

# RURAL DEVELOPMENT PROGRAMME AND RURAL CREDIT PROJECT

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**BRAC**

**BANGLADESH RURAL  
ADVANCEMENT COMMITTEE**



## SUMMARY

The Rural development Programme (RDP) and the BRAC Bank Project formally called the Rural Credit Project (RCP) are the cornerstone of BRAC interventions. These two programmes work towards alleviating poverty and empowering the rural poor which are the cardinal objectives of BRAC. The RDP was introduced in 1986, the RCP in January 1990. Activitywise, these are similar and complementary programmes. In 1990, BRAC devised an innovative approach to expand and sustain RDP activities. Under this approach, RDP operates for a period of four years in a newly intervened area, developing the base for the viable institutional framework required for accelerating credit activities without BRAC's subsidized support. The RCP then takes over the RDP branch.

The Rural Credit Project is a continuation of the RDP initiated activities with its major emphasis on credit operations. The transfer of a branch from RDP to RCP takes place when the outstanding loans made to village organization members in a given branch are sufficiently large (approximately Tk.8 million) so that the income generated at the present rate of interest (20%) will cover the ongoing operating costs. This is a major step towards guaranteeing the sustainability of the RDP's approach.

The RDP and RCP incorporate four major types of activities: (i) institution building including functional education and training; (ii) credit operation; (iii) income and employment generation; and, (iv) support services programme. Each activity encompasses a number of sub-activities.

The nucleus of RDP and RCP is the branch office (BO). A BO is generally staffed by one manager, 3 programme organizers (PO) and 12 *gram sheboks or shebikas* (GS). As the activities gain strength, special purpose POs or GSs are deployed in a branch to promote sector programmes such as education, sericulture, poultry, etc. A branch covers 120 village organizations (VOs) - 50 for landless men and 70 for landless women - with a combined membership of 6,000 to 7,000. Evidence shows that considerable changes took place during the reporting period (January to December 1991). RDP has transferred 20 branches to RCP and has intervened in 20 new areas. The number of RDP branches now stands at 90 and RCP at 30. These two programmes together now cover 5,337 villages spread over 81 *upazilas* of 28 districts of Bangladesh.

### **Institution Building**

Institution building is the core of all activities and aims at empowering the landless poor. Towards this end, BRAC organises landless individuals into village-based organizations, separately for men and women. During January-December 1991, a total of 3,128 village organizations (2,708 in RDP and 420 in RCP) with a membership of 137,361 scattered over 1,099 villages were added to RDP and RCP. This brings the total number of VOs and membership to 11,391 and 598,125 respectively which corresponds to an increase of 38% and 30% respectively. Genderwise breakdown of information indicates a higher growth rate for women's groups (66%) and Membership (68%). This is due to a change in BRAC's policy of

emphasizing women's empowerment. Performance regarding VOs and membership is satisfactory in terms of achievement of target. Targets for VOs and membership were achieved by 107% and 111% respectively.

Information on functional education, an important activity of institution building, suggests a similar growth. Target in this area has been achieved by 89%. Records on other human and skills development training also indicate a satisfactory situation. A total of 106,837 group members have been provided with different human and skills development training (e.g. planning and management, leadership, poultry workers etc.) during the reporting period. This equals a 72% increase compared to December 1990 and an achievement of target by 99%.

Savings during the reporting period have increased by Tk.78 million (i.e. 62%) from Tk.127 million in December 1990 to Tk.205 million in December 1991. The Group Trust Fund has increased by 96% from Tk. 26 million in December 1990 to Tk. 51 million in December 1991. Savings and Group Trust Fund together now stand at Tk.256 million which corresponds to 17% of RDP and RCP's cumulative disbursement and 42% of outstanding. Target for savings has been realised by 99%.

### Credit

A total of Tk.604 million has been disbursed during the reporting period. This corresponds to 41% of cumulative disbursement which now stands at Tk.1,471 million. More than 70% of total disbursement during the reporting period went to women while the share for women in cumulative disbursement is 65%. This can be attributed to the previously mentioned shift in policy.

