

WORK PLAN
October '79 - August '80

RURAL FINANCE EXPERIMENTAL PROJECT

CLAPP AND MAYNE INC.
SERVICIOS TECNICOS DEL-CARIBE
SAN JUAN, PUERTO RICO, USA

PROGGANI CONSULTANTS LTD.
DACCA
BANGLADESH

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R U R A L F I N A N C E E X P E R I M E N T A L P R O J E C T
CLAPP AND MAYNE INC. PROGGANI CONSULTANTS LIMITED
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December 26, 1979

Mr. M. A. Majid Molla
Chief Officer
Agricultural Credit Department
Bangladesh Bank
Dacca

Mr. Dennis C. Zvinakis
Project Development Officer
Rural Development Division
USAID-Bangladesh
Dacca

Dear Sirs:

According to section 1.5.1 of the Contract for Consultant services in connection with the Rural Finance Experimental Project work plan, we are submitting our third work plan. It covers the period from October, 1979 through August, 1980.

The work plan is based principally on experiences of the Consultants in Bangladesh during the first year of the program, through observations and research made, the problems encountered and the solutions which have been developed. Special attention will be given to all lending institutions, during the First stage of this work plan to achieve an adequate expansion of the present Project Areas in order to increase our target group population, loan disbursement and savings collections. ?

All present areas being developed will be studied carefully to determine the potential of adding many more target borrowers of the area. This will improve efficiency of the work as well as effectiveness of the program.

In order to establish a better program to help reach our objectives other areas will be studied to see program needs, how to improve efficiency and make the Rural Finance Experimental Project available to all prospective target groups.

Contd.....P/2

Mr. M. A. Majid Molla
&
Mr. Dennis C. Zvinakis

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December 26, 1979

The infrastructure of both presently and newly selected areas will be considered. The present areas and the newly selected areas will be studied carefully to determine the potential of making a program available according to the farmers' needs and helping the country improve economically and socially. The areas which have better potentiality for crop production should be given preference.

Also we are planning to start loan recovery drives before each harvest and marketing of crops.

Thanking you,

Sincerely yours,
RURAL FINANCE EXPERIMENTAL PROJECT

Eddie F. Daniel
Eddie F. Daniel
Project Manager

EFD:H

Credit Training Specialists' Work Plan
October 1979 to August 1980

<u>Dates</u>	<u>Activities</u>
1979 October to December 31	<p>: Farmers training program .</p> <p>: Making of Flip Chart and other illustrations.</p> <p>Making available to the lending institutions slide projectors and Slides Management and Organization Training Seminar and field workshop.</p> <p>Printing materials for farmers' training.</p> <p>Target group farmers need training in improvement of crop production techniques and livestock management. They also need orientation on loan repayment and savings mobilization. In view of the above, a training program has been worked out for three months starting from October. With audio-visual aids nightly session shall be organized at least in 18 different experimental sites (two experimental sites of each institution) from October to December. The training shall be emphasised on the following subjects : Crop production, vegetable production, animal husbandary, fish culture and handicrafts.</p>
October 1 - 30	<p>Third country training program. The program was delayed. First batch of third country trainee left on October 1 for Manila. The Program covered two weeks in the Philippines and two weeks in South Korea.</p>

- November 1 - 17 : Preparation of audio visual aids :
- a. making of flip charts, posters etc.
 - b. making of slides.
 - c. making printed materials for training list.
- November 8 - 14 : Field trips - Farmers training in Chittagong and Noakhali.
- : Farmers training in Rangpur and Dinajpur.
- November 22 - 30 : Field workshop : The workshop shall be organized in Dacca inviting all field staff of the participating institutions. A program of three days shall be organized at the RFEP office.
- December 1 - 7 : Farmers training in Barisal and Khulna.
- December 8 - 14 : Management and organization training and review of winter season crop activities at the head offices of the participating institutions.
- December 15 - 21 : Farmers' training in Tangail, Mymensingh and Dacca.
- December 22- 30 : a. Preparation of audio visual aids for further training.
- b. Review of experiences gained in Philippines and South Korea regarding Rural Finance and rural reconstruction.

