | 3<br>75% | 4<br>100% | 4<br>100% | 4<br>100% | 4<br>100% |
| Krishi | 15<br>88.24% | 15<br>88.24% | 14<br>82.35% | 15<br>88.24% | 15<br>88.24% |
| Pubali | 6<br>85.71% | 6<br>85.71% | 6<br>85.71% | 6<br>85.71% | 6<br>85,71% |
| Sonali | 8<br>100% | 8<br>100% | 8<br>100% | 8<br>100% | 8<br>100% |
| B.J.S.B | 15<br>100% | 12<br>80% | 12<br>80% | 12<br>80% | 11<br>73.33% |
| Uttara | 8<br>100% | 8<br>100% | 8<br>100% | 8<br>100% | 8<br>100% |

TABLE – 1.7

OFFICIAL'S KNOWLEDGE ABOUT THE PURPOSE OF R.F.E.P.

| Name of the Bank | Have Knowledge | Have no Knowledge |
|---|---|---|
| Agrani | 8<br>80% | 2<br>20% |
| I.R.D.P. | 15<br>100% | – |
| Janata | 7<br>100% | – |
| Rupali | 4<br>100% | – |
| Krishi | 16<br>94.13% | 1<br>5.88% |
| Pubali | 7<br>100% | – |
| Sonali | 8<br>100% | – |
| B.J.S.B. | 10<br>66.67% | 5<br>33.33% |
| Uttara | 7<br>87.5% | 1<br>12.5% |

TABLE - 1.8

WHETHER ANY OFFICIAL FROM HEAD OFFICE OR REGIONAL OFFICE COME TO SEE THE WORKING OF THE REEP

| Name of the Bank | Yes | No | Did not Respond |
|---|---|---|---|
| Agrani | 8<br>80% | 2<br>20% | |
| I.R.D.P. | 14<br>93.33% | - | 1<br>6.67% |
| Janata | 7<br>100% | - | - |
| Rupali | 4<br>100% | - | — |
| Krishi | 15<br>88.24% | 1<br>5.88% | 1<br>5.88% |
| Pubali | 7<br>100% | - | - |
| Sonali | 8<br>100% | - | - |
| B.J.S.B. | 13<br>86.67% | 2<br>13.33% | |
| Uttara | 8<br>100% | - | - |

TABLE-1.9

NUMBER OF VISITS OF OFFICIALS FROM HEAD OFFICE AND REGIONAL OFFICE

| Name of the Lending Institutions | FROM HEAD OFFICE | | FROM REGIONAL OFFICE | |
|---|---|---|---|---|
| | Total | Average | Total | Average |
| Agrani | 4 | 0.40 | 16 | 1.60 |
| I.R.D.P. | 41 | 2.73 | 62 | 4.13 |
| Janata | 24 | 3.43 | 36 | 5.14 |
| Rupali | 5 | 1.25 | 7 | 1.75 |
| Krishi | 19 | 1.11 | 39 | 2.29 |
| Pubali | 17 | 2.43 | 6 | 0.86 |
| Sonali | 35 | 4.38 | 32 | 4 |
| B.J.S.B. | 30 | 2 | 27 | 1.8 |
| Uttara | 42 | 5.25 | - | 0.00 |

TABLE – 1.10

DISTRIBUTION OF BRANCH OFFICERS BY NUMBER OF VISITS

| Name of the Bank | No. of Visits from Head Office | | | | | | More than 5 | No. of Visits from Regional Office | | | | | | More than 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 0 | 1 | 2 | 3 | 4 | 5 | | 0 | 1 | 2 | 3 | 4 | 5 | |
| Agrani | 3<br>30% | 4<br>40% | 3<br>30% | – | – | – | – | 3<br>30% | 4<br>40% | 2<br>20% | – | – | – | 1<br>10% |
| I.R.D.P. | 1<br>6.67% | 2<br>13.33% | 5<br>33.33% | 3<br>20% | | 4<br>26.67% | | 2<br>13.33% | | 4<br>26.67% | 1<br>6.67% | 2<br>13.33% | 1<br>6.67% | 5<br>33.33% |
| Janata | – | 1<br>14.28% | 2<br>28.57% | 1<br>14.28% | | 1<br>14.28% | 2<br>28.57% | | 1<br>14.28% | | 2<br>28.57% | | 2<br>28.57% | 2<br>28.57% |
| Rupali | – | 3<br>75% | 1<br>25% | | | | | – | 2<br>50% | 1<br>25% | 1<br>25% | | | |
| Krishi | 4<br>23.53% | 9<br>52.94% | 1<br>5.88% | 2<br>11.76% | | 1<br>5.88% | | 3<br>17.65% | 6<br>35.29% | 3<br>17.65% | 3<br>17.65% | | | 2<br>11.76% |
| Pubali | – | 1<br>14.29% | 4<br>57.14% | | 2<br>28.57% | | | – | 6<br>85.71% | 1<br>14.29% | | | | |
| B.J.S.B. | 4<br>26.67% | 3<br>20% | 1<br>6.67% | 6<br>40% | | 1<br>6.67% | | 6<br>40% | 5<br>33.33% | 1<br>6.67% | | | | 3<br>20% |
| Sonali | | | 2<br>25% | 3<br>37.5% | 1<br>12.5% | | 2<br>25% | – | – | 1<br>12.5% | 2<br>25% | 2<br>25% | 2<br>25% | 1<br>12.5% |
| Uttara | | | | | 4<br>50% | | 4<br>50% | 4<br>50% | 1<br>12.5% | 3<br>37.5% | | | | |

TABLE – 1.11

DISTRIBUTION OF BRANCH CHIEF & OTHER LENDING STAFF
BY REASONS AS TO WHY THE TRAINING WAS UNSATISFACTORY

| REASONS | BRANCH CHIEF | | | | | | | | | | LENDING STAFF | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | B.J.S.B. | I.R.D.P. | KRISHI | RUPALI | PUBALI | SONALI | AGRANI | UTTARA | JANATA | TOTAL | B.J.S.B. | I.R.D.P. | KRISHI | RUPALI | PUBALI | SONALI | AGRANI | UTTARA | JANATA | TOTAL |
| Training short and inadequate | | 100% | | 100% | | 100% | 100% | 100% | | 55.6% | 83.3 | 100% | 66.7% | 100% | 50% | 100% | | 100% | 100% | 77.8% |
| Attention couldnot be given to training due to financial trouble | | | | | | | | | | | 16.67 | | | | | | | | | 11.1% |
| In different aspects proper and useful training was not given | | | | 100% | | | | | 100% | 22.2% | | | 33.3% | | | 50% | | | | 22.2% |
| No acquaintance with this type of work this is for the first time | | | | | | | | 100% | | 11.1% | | | | | | | | 25% | | 11.1% |
| Language of the foreign trainers were not under stood | | | | | | | | | | | | | | | | 50% | | | | 11.1% |
| New Project as such vivid discussion required | | | | | | | | | | | | | 33.3% | | 50% | 50% | | | | 33.3% |
| | – | 1 | – | 2 | – | 1 | 1 | 2 | 1 | | 2 | 1 | 3 | 1 | 2 | 4 | | 2 | 1 | |

TABLE – 1.12

DISTRIBUTION OF BANK OFFICIALS BY THEIR KNOWLEDGE OF THE PURPOSE OF THE PROJECT

| | B.J.S.B. | I.R.D.P | KRISHI | SONALI | RUPALI | UTTARA | JANATA | AGRANI | PURALI | TOTAL | PERCENTAGE |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Under this project loan is given to small farmers lendless labourers and artisans to boost up their production so that the country may proceed to the path of self sufficiency. | 1<br>40% | 9<br>75% | 12<br>70.59% | 6<br>75% | 4<br>100% | 5<br>62.5% | 3<br>42.86% | 8<br>80% | 5<br>71.43% | 9<br>100% | |
| To advice loanees for proper utilization of loan to accumulate capital | | 2<br>16.67% | | 1<br>12.5% | | | | | | 2<br>22.22% | |
| To create employment opportunity and make self dependent | 1<br>10% | | 3<br>17.65% | 1<br>12.5% | | 2<br>25% | 3<br>42.86% | 2<br>20% | 1<br>14.28% | 7<br>77.78% | |
| To make people frugal with the contact of Bank | 1<br>10% | 1<br>8.33% | | 2<br>25% | | 3<br>37.5% | | 1<br>10% | 1<br>14.28% | 6<br>66.67% | |
| To disburse loan to the members of Krishi Samatava Samity to enhance production and rural wealth | 2<br>20% | | | | 1<br>25% | | 1<br>14.28% | | | 3<br>33.33% | |
| To identify the convenient model of Rural Finance Experimental project | | | | 1<br>12.5% | | | | | | 1<br>11.11% | |
| To make Commercial Banks rural oriented | | | | 1<br>12.5% | | | | | | 1<br>11.11% | |
| To give necessary advice and educate village people about modern technology | | | 1<br>5.88% | 1<br>12.5% | | | | | | 2<br>22.22% | |
| TOTAL | 4 | 4 | 4 | 9 | 2 | 3 | 4 | 4 | 4 | | |

## CHAPTER 2

## EVALUATION OF EFFORTS

The purpose of this Chapter is to assess the quantity and quality of activities undertaken by the lending institutions related to the project. Information was collected to see the level of efforts made by the lending institutions in terms of the nature of activities, percentage of officers undertaking a particular activity and the proportion of working time spending for the activities. In order to judge the level of efforts the respondents were asked to answer the following questions : -

a) Do they inform the Head or Regional Office regarding activities related to the project ?

b) Do they discuss the credit programme with any body in the village ?

c) What methods they adopt for selecting applicants for loans and

d) what proportion of the working time they spend on project related activities ?

Data collected on each lending institution were then compared and analysed to provide a ranking in order to demonstrate the position of each in relation to the other. The ranking is shown in the table (7A)

OBSERVATIONS

(1) All the officers of I.R.D.P., Agrani, Janata, Pubali, Sonali, and Uttara Banks mentioned that they informed the Head or Regional Office about activities related to the project. In case of Krishi, Rupali and B.J.S.B, 5.88%, 25% and 20% of officers respectively mentioned that they did not inform either the Head Office or the Regional Office.