Sectorwise breakdown of information reveals that about 60% of the disbursements during the reporting period went to the rural trade sector. This was followed by irrigation (12%) and livestock (11%). These three sectors account for 84% of total disbursements in the reporting period. This is due to the following factors. To streamline the credit operation, repayment period of all general loans (i.e. all loans other than collectively implemented schemes or housing) have been restricted to two years. Subsequently, the preference for investment of loans went to these sectors which ensure a quick return. Rural trading is well known to be one of these sectors. In addition, first time borrowers also prefer to invest money in trade as risk involvement is less and does not necessarily require any skills or large amounts of money. Although livestock and rural transport require larger investments, they ensure quick returns and help in acquiring assets.

Further analysis of data shows that overall target for disbursement has been achieved by 79%. The shortfall is an outcome of the factors which are related to the changes regarding credit operations. As the number of borrowers per house hold has been limited to two, the number of outstanding loans per borrower has also been limited to two. As indicated before, repayment for all general loans is one to two years.

An investigation into the portfolio quality shows that 90% of total outstanding (i.e. Tk. 606.9 million) is current loan (i.e. within the loan life period) 6% late, 3% overdue, and 1% 'not yet transferred'. Overdue and 'not yet transferred' amount to Tk.25.7 million of which 10% (i.e. Tk.2.65 million) is interest. Principal overdue as a percent of cumulative disbursement and outstanding equals 1% and 3% respectively. Total overdue, including interest, comes to 1.7% of disbursement and 4% of outstanding.

Sectorwise breakdown of information shows that 81% of late loans and 83% of overdue are concentrated in the rural trading, food processing, agriculture and irrigation sectors. Overall recovery rate now stands at 97%. As far as the sectors are concerned, health continuously maintains a 100% recovery rate. Volume of total loan, however, is insignificant in this sector (0.07% of disbursement). This is followed by livestock, rural transport, rural trade and food processing with a 98% recovery rate. The lowest recovery rate is found in fisheries and irrigation: 83% and 90% respectively. Recovery rate in most of the areas is satisfactory. Below average recovery rates are found in 20 branches. It is worth mentioning here that not all overdue loans (including 'not yet transferred') fall into the bad loan category. Experience suggests that some overdue is performing although repayments are not regular. An amount of Tk.1,079,644 (i.e. 4% of total overdue) has been realised from amongst the overdue loanees during the reporting period. Target for outstanding loan during the reporting period has been overachieved by 102%. This brings the total outstanding amount to Tk.606.9 million, a 65% increase since December 1990.

### **Sector Programmes**

Performance of RDP and RCP with regard to sectoral activities is also impressive. Almost all the sectoral activities show considerable changes during the reporting period.

Irrigation, which has potentials not only in terms of income and asset generation but also in view of social considerations (changes in the dependency structure), experienced rapid changes during the period under discussion. The number of deep tubewells increased by 360%, from 136 in December 1990 to 626 in December 1991. Information on area under irrigation also indicates a rapid growth rate. Total area under irrigation comes to 25,498 acres or a 32% increase compared to December 1990. Available information suggests that coverage of deep tubewells would have been much higher if new tubewells were sunk in time. As indicated before, the role of the irrigation sector is quickly changing in terms of absorbing BRAC loans. Cumulative disbursement is now Tk.126 million or 9% of total.

Poultry is increasingly becoming a regular source of income particularly for women group members. BRAC's poultry programme is unique case of micro level enterprise development in Bangladesh. It has increased the production levels for birds and eggs and helps thousands of poor, rural women in earning an income. A multitude of support services have been developed for the effective implementation of the programme. The major components of the programme are: training of cadres as poultry workers; regular vaccination; establishment of day-old chick



rearing units; development of key rearers; egg collectors to do the marketing; establishment of feed sale centres; credit; and follow-up on a regular basis.

As expected, the programme has grown considerably during the reporting period. The number of poultry rearers now stands at 105,051 and poultry workers at 5,283. This corresponds to an 85% and 28% increase respectively. A similar growth can be seen in the livestock sector. At present there are 1,117 trained paravets who extend their services to a total of 58,211 trained cow rearers.

Since more and more group members are taking up cow rearing as a regular source of income, and as a profession, the necessity to improve the breed has arisen. BRAC is responding by opening up breeding centres. At present there are 58 artificial insemination centres in different areas. Livestock including poultry is the second largest sector receiving BRAC credit. An amount of Tk.80 million, 13%, has been advanced to this sector during the reporting period. Recovery rate in this sector is as high as 98%.