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<u>Date</u>	<u>Activities</u>
January 1980	: A two day seminar with the Managing Directors of the participating institutions at Cox's Bazar will be held.
January 1 to August 30, 1980	: Continue training program as needed based on observation and survey of selected areas.

Savings Specialists' Work Plan
October 1979 to August 1980

<u>Dates</u>	<u>Activities</u>
1979 October	<ul style="list-style-type: none"> : Discuss the savings model with Mr. Meher Manzur from Bangladesh Bank : Work on the models savings Evaluation Reports for the Evaluation Specialist.
November	<ul style="list-style-type: none"> : Field trips for the Rabi Crops Plan follow up.
December	<ul style="list-style-type: none"> : Discuss the savings model with Bangladesh Bank officials and with the lending institutions. : Work out some alternatives so as to provide the savings model with various ways to collect savings deposits.
1980 January	<ul style="list-style-type: none"> : Advise the lending institutions in the implementation of the savings model and in the implementation of educational programs. To organize two or more savings demonstration areas to be given continuous advice on savings mobilization.
February	<ul style="list-style-type: none"> : Design and test a questionnaire for a survey to determine the main reasons why depositors are withdrawing money from their accounts and the frequency of the withdrawals. Coordinate with the Field Research Officers for conduction of the field survey.
March	<ul style="list-style-type: none"> : Tabulation, analysis of data and writing of the survey report.
April	<ul style="list-style-type: none"> : Discussions with the lending institutions regarding the survey findings and the savings demonstration areas.

<u>Dates</u>	<u>Activities</u>
1980	
May	: Field trips to the experimental sites to follow up the implementation and performance of the savings model.
	: Discussions with the institutions about the field trip findings.
June	: Field trips to the experimental sites to follow up on the performance of the savings program.
	: Discussions with the institutions about field trip findings.
July	: Field trips to the experimental sites to follow up the performance of the savings program.
	: Discussions with the institutions about the field trip findings.
August	: Work on the Final Project Report.

RURAL FINANCE EXPERIMENTAL PROJECT

Work schedule for the Financial Specialist Robert T. Craudaf -
October 1979 - August 1980.

Item number of Scope of Work	Worktask	Dates	Specific Activities
1.	Design a project budgeting accounting & reporting system		Completed
2.	Develop annual budgets for the project		Completed
3.	Verify reported performance data	Continual, beginning October 2	Audit monthly reports prepared by Branch Offices of Lending Institutions.
4.	Prepare recommendations on amount of disbursement from Project Account	Continual, beginning October 8	Audit monthly reports prepared by Head Offices of Lending Institutions.
5.	Guide Lending Institutions in financial plans and accounting & reporting	Continual	This is a continuous activity carried on simultaneously with other worktasks.
6.	Analyse financial viability of program	At end of each quarter	Prepare comparisons of loan collection & profitability due to differences in Lending Institution, interest rate, and amount of loans disbursed.

Note : Above activities to be undertaken by the Financial Specialist and/or Bangladeshi audit staff.

Field Research Specialist's Work Plan
October 1979 to August, 1980

<u>Dates</u>	<u>Activities</u>
<u>I. Continuous Survey</u>	
October 1, 1979 to July 31, 1980	: Field gathering of data in various model areas.
Mid November to July 31, 1980	: To prepare verification control for field checking.
October 79 to July 31, 1980	: Coding and editing of continuous survey questionnaire.
	: Tabulation design data processing
	: Report of the findings.
<u>II. Farmers Financial Survey</u>	
October 1, 1979 to July 31, 1980	: Field gathering of data in various models.
December 1 - 31, 1979:	To prepare verification control of field checking.
Mid March to Mid April, 1980	: - do -
Mid June to July 31, 1980	: - do -
November 1 to July 31, 1980	: Coding and editing of financial survey questionnaire.
	: Completion of key punching of data and making arrangements for transferring data from cards to tape.
January 1 to Mid February, 1980	: Report
May 1 to Mid June, 1980	
August 1 to 30, 1980	: Report