TABLE - 2A

RANKING OF LENDING INSTITUTIONS
ACCORDING TO EFFORT VARIABLES

| RANK | INFORM THE HEAD OF REGIONAL OFFICE | METHODS OF SELECTING APPLICANTS FOR LOANS | DISCUSSION OF THE PROGRAMME WITH VILLAGERS | TIME SPENTS ON R. F. E. P. |
|---|---|---|---|---|
| I. | AGRANI<br>IRDP<br>JANATA<br>PUBALI<br>SONALI<br>UTTARA | PUBALI | AGRANI<br>IRDP<br>JANATA<br>RUPALI<br>SONALI<br>B.J.S.B.<br>UTTARA | JANATA |
| 2. | KRISHI | SONALI | KRISHI | RUPALI<br>SONALI |
| 3. | BJSB | AGRANI | | UTTARA |
| 4. | RUPALI | JANATA | | PUBALI |
| 5. | | RUPALI | | KRISHI |
| 6. | | KRISHI<br>BJSB | | AGRANI |
| 7. | | IRDP<br>UTTARA | | BJSB |
| 8. | | | | IRDP |

TABLE (2B)

| Lending Institution | Largest number or percent of officers | Proportion of time spending on project activities * | Proportion of time spent by each officer on an average * |
|---|---|---|---|
| Agrani | 50% | 20-30% | 27% |
| I.R.D.P | 40% | 1 - 10% | 16.33% |
| Janata | 71.43% | 40% or more | 37.86% |
| Rupali | 50% | 30-40% | 35% |
| Krishi | 41.18% | 40% or more | 27.94% |
| Pubali | 57.14% | 40% or more | 32.14% |
| Sonali | 62.5% | 40% or more | 35% |
| B.J.S.B. | 46.67% | 20- 30% | 20.33% |
| Uttara | 50% | 40% or more | 32.5% |

* Proportion of working time per week.

(2) Officers of all the lending institutions except Krishi mentioned that they discussed the program with the villagers. In case of Krishi only one officer out of 17 mentioned that he did not discuss the programme with any body in the village.

(3) Nearly 72% of the officers (highest ) of Janata Bank spend more than 40% of their working time per week on project activities while only 6.67% of the officers of I.R.D.P. spend more than 40% of their working time on project activities. Again 40% of the officers of I.R.D.P. spend only 10% of their working time on project activities. Thus I.R.D.P. spends lowest proportion of working time and Janata spends highest proportion of working time on project activities. Table(2.B)gives a comperative picture of the lending institutions regarding the proportion of time spent.

(4) In selecting applicants for loans different methods are being used by lending institutions. Again differences are also observed among branches within each lending institution regarding the methods adopted. In terms of the percentage of officers Agrani and B.J.S.B. rank highest in interviewing applicants, I.R.D.P.in consulting chairman and members and Pubali in consulting other local leaders as well as friends and relatives of the applicants. The proportion of officers of Sonali Bank consulting persons other than Chairman, other local leaders or friends and relatives is the highest among the banks. In case of Rupali and B.J.S.B. 25% and 13.33% of the officers select loanees under pressure from local political groups. When officers within each lending institution are compared following picture is revealed(Table 2.C)

TABLE (2C)

| Lending Institution | Target Number of Officers | Smallest number of Officers |
|---|---|---|
| Agrani | Interview the applicants | Use methods other than interviewing or consulting any body. |
| I.R.D.P. | Consult Chairman or members of Union Council | Consult other local leaders |
| Janata | Consult persons other than Chairman, other local leaders or friends or relatives. | Consult friends and Relatives |
| Rupali | Use method other than interviewing the applicant or consulting any body. | Consult Chairman or other local leaders |
| Krishi | Interview the applicants | Consult persons other than Chairman, local leaders or friends & relatives. |
| Pubali | Interview the applicants | Consult persons other than Chairman, local leaders or friends & relatives. |
| Sonali | Consult persons other than the Chairman, other local leaders or friends & relatives. | Consult Chairman, other local leaders or friends and relatives |
| B.J.S.B. | Interview the applicants | Under pressure from local leaders |
| Uttara | Interview the applicants | |

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TABLE - (2.1)

WHETHER THE OFFICIALS INFORM THE HEAD OR REGIONAL OFFICE, MATTERS RELATED TO R.F.E.P

| Name of the Bank | Inform | Do not Inform | INFORM THE Regional office | Head Office |
|---|---|---|---|---|
| Agrani | 10<br>100% | | 10<br>100% | 10<br>100% |
| I.R.D.P. | 15<br>100% | | 14<br>93.33% | 11<br>73.33% |
| Janata | 7<br>100% | | 7<br>100% | 7<br>100% |
| Rupali | 3<br>75% | 1<br>25% | 3<br>75% | 3<br>75% |
| Krishi | 16<br>94.12% | 1<br>5.88% | 12<br>70.59% | 14<br>82.35% |
| Pubali | 7<br>100% | | 7<br>100% | 7<br>100% |
| Sonali | 8<br>100% | | 8<br>100% | 8<br>100% |
| B.J.S.B. | 12<br>80% | 3<br>20% | 5<br>33.33% | 9<br>60% |
| Uttara | 8<br>100% | - | - | 8<br>100% |

TABLE - (2.2)

DISTRIBUTION OFFICIALS BY METHODS OF SELECTING APPLICANTS FOR LOANS

| Name of the Bank | METHODS OF SELECTING APPLICANTS | | | | | | |
|---|---|---|---|---|---|---|---|
| | By Interviewing the Applicant | BY CONSULTING | | | | Under pressure from local political Groups | Other |
| | | Chairman or Members | Other Local Leaders | Friends & Relatives of the Applicant | Others | | |
| Agrani | 8<br>80% | - | 5<br>50% | 5<br>50% | 3<br>30% | - | 1<br>10% |
| I.R.D.P. | 6<br>40% | 9<br>60% | 1<br>6.67% | 2<br>13.33% | 2<br>13.33% | - | 8<br>53.33% |
| Janata | 4<br>57.14% | 2<br>28.57% | 2<br>28.57% | 1<br>14.29% | 5<br>71.43% | - | 3<br>42.86% |
| Rupali | 2<br>50% | 1<br>25% | 1<br>25% | - | 2<br>50% | 1<br>25% | 3<br>75% |
| Krishi | 10<br>58.82% | 7<br>41.18% | 4<br>23.53% | 4<br>23.53% | 1<br>5.88% | - | 7<br>41.18% |
| Pubali | 5<br>71.43% | 4<br>57.14% | 4<br>57.14% | 4<br>57.14% | 1<br>14.29% | - | 2<br>28.57% |
| Sonali | 4<br>50% | 2<br>25% | 2<br>25% | 2<br>25% | 7<br>87.5% | - | 4<br>50% |
| B.J.S.B. | 12<br>80% | 4<br>26.67% | 3<br>20% | - | 3<br>20% | 2<br>13.33% | 4<br>26.67% |
| Uttara | 5<br>62.5% | 1<br>12.5% | 1<br>12.5% | 2<br>25% | 1<br>12.5% | - | 3<br>37.5% |

TABLE (2.3)

WHETHER THE OFFICIALS DISCUSS THE PROGRAM WITH ANY BODY IN THE VILLAGE

| Name of Bank | Yes | No. |
|---|---|---|
| Agrani | 10<br>100% | |
| I.R.D.P. | 15<br>100% | |
| Janata | 7<br>100% | |
| Rupali | 4<br>100% | |
| Krishi | 16<br>94.12% | 1<br>5.88% |
| Pubali | 7<br>100% | |
| Sonali | 8<br>100% | |
| B.J.S.B. | 15<br>100% | |
| Uttara | 8<br>100% | |

TABLE - (2.4)

TIMES SPENT ON R.F.E.P. BY THE OFFICIALS OF LENDING INSTITUTIONS

| Name of the Bank | PERCENTAGE OF TIME SPENT PER WEEK | | | | | Average |
|---|---|---|---|---|---|---|
| | 0- 10% | 10-20% | 20-30% | 30-40% | 40% above | |
| Agrani | - | 2<br>20% | 5<br>50% | 2<br>20% | 1<br>10% | 27% |
| I.R.D.P. | 6<br>40% | 4<br>26.67% | 3<br>20% | 1<br>6.67% | 1<br>6.67% | 16.33% |
| Janata | - | 1<br>14.29% | 1<br>14.29% | - | 5<br>71.43% | 37.86% |
| Rupali | - | - | 1<br>25% | 2<br>50% | 1<br>25% | 35% |
| Krishi | 3<br>17.65% | 2<br>29.41% | - | 2<br>11.76% | 7<br>41.18% | 27.94% |
| Pubali | 1<br>14.29% | 1<br>14.29% | 1<br>14.29% | - | 4<br>57.14% | 32.14% |
| Sonali | - | 2<br>25% | 1<br>12.5% | - | 5<br>62.5% | 35% |
| B.J.S.B. | 4<br>26.67% | 2<br>13.33% | 7<br>46.67% | 1<br>6.67% | 1<br>6.67% | 20.33% |
| Uttara | 1<br>12.5% | 1<br>12.5% | 1<br>12.5% | 1<br>12.5% | 4<br>50% | 32.5% |

CHAPTER - 3

## ASSESSMENT OF CONSTRAINTS

In order to identify the level of constraints quarries were also made regarding the problems faced by the officers of lending institutions. They were asked to say whether they had any problem regarding different aspects of lending such as loan approval decision, RFEP accounting procedure, interst rate or in reaching target group. They were also asked to comment on whether the size of staff working for RFEP was adequate or not. Level of constraints of each lending institution was determined on the basis of percentage of officers facing; problems on different aspects as mentioned above. The lending institutions were then ranked in descending order according to the level of constraints on different aspects.

### OBSERVATIONS

(1) Among the lending institutions Janata Bank has the highest percentage of officers who have problems in reaching target group. In case of loan approval decision and RFEP accounting procedure Sonali Bank ranks highest with 62.5% and 75% of the officers respectively having such problems. In case of interest rate Agrani and Janata have larger difficulties compared to other banks with 100% and 85.71% of the officers respectively having such problems. When officers within each lending institution are compared regarding problems on different aspects of lending it is observed that largest proportion of officers of all the lending institutions face difficulties regarding interest rate (Table 3B).

(2) The officers of lending institutions were also asked whether they had any other difficulties apart from those mentioned above. All the officers of Uttara, 81.5% of Sonali, 86.67% of B.J.S.B. 75% of Agrani, 58.82% of Krishi, 57.14% of Pubali, 46.67% of I.R.D.P and 42.86% of Janata replied in the affirmative.