Fishculture is another sector that is expanding quickly. The number of ponds under fish culture has increased by 2,184, or 149%, from 1,464 in December 1990 to 3,648 in December 1991. Water body under fishculture has increased by 356 acres, or 93%, from 384 acres in December 1990 to 740 acres in December 1991. A good number of activities are carried out under this programme which ranges from hatchery to restocking of open water resources (e.g. *beel* and *baor*). BRAC is also carrying out experimental projects to introduce new species of fish in the country.

Great potentials exist in sericulture in view of income and employment generation particularly for women, as this is a home-based activity and can be carried out simultaneously with other activities. BRAC is promoting the expansion of sericulture especially in non-traditional areas. Total cocoon production during the reporting period stands at 30,912 *kahoon*. This equals a 109% increase compared to December 1990. Number of *chawki* rearers and silk worm rearers also show good progress during the reporting period, 100% and 28% respectively compared to December 1990.

Among other sector programmes, social forestry is also increasing rapidly. By December 1991, a total of 2,200 km of road had been covered by this programme where 2.2 million trees of different species had been planted.

### Support Services

Statistics on support services indicate a good record. BRAC's Non-formal Primary Education programme opened 2,890 schools (including *Kishoree*) during the reporting period. Number of on-going schools now stands at 6,003 with 182,910 students.

A similar situation can be noted regarding IGVGD. A total of 60,391 VGD cardholders, in 36 *upazilas*, are now served. The programme has so far trained a total of 57,929 cardholders

WMDP AND SP WORKING AREAS

as poultry rearers. Number of poultry workers in IGVGD areas now stands at 5,867. Total loan disbursement in this sector amounts to Tk.61 million. Recovery rate is 100%. It is worth mentioning that the credit programmes for IGVGD are financed by money provided by the Directorate of Relief and Rehabilitation. Other support services programmes also indicate impressive performances. REP has initiated 7 new projects during the reporting period. MDP has organized a total of 79 training courses for BRAC, Government and other NGO managers where 1,805 persons received training. RED has completed 11 studies relevant to RDP during the reporting period. The monitoring department has carried out the VO assessment exercise in 14 RDP branches and monitored five more indicators in other branches.



## Statistics at a glance







Sl No.	Information	Cumulative Upto Dec. 1990	Cumulative Upto Dec. 1991	Increase January - Decemeber 1991	
				Number/Amount	%
1.	Villages covered	4,238	5,337	1,099	26
2.	Households covered	294,280	378,860	84,580	29
3.	Village Organisations	8,263	11,391	3,128	38
4.	Membership	460,764	598,125	137,361	30
5.	Total Savings (Tk. in million)	127.2	205.5	78.3	62
6.	Functional Education (Graduates)	198,249	333,057	134,808	68
7.	Human Development Training	45,884	65,826	19,942	43
8.	Skill Development Training	124,697	211,582	86,895	70
9.	Disbursement (In Tk. million)	866.9	1,471.4	604.5	70
10.	Outstanding (Tk. in million)	368.2	606.9	238.6	65
11.	No. of DTW	136	626	490	360
12.	Area(acre) under DTW	6,035	25,498	19,403	321
13.	No. of Poultry Rearers	56,664	105,051	48,387	85
14.	No. of Poultry Workers	4,124	5,283	1,159	28
15.	No. of Ponds under Fishculture	1,464	3,648	2,184	149
16.	Area (acres) under Fishculture	384	740	356	93
17.	Number of NFPE and KK Schools (ongoing)	3,810	6,003	2,890	76