III. Baseline and Sociological Survey

<u>Dates</u>	<u>Activities</u>
October 1, 1979 to January 31, 1980	: Report Baseline and Sociological Survey 1 (BSS 1)
Mid December, 1979 to January 31, 1980	: To plan the organization of the baseline surveys in model areas. Basic socio-economic conditions of households together with other information related to project evaluation.
1980	
January 15 - 30	: Rectification of previous questionnaire.
February 1 - 15	: Questionnaire clearance by DDB/USAID
February 15 - 28	: Pre-testing of questionnaire.
March 1 - 15	: Training of interviewer
March 15 - 31	: Printing of questionnaire
April 1 to mid July	: Field gathering of data, in various model areas.
Mid June to July 31	: Prepare verification control for field checking.
May 1 to Mid August	: Coding and editing of Baseline Survey questionnaire.
June 1 to Mid August	: Completion of key punching of data and making arrangements for transferring data from cards to tape.
July to August 31	: Report Baseline and Sociological Survey - 2 (BSS-2)

Field Credit Specialist's Work Plan
October 1979 to August 1980

<u>Dates</u>	<u>Activities</u>
1979	
October 1 - 13	<p>: Help the Evaluation Specialist in preparing his evaluation report by doing the following :</p> <ul style="list-style-type: none"> a. Consolidate the performance results of loans in different forms for each lending institution b. Analyse the models according to the format given by the Evaluation Specialist. Also point out the achievement, strong points and weak points of each model. <p>: Prepare crop calendar for rabi crop cultivation of 34 rabi crops.</p> <p>: Impart training on rabi Crops cultivation to nine Field Officers of Field Research Unit for two days.</p> <p>: Supply the field research officers with rabi crops calendars/leaflets/booklets on rabi crop cultivation for distribution to the loan officers of lending institutions and target group farmers.</p> <p>: Provide a Rabi crop schedule to the research officers of survey research unit to impart training to the lending officers and the target group farmers on rabi crop cultivation.</p>
November 1 - 15	<p>: Field trips in selected areas of lending institutions to discuss about the firm lending plan and program for rabi Crops.</p> <p>: Hold meetings with the target group farmers to explain the method of cultivation of rabi Crops.</p>

Dates

Activities

- Field trips to selected experimental areas to determine the performance of lending outlets in respect of :
- a. Area under experiment
 - b. Number of target group reached
 - c. Number and amount of loan distributed.
 - d. Average size of loan
 - e. Number and amount of different kind of loan distributed.
 - f. Number of savings depositors
 - g. Amount of savings received from target group.
 - h. Average size of savings
 - i. Total amount of withdrawal under savings account.
- November 1 -- 19 :
- : Field trips to selected project areas to study loan disbursement procedures and causes of default in repayment of loan. Hold meetings with project staff and loanees to find out the ways to reduce elimination of the delinquent cases, and suggest methods to increase the efficiency in reaching the target group at low cost.
- November 16 -- 30: Will analyse the performance of different outlets visited and suggest improvement on the basis of field experience.

<u>Dates</u>	<u>Activities</u>
December 1 - 15	<p>: Perform the following during field trips :</p> <ul style="list-style-type: none">a. Meet the farmers at the area level with area personnel and discuss with them the plan of operation of rabi crops, rabi crop cultivation, and loan repayment plan and program.b. Study whether the target groups are using productive opportunities to invest their borrowings. If so, what opportunities and also study the constraints by lack of land, road, transport, marketing, inputs and other physical conditions.c. Examine the response of the target group to the flexible interest rates and also study the demand for agricultural credit particularly crop credit and the difficulties restraining the disbursement of credit for crop production.
December 1 - 15	<p>: d. Study the performance in self financing credit operation in respect of (a) operation cost. (b) The loan officer productivity (loan per month per officer).</p> <ul style="list-style-type: none">e. Study the performance in mobilizing savings by the target group, and response for target groups to higher interest rate.f. Examine the impact of the loan of the project.

Dates

Activities

December 16 -- 31 : Study the results of the field trips and communicate the suggestions of improvement to different lending institutions.