TABLE ( 3A )

RANKING OF LENDING INSTITUTIONS

ACCORDING TO CONSTRAINTS

| RANK | PROBLEM REGARDING DIFFERENT ASPECT OF LENDING | | | | | | |
|---|---|---|---|---|---|---|---|
| | TARGET GROUP | LOAN APPROVAL DECISION | RFEP ACCOUNTING PROCEDURE | INTEREST RATE | ANY OTHER DIFFICULTY | SIZE OF STAFF FOR R.F.E.P. | NOT ADEQUATE |
| 1 | JANATA | SONALI | JANATA<br>SONALI | AGRANI | UTTARA | AGRANI | |
| 2 | UTTARA | B.J.S.B. | AGRANI | JANATA | SONALI<br>B.J.S.B. | JANATA<br>KRISHI<br>SONALI | |
| 3 | KRISHI<br>RUBALI | RUBALI | B.J.S.B. | RUBALI<br>SONALI | AGRANI | B.J.S.B.<br>RUBALI | |
| 4 | SONALI<br>AGRANI<br>B.J.S.B. | JANATA<br>KRISHI<br>UTTARA<br>AGRANI | I.R.D.P<br>RUPALI<br>KRISHI | B.J.S.B.<br>KRISHI | RUPALI<br>KRISHI<br>RUBALI | I.R.D.P. | |
| 5 | I.R.D.P. | I.R.D.P. | RUBALI | I.R.D.P<br>RUPALI | I.R.D.P<br>JANATA | RUPALI<br>UTTARA | |
| 6 | RUPALI | RUPALI | UTTARA | UTTARA | | | |

TABLE (3B)

| Lending Institution | Highest number or percent of Officers face problems in | Lowest. number or percent of officers face problems in |
|---|---|---|
| Agrani | Interest rate (100%)* | Loan approval decision(10%)* |
| I.R.D.P. | Interest rate (53.33%) | Loan approval decision(6.67%) |
| Janata | Interest rate (85.71%) | Loan approval decision(14.29%) |
| Rupali | Interest rate (50%) | Reaching target group or loan approval decision(none) |
| Krishi | Interest rate(64.71%) | Loan approval decision(11.76%) |
| Pubali | Interest rate(71.43%) | RFEP Accounting Procedure ( 14.29%) |
| Sonali | Interest rate (75% ) | Reaching target Group(37.5%) |
| B.J.S.B. | Interest rate (66.67%) | Reaching target group and loan approval decision(33.33%) |
| Uttara | Reaching target group (62.5% ) | R.F.E.P. Accounting Procedure ( none ) |

* Figure in Brackets indicate percent of Officers.

(3) Most of the officers of lending institutions except I.R.D.P. Rupali and Uttara mentioned that the size of staff working for RFEP was inadequate. In case of Rupali and Uttara 75% and in case of IRDP 60% of the officers mentioned that the size of staff was adequate. Most of the lending institutions required either field assistants or data collector and accountant or cashier. Two officers of Uttara bank mentioned that they require female field assistants or a female village agent for contacting the village women.

(4) Officers of lending institutions were also asked to say whether they consider project related activities as normal banking work or other than normal banking work. 40% of the branch chiefs and 53.33% of other lending staff consider these activities normal banking work while 60% of the branch chiefs and 41.67% of the other lending staff do not consider these normal banking work. Rather they consider these extra burden.

TABLE ( 3C )

OPINIONS OF BANK OFFICERS REGARDING THE NATURE OF PROJECT RESPONSIBILITIES

| BANK PERSONNEL | OPINION ABOUT THE NATURE OF PROJECT RESPONSIBILITIES | |
|---|---|---|
| | Normal Banking work | Other than normal Banking work |
| Branch Chiefs | 40% | 60% |
| Other lending Staff | 58.33% | 41.67% |

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TABLE - (3.1)

DISTRIBUTION OF OFFICIALS BY PROBLEMS
REGARDING DIFFERENT ASPECTS OF LENDING

| Name of the Bank | In reaching the target Group | | HAVE YOU ANY DIFFICULTY WITH THE FOLLOWING ASPECTS: Loan approval Decision | | R.F.E.P Accounting Procedure | | Interest Rate | | Any other Difficulty | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | Yes | No | Yes | No | Yes | No | Yes | No |
| Agrani | 3<br>30% | 7<br>70% | 1<br>10% | 9<br>90% | 6<br>60% | 4<br>40% | 10<br>100% | -<br>- | 7<br>70% | 3<br>30% |
| I.R.D.P. | 3<br>20% | 12<br>80% | 1<br>6.67% | 14<br>93.33% | 4<br>26.67% | 11<br>73.33% | 8<br>53.33% | 7<br>46.67% | 7<br>46.67% | 8<br>53.33% |
| Janata | 5<br>71.43% | 2<br>28.57% | 1<br>14.29% | 6<br>85.71% | 5<br>71.43% | 2<br>28.57% | 6<br>85.71% | 1<br>14.29% | 3<br>42.86% | 4<br>57.14% |
| Rupali | | 4<br>100% | - | 4<br>100% | 1<br>25% | 3<br>75% | 2<br>50% | 2<br>50% | 2<br>50% | 2<br>50% |
| Krishi | 7<br>41.18% | 10<br>58.82% | 2<br>11.76% | 15<br>88.24% | 4<br>23.53% | 13<br>76.47% | 11<br>64.71% | 6<br>35.29% | 10<br>58.82% | 7<br>41.18% |
| Pubali | 3<br>42.86% | 4<br>57.14% | 2<br>28.57% | 5<br>71.43% | 1<br>14.29% | 6<br>85.71% | 5<br>71.43% | 2<br>28.57% | 4<br>57.14% | 3<br>42.86% |
| Sonali | 3<br>37.5% | 5<br>62.5% | 5<br>62.5% | 3<br>37.5% | 6<br>75% | 2<br>25% | 6<br>75% | 2<br>75% | 7<br>87.5% | 1<br>12.5% |
| B.J.S.B. | 5<br>33.33% | 10<br>66.67% | 5<br>33.33% | 10<br>66.67% | 6<br>40% | 9<br>60% | 10<br>66.67% | 5<br>33.33% | 13<br>86.67% | 2<br>13.33% |
| Uttara | 5<br>62.5% | 3<br>37.5% | 1<br>12.5% | 7<br>87.5% | -<br>- | 8<br>100% | 3<br>37.5% | 5<br>62.5% | 8<br>100% | -<br>- |

TABLE ( 3.2)

WHETHER THE SIZE OF STAFF FOR R.F.E.P. IS ADEQUATE

| Name of the Bank | IS THIS SIZE ADEQUATE | |
|---|---|---|
| | Yes | No |
| Agrani | 1<br>10% | 9<br>90% |
| I.R.D.P. | 9<br>60% | 6<br>40% |
| Janata | 1<br>14% | 6<br>86% |
| Rupali | 3<br>75% | 1<br>25% |
| Krishi | 3<br>17.65% | 14<br>82.35% |
| Pubali | 2<br>28.57% | 5<br>71.43% |
| Sonali | 1<br>12.5% | 7<br>87.5% |
| B.J.S.B. | 4<br>26.67% | 11<br>73.33% |
| Uttara | 6<br>75% | 2<br>25% |

TABLE (3.3)

DISTRIBUTION OF OFFICIALS BY THEIR RATING OF STAFF

| Name of the Bank | RATING OF STAFF | | |
|---|---|---|---|
| | Unsatisfactory | Satisfactory | Excellent |
| Agrani | 3<br>30% | 5<br>50% | 2<br>20% |
| I.R.D.P. | - | 13<br>86.67% | 2<br>13.33% |
| Janata | 2.<br>28.57% | 5<br>71.43% | - |
| Rupali | 1<br>25% | 3<br>75% | |
| Krishi | 3<br>17.65% | 14<br>82.35% | |
| Pubali | 1<br>14.29% | 4<br>57.14% | 2<br>28.57% |
| Sonali | - | 2<br>25% | 6<br>75% |
| B.J.S.D. | 3<br>20% | 10<br>66.67% | 2<br>13.33% |
| Uttara | 1<br>12.5% | 6<br>75% | 1<br>12.5% |

TABLE (3.4)

DISTRIBUTION OF OFFICERS LENDING INSTITUTION BY THEIR OPINION REGARDING THE REQUIREMENTS OF AND REASON FOR ADDITIONAL STAFF

REQUIREMENTS

| POST | B.J.S.B. 1 | PUBALI 2 | SONALI 3 | UTTARA 4 | JANATA 5 | KRISHI 6 | I.R.D.P. 7 | RUPALI 8 | AGRANI 9 |
|---|---|---|---|---|---|---|---|---|---|
| Manager/Officer | 1<br>7.69% | | | | | | | 2<br>50% | 2<br>22.22% |
| Field Assistant/ Supervisor/Data Collector | 3<br>23.07% | 2<br>50% | 2<br>33.33% | | 1<br>16.66% | 6<br>46.15% | 1<br>25% | | 3<br>33.33% |
| Accountant/Clerk/ Cashier | 7<br>53.84% | 3<br>75% | 5<br>83.33% | | 4<br>66.66% | 6<br>46.15% | 2<br>50% | 2<br>50% | 3<br>33.33% |
| Village Agent | 1<br>7.69% | | | | | | | | 11.11% |
| Junior Assistant (Female) | | | | 1<br>50% | | | | | |
| Village Agent (Female ) | | | | 1<br>50% | | | | | |
| Messenger /Peon/ Guard | 4<br>30.76% | 4<br>100% | 2<br>33.33% | | | 5<br>38.46% | | | |

REASONS

Excessive pressure of word (1,6,8)

To instruct and meet target group persons ( 6 )

For the smooth functioning and development of the project (1,2,5,6)

For keeping account and information of repayment of the loanees. (2,3,8,9)

Inadequate manpower (1,2,3,6,7)

Extra staff required for Collection of interest, debt & supervision. ( 1 )

Office assistant required for smooth work & security (1)

To discuss with village women folk (4,6)

Not possible to do official village work and discussion of the problems of the loanees alone. (1,3,6,9)

TABLE (3.5)

DISTRIBUTION OF BRANCH CHIEFS AND OTHER LANDING STAFF BY OPINIONS REGARDING THE NATURE OF PROJECT RESPONSIBILITIES

| LENDING INSTITUTION | BRANCH CHIEF | OTHER LENDING STAFF | BRANCH CHIEF | OTHER LENDING STAFF |
|---|---|---|---|---|
| | Normal Banking work | Other than normal Banking work | Normal Banking work | Other than normal Banking work |
| B J S B | | 44.44% | 100% | 55.55% |
| SONALI | 50% | 16% | 50% | 83.33% |
| RUPALI | 66.67% | 100% | 33.33% | - |
| KRISHI | 16.67% | 81.82% | 63.33% | 18.18% |
| UTTARA | 33.33% | 80% | 66.67% | 20% |
| AGRANI | 37% | - | 66.5% | 100% |
| I R D P | 71.43% | 60% | 28.57% | 40% |
| PUBALI | 33.33% | 75% | 66.66% | 25% |
| JANATA | | 60% | 100% | 40% |

## CHAPTER 4

### COMPARATIVE STUDY OF THE LEVEL OF PERFORMANCE AND RELATED VARIABLES

In the previous chapters attempts were made to evaluate the managerial capacity of the respondents of different lending institutions, efforts made by them towards the fulfilment of project objectives and the constraints they faced in carrying out project duties. These were done on the basis of observations on aspects which define a particular variable such as capacity, effort or constraint. The purpose of the present chapter is to make a comparative study of the lending institutions after aggregating data on each of the above mentioned variables and then recording their performance in terms of the number of loans disbursed and the average amount of savings achieved.

The lending institutions have been compared here with each other in order to arrive at some approximate conclusions regarding these variables since at this stage enough data on "objectively verifiable indicators" could not be collected to set out satisfactory standards. In order to compare the lending institutions points have been calculated on different aspects of a particular variable on the basis of percentages of respondents. One point has been given for ten percent at the respondents. The points have been added together to give the total scores on a variable. Additional weights have been given to stress the importance at higher educational qualifications, higher proportions if time spent on project activities and better methods of selecting applicants for loans.