1980

- January 1 - 15 :
- : Field trips to selected areas of lending institutions to discuss the rabi crops cultivation and study the performance of loans to the target group in respect of percentage of the target group in the experimental areas who have borrowed money under the program, loans issued in time for borrowers to make the desired investment, and the total demand for production credit among the target group.
 - : Study during field trips the performance in loan repayments in respect of percentage of loans repaid on time and the status of overdue loans. Study the efforts ~~which~~ are being made to reduce default problem and to examine whether credit institutions are processing follow up loans on time so that a borrower is convinced that if he repays his loan on time he can get another loan when he needs it.
 - : While on field trips the following will be examined :
 - a. Target group responsiveness to model lending activities.
 - b. Target group responsiveness to different interest rates.
 - c. Target group responsiveness to different size of loan
 - d. Target group responsiveness to repayment of loan.

<u>Date</u>	<u>Activities</u>
January 1 - 15	: c. Target group responsiveness to savings component. f. Target group responsiveness to loan procedures.
January 16 - 31	: Study and analyse the results of field trips and advise the lending institutions on the basis of the results obtained.
February 1 - 15	: Field trip to do the following : 1. To discuss the cultivation of rabi crops. 2. To study the performance in respect of branch lending activities. 3. To analyse the main factors effecting the performance. 4. To examine whether model variables are being tested properly in accordance with model design. 5. To study whether model implementation should be improved with particular reference to supervision, direction, staffing, training, personnel incentive, work procedures and etc.
February 16 - 29	: The field experience will be discussed with the lending institutions and will advise future method of action.
March-August	:: Visit the project areas of selected lending institutions to study rabi crops, lending plan and program and discuss with the farmers about weeding, harvesting, threshing, drying and storing of rabi crops. : Meet with farmers at the area level, identify their problems and try to solve the problems as far as possible. : The branch lending activities will be examined and improvements will be suggested. : The target group responsiveness to model lending activities will be studied in respect of : : a. Interest rate, b. size of loan, c. repayment of loan, d. loan procedure, e. savings component and f. different interest rates of savings.

Social Anthropologist's Work Plan

October 1979 to August, 1980

<u>Dates</u>	<u>Activities</u>
1979 :	
October 1 - 31	: Work on the first Evaluation Report
November 1 - 18	: Revision and correction of the final draft of the first Evaluation Report.
19 - 26	: Field research
27 - 31	: Analysis of field data
December 1 - 19	: Analysis of field data
	: Preparation of various reports.
10 - 23	: Field Work
24 - 31	: Analysis of field data.
1980 :	
January 1 - 13	: Working with the Evaluation Specialist
	: Preparation of various reports.
14 - 27	: Field Work
27 - 31	: Analysis of field data.
February 1 - 19	: Working with the Evaluation Specialist
	: Writing up various reports
19 - 29	: Field Work
27 - 31	: Analysis of field data
March 1 - 16	: Working with the Evaluation Specialist
	: Analysis of field data
17 - 31	: Field Work
April 1 - 30	: Field Work
May 1 - 4	: Checking of field data
	: Writing up various reports
5 - 18	: Field Work
19 - 31	: Tabulation of field data
	: Analysis of field data
June 1 - 15	: Tabulation and analysis of field data.
	: Writing up the first draft of the final sociological evaluation of the project.

<u>Dates</u>	<u>Activities</u>
July 1 - 31	: Writing up the final draft of the Sociological report.
August - 30	: Making corrections of the final output report and writing up various reports.

Evaluation Specialist's Work Plan
October 1979 to August 1980

<u>Dates</u>	<u>Activities</u>
1979	
October	: Work on the first Evaluation
November	: Work on the first Evaluation
December	: Production Plans (Feasibility studies geared towards organizing and financing of rural based activities involving target group members)
1980	
January	: RFEP Second Evaluation : Outline design. Pre-evaluation meeting. : One week evaluation seminar as outlined in Assessment Report. : Field Trips and testing of rural based production schemes in selected areas. : Tabulation of bank's data(July to December 1979)
February	: RFEP Second Quarterly Evaluation
March	: Completion of Evaluation Report
April	: Specialist's annual leave
May	: Design of Policy Recommendation Forms. : Design of RFEP computerized assessment system.
June	: Testing of Policy Recommendation Forms as assessment system.
July - August	: Joint USAID/DDB/Consultant Evaluation RFEP geared toward Project re-design.