The lending institutions have been grouped into four categories A.B.C. and D in descending order for each of the variables such as capacity, efforts, constraints and performance. In case of management capacity those lending institutions belong to catagory A,B,C. and D which scored more than 90,80.01 to 90, 70.01 to 80 and less than 70 points respectively. In case of efforts those institutions belong to A,B,C. and D catagories which scored more than 100,82 to 93, 70 to 80 and less than 70 points respectively. The lending institutions which scored more than 40, 30.01 to 40, 20.01 to 30 and less than 20 points were categorised into A,B,C and D groups respectively

according to constraints. In case of performance institutions scoring more than 20, 5 to 10, 1 to 5 and less than 1 points were catogorised into A, B,C and D groups respectively.

OBSERVATIONS

(A) Capacity and efforts :

(1) Some institutions have higher level capacity but made lower level efforts. Thus Rupali has B level capacity but made C level efforts while I R D P has C level capacity but made D level efforts.

(2) Some institutions have lower level capacity but made higher level efforts. Thus Sonali and Pubali with C level Capacity made A level efforts while Agrani and Krishi with C level Capacity made B level efforts.

(3) Janata with A level capacity made A level efforts.

(B) Constraints and performance :

(1) All the institutions having A and B level constraints showed lower level performance. Thus Sonali with A level constraints showed C level performance, Janata and Agrani with B level constraints showed C level performance and BJSB with B level constraints showed D level performance. Uttara with B level constraints showed B level performance.

(2) All the institutions which have C and D level constraints showed higher level performance. Thus Pubali and Krishi have C level constraints but showed A level performance, Rupali and I R D P have D level constraints but showed B and C level performance respectively.

TABLE -(4A)

CATEGORIZATION OF LENDING INSTITUTIONS
ACCORDING TO EVALUATION VARIABLES

| CATEGORY | CAPACITY | EFFORT | CONSTRAINT | PERFORMANCE |
|---|---|---|---|---|
| A | JANATA | PUBALI<br>JANATA<br>SONALI | SONALI | PUBALI<br>KRISHI |
| B | RUPALI | AGRANI<br>KRISHI | JANATA<br>AGRANI<br>B J S B<br>UTTARA | UTTARA<br>RUPALI |
| C | SONALI<br>I R D P<br>KRISHI<br>AGRANI<br>PUBALI | UTTARA<br>RUPALI<br>B J S B | PUBALI<br>KRISHI | SONALI<br>AGRANI<br>JANATA<br>I R D P |
| D | UTTARA<br>B J S B | I R D P | I R D P<br>RUPALI | B J S B |

(3) No relation has been observed between capacity and efforts while an inverse relation could be observed between constraints and performance.

(C) Rating of Staff and Loan disbursement :

(1) Rating of staff by the Bank officers seem to have some relationship with the number of loans disbursed per worker. Thus in case of branches of Agrani where rating of staff was satisfactory, each worker disbursed 19 loans on an average whereas in case of branches where rating of staff was excellent each worker disbursed 55 loans on an average. Again in case of Krishi branches where rating of staff was unsatisfactory 43 loans were disbursed per worker and in case of branches where rating was satisfactory 72 loans were disbursed per worker. The same trend could also be found in case of Janata and Pubali. The only exception was B J S B where an inverse relation could be observed.

(2) When the lending institutions are compared by the number of loans disbursed sharp differences can be observed in their rating of staff. Thus in case of Agrani branches where rating was satisfactory each worker disbursed 19 loans on an average whereas in cases of Janata, Krishi and Sonali branches where rating was unsatisfactory each worker on an average disbursed 20, 43 and 34 loans respectively. Again in case of Pubali branches where rating was satisfactory, 63 loans were disbursed per worker while in case of Agrani branches where rating was excellent only 55 loans were disbursed per worker.

(D) Size of staff and loan disbursement :

(1) In case of Krishi branches where size of staff is adequate, 82 loans were disbursed per worker which is the highest among all the branches of lending institutions where size of staff is adequate. Only 5 loans were disbursed per worker in case of BJSB branch with adequate size of staff. This figure is the lowest among the branches. Thus there is a difference of 77 between the highest and lowest numbers.

(2) In case of Rubali branches where size of staff was said to be inadequate 87 loans were disbursed per worker. This is the highest among all the branches of all lending institutions having inadequate size of staff. In case of B J S B branches where size of staff was said to be inadequate only 6 loans were disbursed per worker. This is the lowest among all the branches having inadequate size of staff . Thus there is a difference of 81 between the highest and lowest numbers.

(3) It is observed that the highest number of loans disbursed per worker in case of branches having inadequate size of staff is higher than the highest number of loans disbursed per worker in case of branches having adequate size of staff. Also the lowest number of loans disbursed per worker in case of branches having inadequate size is higher than the lowest number of loans disbursed per worker in case of branches having adequate size of staff.

(E) Proportion of time spent and loan disbursement :

(1) In case of officers who spend 10% to 20% of their time on project activities Krishi Bank has the highest number of loans disbursed per worker which is 38. In case of officers spending 20% to 30% of their time, Rupali has the highest number of loans (52) disbursed per worker. Krishi again has the highest number of loans that is 67 and 146, disbursed per worker in case of officers who spend 30% to 40% and more than 40% of their time respectively.

(2) It appears from above that there is a positive relation between the proportion of time spent and the number of loans disbursed. Thus in case of officers spending 10% to 20% of their time, the highest number of loans disbursed per worker is 38 while in cases of officers spending 20% to 30%, 30% to 40% and above 40% at their time the highest number of loans disbursed per worker are 52, 67 and 146 respectively.

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TABLE - ( 4.1 )

RATING OF STAFF AND LOAN DISBURSEMENT

| NAME OF THE BANK | LOAN DISBURSED | RATING OF STAFF | | |
|---|---|---|---|---|
| | | UNSATISFACTORY | SATISFACTORY | EXCELLENT |
| AGRANI | PER BRANCH | - | 31 | 109 |
| | PER WORKER | | 19 | 55 |
| I.R.D.P. | PER BRANCH | - | 20 | - |
| | PER WORKER | - | 11 | - |
| JANATA | PER BRANCH | 20 | 27 | - |
| | PER WORKER | 20 | 22 | - |
| RUPALI | PER BRANCH | - | 7 | - |
| | PER WORKER | - | 42 | - |
| KRISHI | PER BRANCH | 128 | 205 | - |
| | PER WORKER | 43 | 72 | - |
| PUBALI | PER BRANCH | - | 104 | 266 |
| | PER WORKER | - | 63 | 133 |
| SONALI | PER BRANCH | 101 | - | - |
| | PER WORKER | 34 | - | - |
| B.J.S.B. | PER BRANCH | 28 | 14 | 12 |
| | PER WORKER | 7 | 7 | 2 |
| UTTARA | PER BRANCH | - | 85 | - |
| | PER WORKER | - | 38 | - |

TABLE - (4.2 )

SIZE OF STAFF AND LOAN DISBURSEMENT

| NAME OF THE BANK | LOAN DISBURSED | WHETHER SIZE OF STAFF ADEQUATE | |
|---|---|---|---|
| | | Y E S | N O |
| AGRANI | PER BRANCH | 6 | 51 |
| | PER WORKER | 6 | 26 |
| I.R.D.P. | PER BRANCH | 27 | 9 |
| | PER WORKER | 11 | 9 |
| JANATA | PER BRANCH | - | 26 |
| | PER WORKER | - | 22 |
| RUPALI | PER BRANCH | - | 70 |
| | PER WORKER | - | 42 |
| KRISHI | PER BRANCH | 163 | 206 |
| | PER WORKER | 82 | 74 |
| PUBALI | PER BRANCH | 116 | 174 |
| | PER WORKER | 77 | 87 |
| SONALI | PER BRANCH | - | 101 |
| | PER WORKER | - | 34 |
| B.J.S.B. | PER BRANCH | 8 | 17 |
| | PER WORKER | 5 | 6 |
| UTTARA | PER BRANCH | 100 | 40 |
| | PER WORKER | 43 | 20 |

TABLE - (4.3 )

PROPORTION OF TIME SPENT AND LOAN DISBURSEMENT

| NAME OF THE BANK | LOAN DISBURSED | TIME SPENT | | | | |
|---|---|---|---|---|---|---|
| | | 0 -10% | 10- 20% | 20-30% | 30-40% | ABOVE 40% |
| AGRANI | PER BRANCH | | 17 | 21 | 109 | 73 |
| | PER WORKER | - | 8 | 13 | 55 | 36 |
| I.R.D.P. | PER BRANCH | 22 | 33 | - | 30 | - |
| | PER WORKER | 13 | 8 | - | 7 | - |
| JANATA | PER BRANCH | - | - | - | - | 26 |
| | PER WORKER | - | - | - | - | 22 |
| RUPALI | PER BRANCH | - | - | 52 | 79 | - |
| | PER WORKER | - | - | 52 | 39 | - |
| KRISHI | PER BRANCH | 326 | 132 | - | 169 | 208 |
| | PER WORKER | 36 | 38 | - | 67 | 146 |
| PUBALI | PER BRANCH | 95 | - | - | | 161 |
| | PER WORKER | 46 | - | - | | 97 |
| SONALI | PER BRANCH | - | - | - | - | 101 |
| | PER WORKER | - | - | - | - | 34 |
| B.J.S.B. | PER BRANCH | 17 | 1 | 19 | 11 | 11 |
| | PER WORKER | 6 | - | 7 | 11 | 2 |
| UTTARA | PER BRANCH | 120 | 45 | 135 | 40 | - |
| | PER WORKER | 60 | 23 | 45 | 20 | - |

TABLE - ( 4.4 )

NO. OF LOAN APPLICATIONS RECEIVED AND
NO. OF LOANS DISBURSED ( AS OF AUGUST,1979)

| NAME OF THE BANK | NO. OF APPLICATIONS RECEIVED | | NO. OF LOANS DISBURSED | |
|---|---|---|---|---|
| | TOTAL | AVERAGE (PER BRANCH) | TOTAL | AVERAGE (PER BRANCH) |
| AGRANI | 572 | 57 | 444 | 44 |
| I.R.D.P. | 527 | 35 | 449 | 30 |
| JANATA | 274 | 39 | 150 | 21 |
| RUPALI | 278 | 69 | 270 | 68 |
| KRISHI | 3394 | 200 | 3323 | 195 |
| PUBALI | 1245 | 178 | 1009 | 144 |
| SONALI | 1102 | 138 | 801 | 100 |
| B.J.S.B. | 758 | 51 | 179 | 12 |
| UTTARA | 745 | 93 | 680 | 85 |

## CHAPTER - 5

## CONCLUSIONS AND RECOMMENDATIONS

The survey has brought out some important facts about the operation of the branches of lending institutions. It revealed certain organisational inadequaies and weaknesses as well as certain bottlenecks which hamper the proper implementation of the models. These again are not same for all branches of the lending institutions. In some cases organisational problems were of considerable significance while in others conditions in the villages posed problems. Though the problems were not same for all the branches yet some have been found to be common to the majority of the lending institutions. It is observed that -

1. Most of the branch officers of different lending institutions do not have accurate knowledge about the purpose of the project.
2. Most of the officers working for a model do not have any idea about another model.
3. Within the same model emphasis varies with respect to different aspects of lending.
4. Officers of the lending institutions spend a very small proportion of their working time on project activities. Officers of five lending institutions spend on an average 30 to 35 percent of their working time on project activities while officers of the rest spend less than 30 percent of their working time.
5. Inadequate number of staff has been found to be a major obstacle. The officers who are working for RFEP have also to engage themselves in other banking activities. Many Officers consider the project activities extra burden.
6. Lack of transport facilities have also slowed down the progress of work in many cases. Officers of the lending institutions complained that most of their time and energy were spent in reaching and coming back from the project area.
7. One of the reasons for the low progress in the disbursement of loans has been the difficulty in reaching the target group. One or combination of some of the following reasons has been mentioned by the branch officials :

i. Difficulty in obtaining data on the income and property of the applicants. The applicants generally do not reveal their actual income and wealth.

ii. High rate of interest does not attract target group people. Under the 100 crore taken credit program loan can be obtained at 11 percent rate of interest.

iii. In some cases farmers are not interested to take loans for agricultural purposes due to uncertainty regarding the increase in agricultural output . But some model restrict the use of loans to agricultural purposes only.

iv. In some cases decision to sanction loan is taken at a higher level which involves a considerable amount of time. The process thus gives rise to problems which ultimately reduces the number of loanees. Such problems have been experienced in cases of Janata, IRDP and BJSB models.

8. As regards RFEP accounting procedure many branch officials mentioned that it was complicated, lengthy and time consuming.

9. It has been complained by many officers that the amount of loan is not sufficient to meet the requirements of the loanees. This is particularly true in case of non-agricultural loans. This produces a negative effect on the willingness of the poorer families to borrow.

10. Non-cooperation of the local influential peopleand money lenders hampers the program in a many cases.

It follows from our observations that the models are not being implemented in the way they should have been. The objective of the program as we have mentioned is to test nine models so as to know how better to design credit program for the rural poor. Each model contains certain characteristics which separate it from others. Thus the models represent different ways of organising credit programs in the rural areas. The intention of the project is to determine the advantages and disadvantage of organising various ways of deliverying credit. Each of the models has its own ways of selecting loanees, disbursing loans and mobilising savings. These activities plus the activities related to the supervision of loan utilization involve considerable amount of time and effort. But the survey revealed that the required amount

of efforts are not being made by the officers of the lending institutions. They spend a small proportion of their working time on project activities. Most of them do not make regular visits to the project areas, nor do they made proper investigations before selecting loanees or disbursing loans. Proper supervision of the credit use and the prevision of technical assitance to the farmers are not also being made as per requirements. Moreover the low level of efforts made towards mobilization of savings and recovery of loans are also contributing to undermine the objective to test whether the organization of credit delivery could be made self generating.

RECOMMENDATIONS :

It thus seems from our observations that unless proper steps are taken immediately it would be difficult to test the models as designed. We would therefore like to make following general recommendations.

1. Full time officers should be engaged for each of the model areas.

2. The size of staff in each area should be adequate so as to meet strictly the requirements of each model and implement the model characteristics.

3. The officers should be given incentives to make regular visits to the model areas. This can be done in the form of travel allowances or transport facilities.

4. The officers should be properly motivated. They should be given clear idea about the purpose of the project. They should have complete knowledge about different model variants and the characteristics associated with them. Unless they can differentiate their own model from other models they will not be in a position to work strictly according to their own model requirements.

5. Continuous supervision of the program from the Head or Regional Office is essential. Each lending institution should engage officers to make regular visits to the project areas. They should have clear knowledge about different models and should see that the specific

requirements of the models of their institution are being strictly met. These Officers should meet regularly with the consultants to discuss problems regarding the implementation of their model. There should be continuous exchange of views and information between them and the consultants as well as between them and the B D B regarding different aspects of model implementation.

6. The duty of the consultant would be to check whether the branch officers are deviating from the model requirements. Such a check should be made on a regular basis and if any deviation occurs the head office of the lending institution should be immediately informed of it.

7. Branch Officers in charge of project activities should be given clear instructions regarding different aspects of lending and saving. Officers of different branches should not have different impressions regarding a particular aspect. Each Officer should be asked to seek clarification regarding any aspect which appears confusing or obscure to him.

8. Before giving instructions the lending institutions should discuss with the consultants regarding the instructions to be given. The consultants should help lending institutions in drawing up guide lines, indicating the ways the activities related to different aspects of lending and saving to be handled and the specific requirements of the models to be met.

9. Most of the branch officers are facing problems regarding loan norm and interest. These aspects of lending, therefore, should be reconsidered. The amount of loan should be determined on the basis of the requirements of the loanees. Effectiveness of credit can be evaluated on the basis of its contribution to output. This again depends on the proportion that the amount of credit bears to total investment. Unless the proportion is significant it is difficult to judge the contribution that credit makes t to net increase in output. Again in case of a poor farmer or villager who has no surplus to invest credit means the only source of financing his investment plan. In such a case credit must meet his total requirements. Otherwise he will be compelled to use it for consumption purposes.

10. High rate of interest has been posing problems. Since there are other programs (such as 100 crore taka program) in operation which advance loans at lower rates of interest, the high rates of interest charged by the present experimental program discourage the rural poor to borrow. In order to attract them incentive may be given in the form of a rebate of a larger portion of interest than currently allowed. Large scale local publicity should be made and the target group people should be informed that a rebate may be obtained of a large part of interest by timely repaying the loan.

11. A large number of branch officers mentioned that the performance of the models could be made better by imparting proper training to them. Problems and lack of knowledge still exist on the part of the officers in charge of project activities and this should be removed without delay. A twoday seminar may be arranged for each of the lending institutions. In this semira · the branch officer should express all the problems and difficulties they faced in the field and should seek advice and suggestion. A team consisting of representatives from the consultants, BDB, AID and lending institutions should suggest ways and means of solving the problems encountered by the officers. Such a seminar may be held in Dacca in an informal manner. The problems and difficulties should be identified through mutual discussions and the experts should discuss among themselves before giving suggestions and recommendations.

CONCLUDING REMARKS

The project purpose is to identify one or more replicable model of rural financial systems able to meet financial needs of the rural poor. The present study therefore, has concentrated mainly on analysing whether the models are being implemented in the proposed manners. So far as our analysis goes it is not difficult to realize that the models are not actually being demonstrated in the way that will enable meaningful experimental results. In other words all the project variables are not being tested properly in accordance with the model design. Differences between the models can be observed only with respect to aspects such as the types of loanees (individual or group ) and the mode of advancing loans(in cash or kind). All other aspects have received so scanty attention that it is difficult to trace them in practice. A gap therefore has

emerged between the models in papers and the models in practice making it difficult to identify specific characteristics of certain models. Unless proper steps are taken immediately according to the recommendations given above, it would be difficult to evaluate nine models separately on the basis of their specific characteristics in order to identify one or more replicable models.

## CHAPTER - 6

## PROBLEMS FACED BY BRANCH OFFICERS REGARDING DIFFERENT ASPECTS OF LENDING

This chapter presents a summary of the problems faced by the branch officers of the lending institutions in charge of project activities. Data were collected through a questionnaire survey. All the branches of lending institutions operating under the rural finance experimental project were covered. The officers of the branches were asked to say whether they faced any problems on the following aspects of lending :

1. Loan disbursement to the target group

2. Loan approval decision.

3. RFEP accounting procedure.

4. Interest rate.

The respondents who replied in the affirmative also explained their problems regarding these aspects of lending. This statement of their problems have been arranged in a tabular form which is given in the following pages .

AGRANI BANK

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Bhatra (1) | Most of the loan seekers are found to have annual income above the determind amount. Local leaders are reluctant to identify the actual target group loanees | - | - | Too high for the Target group | As the interest is too high for the poor people belonging to the target group there is little chance of repayment. Local leaders are reluctant to help these people secure loan as the money is mostly spent on consumption purposes. |
| Khamar (2) | - | - | There is lack of adequate staff to maintain individual account, Register, Loan ledger, saving Account ledger, cash book writing etc. | Where loan is disbursed at 11% people are reluctant to accept loan at 18% from RFEP. | Loanees need training to prepare them to be able to receive loan and to ensure productive use of loan. |
| Tangibari (3) | - | - | Difficulty faced in maintaing accounts due to lack of training of the staffs. | People hesitate to accept loan due to high rate of interest | - |
| Phulpur (4) | There are large number of loanees with outstanding loan under Tk. 100 crore loan programm. Therefore small number of loanees turn up for loan. | - | It is difficult to maintain RFEP accounts due to lack of separate ledger. There is no fixed rule for giving salary to the young talents | We need specific information regarding rate of interest. | - |

(1) Manager, (2) Manager, (3) Manager, (4) Manager.

AGRANI (2)

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Chuknagar (1) | - | - | - | Rate of interest seems to be too high. | - |
| Shanti niketan (2) (Chittagong) | - | - | - | Small farmers express dissatisfaction at 30% rate of interest. | Small farmers demand more bigger amount. |
| Laksam(Comilla) (3) | - | - | (A)Lack of staff for keeping accounts.<br>(B)Lack of training of the staffs. | 12% rate of interest is appropriate for this area. | 1.No provision of T.A. for the staffs.<br>2.There is no provision of allowance for additional and over time RFEP work. |
| Chawk bazar, (4) Sylhet. | Location of the Branch does not serve the purpose of RFEP loan. The clients around are mostly engaged in non-farm business activities. | 1.Local farmers are less interested in efficient farming. So it is difficult to take decision on disbursement.<br>2.Most of the farmers are indebted.<br>3.This model is not suitable for farm and non farm loans. | 1.Maintenance of Account is done in an unfamiliar method which found to be complicated,<br>2.Difficult to understand the forms used;often produce inconsistency.<br>3.Difficult to maintain separate account and Register. | Even though the R.I is only 12%,sufficient loans could not be disbursed due to lack of Target Group loanees. | 1.Farmers under the model area do not show interest to develop agriculture.<br>2.The RFEP specific non farm activities are not in practice in the area. |

(1) Manager, (2) Manager, (3) Manager, (4) Manager.

I . R . D . P

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Natore (1) | Although there is rule that decision should be taken collectively in a society, in fact the actual decision is taken by the manager. Manager finds RFEP as an additional Burden, this attitude deprives many applicants who want to take loan individually. | Collective decision prevents many applicants from having loan. Staffs can be entrusted with more responsibility. | To make the system of account easy, the RFEP may be combined with TCCA accounts. | 1. People are afraid of too high rate of interest. 2. Diffult to afford for the landless. 3. Difficult to keep account due to variable rate of interest. 4. Rate can be lowered. | 1. Variable rate of interest for savings which make keeping accounts in the central office difficult. 2. Many society members donot take loans, which produces problems due to existence of variable rate of interest. |
| Dhamrai (2) | - | - | - | There is need to have clear understanding and discussion on this aspect. | - |
| Islampur (3) | - | - | - | - | - |
| Morrelganj (4) | - | - | - | Rate of interest is too high as compared to other loan giving agencies. | - |
| Bebuganj (5) | - | - | - | - | - |
| Chawidagram (6) | - | - | - | - | Since we do not have funds at our disposal, difficulty arises in loan disbursement, and project implementation |

(1) Project Officer, (2) Project Officer, (3) Project Officer, (4) Project Officer, (5) Project Officer, (6) Project Officer

JANATA BANK

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Paglapir Bazar Rangpur (1) | Not possible to purchase non agril. goods in time and to disburse it in time, as for example, to purchase cows for the group requires few days | - | Somewhat complicated | In the same village other Banks of the same project charge lower rate of interest other than 18% though Target group People agrees it. | - |
| Bensekwar (2) | - | About one month required after sending loan proposal and after sanotion, to complete loan formalities it requires more than a month. In this way time lost. | Accounting system is lengthy & time consuming | Target Group People are poor. Rate of interest is high for them. | Lack of education is the main obstacle to do any project work. |
| Jhikargacha (3) | - | - | - | - | - |
| Baiderbazar (4) | RFEP Loan interest is high than other loans | - | Monthly reports, expenditure discription is very complicated. This procedure should be more easy | 30% Rate of interest is high for this loanees. The Project will be successful if rate interest is reasonable. | - |

(1) Loan Officer, (2) Loan Officer, (3) Loan Officer, (4) Manager.

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Raider Bazar (1) | Selection of target group is difficult because income and expenditure can not be gauged accurately. | - | Monthly Statement Report form is very complicated & include many unnecessary topics | Rate of interest is 30% at this rate of interest people are unwilling to borrow for agricultural purpose. | Rich people who are also influential in the village are influencing the target group people not to borrow from RFEP saying that in case of the default their property will be forfeited. Non-target group people should also be given a loan, otherwise they will disturb the Project. |
| Tajpur (2) | Lack of eligible guarantor and non cooperation of local elites | - | No stationary goods & ledger books are yet supplied, though RFEP is asking for maintaining separate accounts. | It is excessively high (36% rate of interest ) | - |
| Tajpur (3) | It is difficult to bypass the influence of local money lenders and rich people to reach the target group | - | - | It is difficult to disburse loan since rate of interest is excessively high ( 36% ) | Negligence and non-cooperation of the Branch Manager create trouble in the functioning of the Project. |

(1) Loan Officer, (2) Manager, (3) Field Officer.

PUBALI BANK

| NAME OF THE BRANCH | | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|---|
| | | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Mondah (Rajshahi) | (1) | Sometimes it is difficult to distinguish target group for the wrong information given by the applicant & local People | - | - | The rate of interest of agricultural banks are 12% but, RFEP's rate is 18%, so it is difficult to attract them for the loan. | There should be a well arrangement for communication to the loance & it will be easy to collect the informations from them. |
| Ellenga (Tangail) | (2) | - | - | - | Rate of interest of this project is very much i.e. 36% disbursement of loan is not possible at this rate of interest. | The officers & staff engaged in the Project are not trained up. |
| Ellenga (Tangail) | (3) | Applicant does not let know the actual yearly income & for his self benefit he gives wrong information. | - | - | Rate of interest should be below 20%, instead of 36% | Want of a separate office, furniture, staff & accomodation |
| Babuganj (Barisal) | (4) | - | - | - | High | - |
| Shahbajpur (Comilla) | (5) | - | - | - | - | - |
| Shahbajpur (Comilla) | (6) | - | - | - | - | - |

(1) Loan Officer, (2) Manager, (3) Loan Officer, (4) Loan Officer (5) Manager, (6) Loan Officer .

BANGLADESH KRISHI BANK

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Rajendropur, Rangpur (1) | - | - | It is difficult to maintain Accounts and ledger books alone after doing all normal works of the Project | Rate of interest of the Project loan is 30% while it is 11.5% for other loan from the same Bank. | Transportation problem. |
| Gaibandha, Rangpur (2) | It is difficult to avoid local influence | - | - | - | - |
| Paba, Rajshahi (3) | - | - | Inadequate number of Staff to maintain Ledger, accounts, analysis, evaluation etc. | 24% rate of interest is too high | Bank officer in charge of the Project has to perform many functions related to general Banking which geopardises the project activities. |
| Pabna (4) | Target group people are illeterate. It is very difficult to make them understand about the RFEP Project purpose. | - | - | Rate of interest is low in adjacent areas, thats why they hesitate to take loan with a high rate of interest. | |

(1) Investigation Officer, (2) Investigation Officer, (3) Investigation Officer, (4) Investigation Officer.

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Kushtia (1) | - | - | - | - | - |
| Manikganj (2) | To reach the loan & to investigate the proper use of loan money quick transport necessary | - | To maintain proper account, extra staff required | 12% seems to be high | Transportation Problem |
| Manikgonj (3) | To reach the loan & to investigate the proper use of loan money quick transport necessary | - | One more staff needed for maintaing account. | Farmers would be more benefitted if interest rate could be reduced | Transportation (Motorcycle needed) |
| Tangail (4) | - | - | - | - | - |
| Tangail (5) | Conveyance allowance provided by the bank is inadequate to cover the actual expenses | - | - | - | No daily allowance is given for even 9 or 10 hours field work, only bicycle is provided. |
| Faridpur (6) | - | - | - | - | - |
| Madaripur (7) | - | - | - | Rate of interest too high | - |
| Khulna (8) | Loan can not be disbursed in time for lack of cash/fund in the Bank | - | - | Rate of interest 24% while it is 13% for other loans. How it is meant for benefitting the poor. | Loan ceilling should be increased for cows to TK.2500, for Rickto TK.3000. |

(1)Investigation Officer,(2)Manager,(3)Investigation,(4)Manager,(5)Investigation Officer,(6)Manager,(7)Manager,(8)Manager.

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Khulna (1) | - | - | - | Rate of interest 30% too high | It is difficult to communicate the target group people without any transport. |
| Maizdicourt (2) | - | - | - | - | - |
| Maizdi court(3) | - | - | - | Some target group people are unwilling to borrow at 24% rate of interest though it is lower than non institutional rate of interest. | More staff needed at least one peon and another assistant |
| Khadimnagar,(4) Sylhet | - | - | - | Rate of interest should be 20% | - |
| Khadimnagar,(5) Sylhet. | Target Group should be redefined, He suggest net worth of capital upto TK.5000 except land and annual income TK.3000.00 | Loan can not be disbursed in time for want of money from the office. | - | If rate of interest were 20% no. of applicant would be more | No additional staff is provided for project purpose. |

(1) Investigation Officer, (2) Manager,(3) Investigation Officer,(4) Manager,(5) Investigation Officer.

RUPALI BANK

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Kalihati (1) | - | - | - | 1. People get surprised at the Rate of interest (36% )<br>2. Rate should be reduced. | 1. Loanees are more interested to borrow for non-farm activities. They do not want to borrow to buy fertilizer. |
| Bahirdia Mansa (2) | - | - | 1. Difficult to calculate R.I. every month.<br>2. Keeping account is complicated.<br>3. Have to maintain a lengthy and difficult account. | 24% is too high for this area as other institutions are lending at 11%, 17% and even interest free. | 1. Problem of transportation.<br>2. Problem of tracing clear land demarcation.<br>3. Problem of collecting facts about target group.<br>4. Lack of training. |
| Bogumganj (3) | - | - | - | - | - |

(1) Manager, (2) Manager, (3) Manager.

SONALI BANK

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Sunderpur (1)* | Problem of communication between the target group people and manager of the parent branch | About 1/3 to ½ of the completed application forms were rejected by the parent branch. Loan officer was under pressure from the applicants. | - | Rate of interest is too high. | The parent branch Manager in collaboration with local touts disbursed some loans directly from the parent branch. |
| Chhoysuti (2)* | - | After interviewing the applicant, loan has to be given with the sanction of the advisory committee. | Too much paper work on RFEP. Little time to communicate farmers to help them in development work. | 18% is too high for the target group, the rate might be reduced. | - |
| Kharnia (3)* | - | As the disbursement needs sanction from parent branch, sometimes it is difficult to lend farmers and professionals during their need. | - | Rate of interest is too high for the target group people. | 1. Difficult to supervise productive use of loan by visiting house to house as there is no transport.<br>2. Difficult to contact branch manager 6 miles away |
| Mirerhat (4)* | As the target group clients are illiterate, and poor, there is no guarantee of proper use of loan. | - | - | - | well-to-do vested interests seeking the loan facilities, spreading ills about bank staff, creating hatred. |
| Jinatala (5)* | Many of the target group persons donot own any land, that is why people do not want to identify them. | - | - | 1. 30% R.I. discourages many clients.<br>2. There is little chance of making a purposeful use of loan at 30% R.I. | There is need of transport for house to house supervision of loan use. |

(1,2,3,4,5)* Officer in charge.

B J S B

| NAME OF THE BRANCH | | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|---|
| | | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Monosha (Chittagong) | (1) | - | - | - | Rate of interest is high & loanee may hesitate to repay the loan . | [illegible] get the loan in time from the head office. |
| Taltoli (Barisal) | (2) | - | - | - | Rate of interest is too high; loanees Pay interest to the cooperative only at 12%; they hesitate to take loan from RFEP. | |
| Birol (Dinajpur) | (3) | - | High officials of the BJSB take decision to sanction loan. | - | - | - |
| Shibgonj (Bogra) | (4) | Disburse loan directly to the Target group. Officials do not face any problem to reach the target group directly. | Officers working under the RFEP should get the scope for recommending the loance | There should be proper arrangement for maintening Accounts in Bengali. | - | - |
| Atgharia (Pabna) | (5) | - | - | Satisfactory | Rate of interest is too high | People are unnecessarily afraid of loan. |
| Kushtia | (6) | No problem at all | - | - | - | - |
| Kotchandpur (Jessore) | (7) | - | - | - | - | - |

(1) Executive Officer, (2) Loan Officer, (3) Loan Officer, (4) Loan Officer, (5) Supervisor, (6) Loan Officer, (7) Loan Officer.

BJSB (2)

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DECISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Tangail (1) | - | There should be local arrangement for disbursing loan | - | It will be acceptable for loanees if the rate of interest reduced to 6% | Disburse loan in time & locally |
| Khulna (2) | - | - | - | As rate of interest is too high people raise objection for that. | Amount of loan should be increased |
| Patuakhali (3) | Those who did not borrow money from any other institution only they should get loan from RFEP | - | - | - | Lengthy procedure & unnecessary involvement of a large number of Govt. agencies in Present cooperatives. |
| Senbugh (Noakhali) (4) | Lack of adequate money | - | - | Borrowers give pressure for reducing rate of interest. | It is not possible to disburse money to the loanee in due time. |

(1) Executive Officer, (2) Supervisor, (3) Loan Officer, (4) Supervisor.

UTTARA BANK

| NAME OF THE BRANCH | NATURE OF DIFFICULTIES FACED IN | | | | |
|---|---|---|---|---|---|
| | LOAN DISBURSEMENT TO THE TARGET GROUP | LOAN SANCTIONING DICISION | MAINTENANCE OF RFEP ACCOUNT | RATE OF INTEREST | ANY OTHER PROBLEM |
| Bashan (1) | Applicants belong to target group but do not want to form a group. They want loan individually | - | - | - | Transportation problem |
| Mymensingh (2) | It is risky to carry cash to loanees in the village by field officer. | - | - | - | Members in the group belong to different Occupations for which the maturity periods are also different, under such circumstances one individual borrower is to wait for repaying his portion till all other members in the group also repay. It is a hindrance to the Project. |
| Tangail (3) | It is difficult to carry cash to the village. Loan Officials are to go there at own cost which is six miles away from the Bank. | - | - | - | No conveyance allowance is given though he is to travel about 16 miles by bicycle. |
| Feni (4) | - | - | - | 36% is too high People afraid of it | Amount of loan is too small. |

(1) Manager, (2) Manager, (3) Loan Officer, (4) Manager.

## CHAPTER - 7
## SUMMARY OF FINDINGS OF THE SPECIAL CASE STUDY THROUGH DIRECT INTERVIEWS

A special study was undertaken to collect information through direct interviews The objective was to gather data on certain aspects of model implementation through direct and informal discussions with the branch officers. Three branches from each lending institution were selected. The survey was conducted by the field research team under the supervision of the field research specialist. The investigators were asked to identify the problems and difficulties as well as activities on the selected aspects through friendly discussions with the branch officers and loanees. These discussions ultimately helped the investigators in obtaining unbiased information on the following aspects :

I. Branch Officer's knowledge about target group defination.
2. Whether the branch officers received training for working in the RFEP.
3. Proportion of time spent by the branch officers on project activities.
4. Methods of loan disbursement.
5. Size of staff working for RFEP
6. The nature of the use of loan.
7. Degree of co-ordination between branch officers and loanees and between the branch offices and head office.
8. Rate of interest
9. Transportation difficulties.
I' Amount of loan advanced (loan norm)
II. Attitude of local leaders or village council.
I2. Attitude of the branch officers towards project responsibilities.

The findings of this special study were then arranged in the form of tables which are shown in the following pages.

## SUMMARY OF FINDINGS : SPECIAL CASE STUDY

( Direct interview at 27 branches of the lending Institutions)

| NAME OF THE LENDING INSTITUTIONS | TARGET GROUP DEFINATION | TRAINING RECEIVED | TIME SPENT FOR R F EP | METHOD OF LOAN DISBURSEMENT |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| AGRANI BANK | | | | |
| 1. Tangail Cadet College | Known to Manager | No training by RFEP | - | In case of crop loan, 50% of loan money advanced as Fertilizer |
| 2. Chawk Bazar, Sylhet | Not clear | Manager received training ( which is insufficient) | About 10% - | Individual loans ( Only 6 loans as of date 13. 9. 79 ) |
| 3. Natherpatua, Comilla | Old definition is known but refined one just received by mail (12.7.79) | Manager received training from Dacca ( which is not satisfactory) | - | - |

| NAME OF THE LENDING INSTITUTIONS | TARGET GROUP DEFINATION | TRAINING RECEIVED | TIME SPENT FOR R F E P | METHOD OF LOAN DISBURSEMENT |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| I.R.D.P. | | | | |
| 1. Joydebpur, Dacca | It is not clear to both project officer and Deputy Project Officer | P.O. is not trained but D.P.O. is trained in Dacca | Less than 5% of the total work done. | - |
| 2. Babuganj, Barisal | Old defination known but new circular is not yet received from head Office | Project Officer is trained by RFEP experts in May, 1979 | At least 10% time spent of the total work | Off farming loan disbursement is very small due to the limitation, for Rickshaw it is only 1500 TK. |
| 3. Chhadhagram, Comilla | Partially known | D.P.O. feels satisfactory | | Loan disbursement decision taken by all KSS Managing Committee within the Project area, not by D.P.O. |

| NAME OF THE LENDING INSTITUTIONS | TARGET GROUP DEFINATION | TRAINING RECEIVED | TIME SPENT FOR R F E P | METHOD OF LOAN DISBURSEMENT |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| JANATA BANK | | | | |
| 1. Paglapir, Rangpur | Known to Manager | Training at Dacca. | About 10 to 15% | Loan in groups , not to individual. |
| 2. Badderbazar, Dacca | Known to Manager | Training at Dacca | About 10% | Individual Loans |
| 3. Dalaganj, Sylhet | Partially known | Manager is trained | About 10 to 20% | Individual loans |

| NAME OF THE LENDING INSTITUTIONS | TARGET GROUP DEFINITION | TRAINING RECEIVED | TIME SPENT FOR R F E P | METHOD OF LOAN DISBURSEMENT |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| PURALI BANK | | | | |
| 1. Elengha, Tangail | Known to both Manager and Agr. Loan Officer. | Manager is not trained but Agr. Loan Officer is trained | - | - |
| 2. Babuganj, Barisal | Known to loan Officer | Loan Officer is trained | At least 2 days a week | Cash and crop loan is more |
| 3. Shahbazpur Comilla | Not clear | Manager is not trained but loan officer is trained | - | - |

| NAME OF THE LENDING INSTITUTIONS | TARGET GROUP DEFINITION | TRAINING RECEIVED | TIME SPENT FOR R F E P | METHOD OF LOAN DISBURSEMENT |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| KRISHI BANK | | | | |
| 1. Rangpur | Known to Investigating Officer | Training received at Dacca | Investigating Officer says that he spend'- 75% of time on RFEP | Individual loans mostly Non-Agrl. |
| 2. Tangail | Known to both Manager and Loan Officer | Manager is not trained Loan Officer received training at Dacca. | - | - |
| 3. Khulna Branch | Not known | Training received at Dacca | - | Not satisfactory |

| NAME OF THE LENDING INSTITUTIONS | TARGET GROUP DEFINITION | TRAINING RECEIVED | TIME SPENT FOR R F E P | METHOD OF LOAN DISBURSEMENT |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| RUPALI BANK | | | | |
| 1. Kalihati Tangail | No clear cut idea to Manager and village agent. | Manager trained at Dacca, village agent is not trained at Dacca | About 5% to 7% | - |
| 2. Fakirhat, Khulna | Known to Loan Officer and Manager | Training received at Dacca | About 11% to 20% | Individual loan given |
| 3. Rajganj, Noakhali | Known to Manager | Manager received partial training from Head Office (as table talking) | - | - |

| NAME OF THE LENDING INSTITUTIONS | TARGET GROUP DEFINITION | TRAINING RECEIVED | TIME SPENT FOR R F E P | METHOD OF LOAN DISBURSEMENT |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| SONALI BANK | | | | |
| 1. Khornia Khulna | Known to Manager | Training received at Dacca | Less than 10% | In kind though Krishi Shakaha in-Charge. |
| 2. Jinglatali Comilla | Known to Manager | Training received at Dacca | Less than 20% | In kind, through Krishi Shakaha in-Charge. |
| 3. Sitakunda, Chittagong | Not clear cut idea to the Manager in-Charge | Training received at Dacca | Less than 10% | Good ; through Krishi Sakha in-charge |

| NAME OF THE LENDING INSTITUTIONS | TARGET GROUP DEFINITION | TRAINING RECEIVED | TIME SPENT FOR R F E P | METHOD OF LOAN DISBURSEMENT |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| B.J.S.B. | | | | |
| 1. Pachim Pakutia Tangail | No clear cut idea to Executive Officer. | No Training | Less than 5% by Executive Officer, about 40 to 50% by Manager KSS. | Individual loan(Off farm loan more ) |
| 2. Taltali, Barisal | Executive Officer does not but Manager Taltali KSS knows | Executive Officer is not trained but Manager Taltali KSS is trained | - | Loan is being advance against land mortgage of the loanees |
| 3. Senbagn, Noakhali | Not known to Executive Officer, known to Chairman KSS | KSS Chairman did not receive any training. | - | Decision taken by BJSB Head Office, not by KSS Chairman |

| NAME OF THE LENDING INSTITUTIONS | TARGET GROUP DEFINITION | TRAINING RECEIVED | TIME SPENT FOR R F E P | METHOD OF LOAN DISBURSEMENT |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| UTTARA BANK | | | | |
| 1. Joydebpur, Dacca | Known to both Manager and Loan Officer | Manager did not received any training but loan officer received short term training | - | Bankers favour group system lending which are not preferred by Loanees. |
| 2. Feni, Noakhali | Partially known to Manager | - | - | - |
| 3. Tangail | - | - | Loan Officer spends about 90% for the project. | - |

## SUMARY OF FINDINGS : SPECIAL CASE STUDY

( Direct interview at 27 branches of the lending Institutions )

| NAME OF THE LENDING INSTITUTIONS | STAFF | MISUSE OF LOAN MONEY/ LOAN ELIGIBILITY | DEGREE OF COORDINATION | RATE OF INTEREST |
|---|---|---|---|---|
| | 5 | 6 | 7 | 8 |
| AGRANI BANK | | | | |
| 1. Tangail Cadet College | There is no Loan officer, entire burden on Manager | 4 Per sons are found misusing loan money. One of them already returned under the pressure of Manager | Low degree of co-ordination with loanee farm families. Better coordination with head Office | Both from creditor & Debitor point of view, the rate of interest is very high (36%) |
| 2. Chawk Bazar, Sylhet. | Staff shortage felt | - | Very Less | Very high as compare to other loans |
| 3. Natherpatua, Comilla. | Staff shortage, specially field staff | - | - | - |

| NAME OF THE LENDING INSTITUTIONS | STAFF | MISUSE OF LOAN MONEY/ LOAN ELIGIBILITY | DEGREE OF COORDINATION | RATE OF INTEREST |
|---|---|---|---|---|
| | 5 | 6 | 7 | 8 |
| I.R.D.P. | | | | |
| 1. Joydebpur, Dacca. | One staff is in need for field work. | - | - | - |
| 2. Babuganj, Barisal | Staff no.is satisfactory | - | Better of coordination among the P.O.,D.P.O. and Inspector. But low degree with Head Office. | Very high from the view point of debtor and creditor. |
| 3. Chhadhagram, Comilla | D.P.O. needs more staff | Chairman of Baiderkhil KSS disbursed loan to his father & wife and used the money otherwise | - | - |

| NAME OF THE LENDING INSTITUTIONS | STAFF | MISUSE OF LOAN MONEY/ LOAN ELIGIBILITY | DEGREE OF COORDINATION | RATE OF INTEREST |
|---|---|---|---|---|
| | 5 | 6 | 7 | 8 |
| JANATA BANK | | | | |
| 1. Paglapir, Rangrur | One Loan Officer and Branch Manager ( not sufficient) | Almost all milch cows purchased for loanees found to be dry. | Degree of coordination is very good with Head Office. | Very high from the view point of target group. Conflicts with Tobacco Board Loan, Jute extension. |
| 2. Badderbazar, Dacca. | One loan Officer & Branch Manager (not sufficient) | - | Degree of coordination is less with Head Office but Regional Office takes interest | Very high from the view point of target group. |
| 3. Balaganj, Sylhet. | One branch Manager one loan Officer (new comer ) (Not sufficient ) | - | High degree of coordination with both loanees & H.O. | Very high (36% ) |

| NAME OF THE LENDING INSTITUTIONS | STAFF | MISUSE OF LOAN MONEY/ LOAN ELIGIBILITY | DEGREE OF COORDINATION | RATE OF INTEREST |
|---|---|---|---|---|
| | 5 | 6 | 7 | 8 |
| PUBALI BANK | | | | |
| 1. Elengha, Tangail | - | - | - | Very high ( 36% ) |
| 2. Babuganj, Barisal | - | - | Medium degree of coordination maintained with loanees | - |
| 3. Shahbazpur Comilla | One clerical staff and a cashier is badly needed | Manager is taking signature from loanees in a 1.50 TK. stamp blank paper, which is not legal | Very low degree of coordination between model bank and Head Office | - |

| NAME OF THE LENDING INSTITUTIONS | STAFF | MISUSE OF LOAN MONEY/ LOAN ELIGIBILITY | DEGREE OF COORDINATION | RATE OF INTEREST |
|---|---|---|---|---|
| | 5 | 6 | 7 | 8 |
| KRISHI BANK | | | | |
| 1. Rangpur | Investigating Officer only. | - | With Head Office through Letters | Rate of interest is very high |
| 2. Tangail | Satisfactory | - | Coordination is not satisfactory between branch office and Head Office. | - |
| 3. Khulna | No staff is working in the project | - | No Coordination whatsoever. | - |

| NAME OF THE LENDING INSTITUTIONS | STAFF | MISUSE OF LOAN MONEY/ LOAN ELIGIBILITY | DEGREE OF COORDINATION | RATE OF INTEREST |
|---|---|---|---|---|
| | 5 | 6 | 7 | 8 |
| RUPALI BANK | | | | |
| 1.Kalihatia, Tangail | One Manager one village agent (staff is not sufficient ) | - | - | Very high (36%) Due to high interest rate, people interested in off farming loan |
| 2. Fakirhat, Khulna | Very inadequate | - | Very good | High |
| 3. Rajganj Noakhali | One Manager one village agent Manager need more staff. | Village agent illegally received RFEP loan although he has two outstanding loan. | Coordination among the Manager,village agent etc. is satisfactory | Comparatively high |

| NAME OF THE LENDING INSTITUTIONS | STAFF | MISUSE OF LOAN MONEY/ LOAN ELIGIBILITY | DEGREE OF COORDINATION | RATE OF INTEREST |
|---|---|---|---|---|
| | 5 | 6 | 7 | 8 |
| SONALI BANK | | | | |
| 1. Khornia, Khulna | Staff position satisfactorly but Manager uses them for other works. | - | With Head Office in Dacca. (Med. Degree ) | According to Manager it is high. |
| 2. Jinglatali Comilla. | Staff position satisfactorly but Manager uses them for other works. | - | Low degree of coordination maintained | According to Manager it is high. |
| 3. Sitakunda (Chittagong) | Staff position satisfactory but manager uses them for other work | Loan money diversion occurs through middleman. Discripencies arises between Bank statement and the amount received by loanees | High degree of coordination among local office and branch office and loanees | According to Manager it is high. |

| NAME OF THE LENDING INSTITUTIONS | STAFF | MISUSE OF LOAN MONEY/ LOAN ELIGIBILITY | DEGREE OF COORDINATION | RATE OF INTEREST |
|---|---|---|---|---|
| | 5 | 6 | 7 | 8 |
| B.J.S.B. | | | | |
| 1. Pachim Pakutia Tangail | Executive Officer Inspector, Manager of KSS | - | Low degree of coordination among branch office, Head Office and Project Area. | Very high |
| 2. Taltali, Barisal | Executive Officer Chairman KSS Vice-Chairman KSS | - | Low degree of coordination between Vice Chairman and Head Office. | - |
| 3. Senbagh, Noakhali | - | - | do. | - |

| NAME OF THE LENDING INSTITUTIONS | STAFF | MISUSE OF LOAN MONEY/ LOAN ELIGIBILITY | DEGREE OF COORDINATION | RATE OF INTEREST |
|---|---|---|---|---|
| | 5 | 6 | 7 | 8 |
| UTTARA BANK | | | | |
| 1. Joydebpur, Dacca. | - | - | Better degree of co-ordination with head office only | - |
| 2. Feni, Noakhali | - | From the same family two persons have been advanced loan | - | Very high |
| 3. Tangail | Loan Officer Junir Asstt.(Female Field worker needed ) | - | Coordination between Manager & Loan Officer is not better | - |

## SUMMARY OF FINDINGS : SPECIAL CASE STUDY

( Direct interview at 27 branches of the lending Institutions )

| NAME OF THE LENDING INSTITUTIONS | TRANSPORTATION | LOAN NORM | VILLAGE COUNCIL/ ADVISORY | ATTITUDE TOWARDS R F E P DUTIES |
|---|---|---|---|---|
| | 9 | 10 | 11 | 12 |
| AGRANI BANK<br>1. Tangail Cadet College | No transport(like Honda) to reach Project area which are too far | Present average loan size 500/- which is insufficient | Manager is obligated to consult local influential village leaders members etc. | Manager feels it is extra burden |
| 2. Chawk Bazar, Sylhet. | - | - | - | Manager is not hopeful since it is Londonee area, people are not so much responsive to RFEP loan |
| 3. Natherpatua, Comilla | No transport | - | - | Manager feels it as extra duty. Other staff hopeful for the success of R F E P |

| NAME OF THE LENDING INSTITUTIONS | TRANSPORTATION | LOAN NORM | VILLAGE COUNCIL/ ADVISORY | ATTITTUDE TOWARDS R F E P DUTIES |
|---|---|---|---|---|
| | 9 | 10 | 11 | 12 |
| I.R.D.P. | | | | |
| 1. Joydebpur, Dacca | - | - | - | Extra duty for the Management. |
| 2. Babuganj, Barisal | One Motor cycle for D.P.O. and One Bicycle for Inspector is baily needed | Not Optimam | P.O. is more or less obligated to consult the local influential people. | Extra duty for Management. But they are optimistic toward RFEP |
| 3. Chhadhagram, Comilla | D.P.O. needs transport very badly | Below Optimum | - | Extra duty for D.P.O. |

| NAME OF THE LENDING INSTITUTIONS | TRANSPORTATION | LOAN NORM | VILLAGE COUNCIL/ ADVISORY | ATTITUDE TOWARDS R F E P DUTIES |
|---|---|---|---|---|
| | 9 | 10 | 11 | 12 |
| JANATA BANK | | | | |
| 1. Paglapir, Rangpur | Provided for US AID Project (Motor Cycle) but has withdrawn the other Motor cycle | Loan norm is provided by Janata Bank is good. | No Village council | Loan Officer likes to work for target group |
| 2. Badderbazar Dacca | Not known | Do | - | Do not know |
| 3. Balaganj, Sylhet. | - | Optimum | Loan Officer is obligated to consult local village members | Manager is not Optimistic for RFEP Program. |

| NAME OF THE LENDING INSTITUTION | TRANSPORTATION | LOAN NORM | VILLAGE COUNCIL/ ADVISORY | ATTITUDE TOWARDS R F E P DUTIES |
|---|---|---|---|---|
| | 9 | 10 | 11 | 12 |
| PUBALI BANK | | | | |
| 1. Elengha, Tangail | No Transport facilities yet received | - | - | Field staff feels it is an extra duty. |
| 2. Babuganj, Barisal. | - | Below Optimum | Local village lords and members interfare the action of loan Officer | Loan officer is very hopeful about the success of the project. |
| 3. Shahbazpur, Comilla | Loan Officer has got a motor cycle but Credit Asstt. needs a bicycle for smooth field operations | - | Political parties give pressure to advance loan other than Target group. | - |

| NAME OF THE LENDING INSTITUTIONS | TRANSPORTATION | LOAN NORM | VILLAGE COUNCIL/ ADVISORY | ATTITUDE TOWARDS R F E P DUTIES |
|---|---|---|---|---|
| | 9 | 10 | 11 | 12 |
| KRISHI BANK | | | | |
| 1. Rangpur | Uses his own bicycle and as such can not cover loanees and applicants | Seems alright | Yes, un-official mostly dominated by UC Chairman | Good |
| 2. Tangail | No transport yet received | - | - | - |
| 3. Khulna | No transport | Krishi Bank Norm ( Optimum ) | - | Negative |

| NAME OF THE LENDING INSTITUTIONS | TRANSPORTATION | LOAN NORM | VILLAGE COUNCIL/ ADVISORY | ATTITUDE TOWARDS R F E P DUTIES |
|---|---|---|---|---|
| | 9 | 10 | 11 | 12 |
| RUPALI BANK | | | | |
| 1. Kalihati , Tangail | - | - | Village council exist, but does not inter - fare with RFEP Pro- gram | Extra burden to Manager |
| 2. Fakirhat Khulna | No transport allowance given. | Optimum | There is no such council | Very positive |
| 3. Rajganj Noakhali | Manager need trans- port facilities but village agent like to have increase in salary | - | Manager is influenced by local political parties associated with village leaders | Official work hampered to some extent. But No extra burden. |

| NAME OF THE LENDING INSTITUTIONS | TRANSPORTATION | LOAN NORM | VILLAGE COUNCIL/ ADVISORY | ATTITUDE TOWARDS R F E P DUTIES |
|---|---|---|---|---|
| | 9 | 10 | 11 | 12 |
| SONALI BANK | | | | |
| 1. Khornia, Khulna | No transport | 100 Crore Taka Norm is being used. ( dated 1974 ) | Yes | Fair |
| 2. Jinglatali, Comilla | No transport | - | Yes, very powerful and dominates Manager | Fair |
| 3. Sitakunda (Chittagong) | No transport | - | Local village council interfare RFEP Program and 11 members very powerful | Fair |

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|---|---|---|---|---|
| | 9 | 10 | 11 | 12 |
| B.J.S.B. | | | | |
| 1. Pachim Pakutia Tangail | - | Below optimum | - | Optimistic regarding R F E P Programme. |
| 2. Taltali, Barisal | - | - | - | - |
| 3. Senbagh, Noakhali | - | - | - | - |

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|---|---|---|---|---|
| | 9 | 10 | 11 | 12 |
| UTTARA BANK | | | | |
| 1. Joydebpur, Dacca | - | - | - | - |
| 2. Feni, Noakhali | No transport | Very small for Rickshaw purchased(Limitation is 900 Taka ) | Exists ; bar against saving deposit | Extra duties to Manager |
| 3. Tangail | No transport like Motor cycle (By-cycle is not sufficient ) | - | - | - |