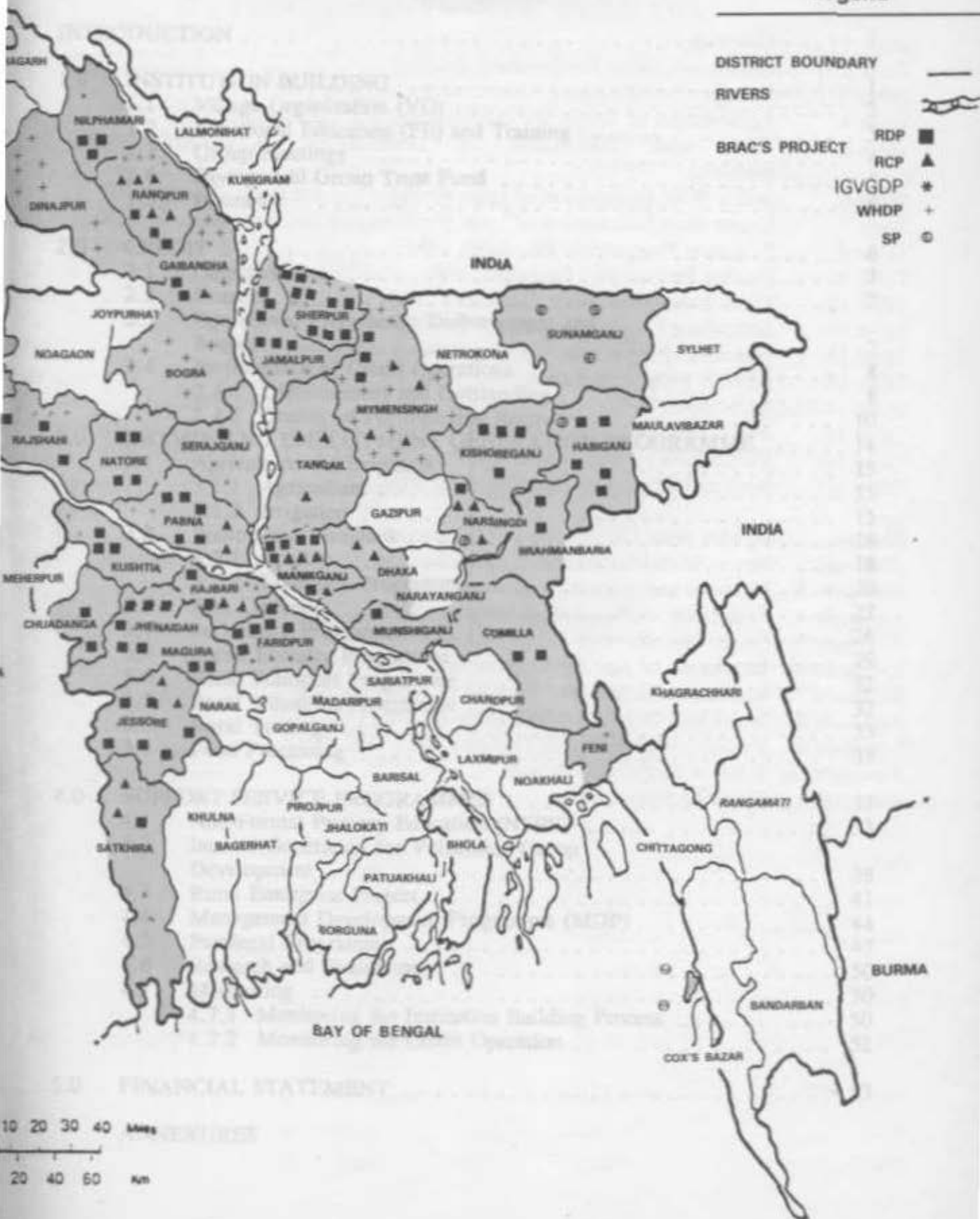


# MAP SHOWING THE R.D.P. R.C.P. IGVGDP

## WHDP AND SP WORKING AREAS

### Legend

- DISTRICT BOUNDARY ———
- RIVERS 
- BRAC'S PROJECT
  - RDP 
  - RCP 
- IGVGDP 
- WHDP 
- SP 



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**LIST OF AREAS AND BRANCHES BY DISTRICT,  
UPAZILA AND YEAR OF FORMATION**

Sl. No.	Name of District	Sl. No.	Name of Upazila	Name of Area/Branch	Status of Area/Branch	Year of formation	
01	Dhaka	01	Dhamrai	Kawalipara	Y6	1980	
			-Do-	Chowhat	Y5	1983	
02	Manikgonj	02	Manikgonj Sadar	Manikgonj	Y4	1976	
			-Do-	Garpura	Y5	1976	
			-Do-	Krisnapur	Y5	1980	
			-Do-	Balirtek	Y5	1976	
			-Do-	Betila	Y4	1976	
			03	Gheor	Gheor-1	Y4	1979
				-Do-	Gheor-2	Y1	1990
			04	Daulatpur	Daulatpur	Y4	1981
			05	Saturia	Duragram	Y4	1984
				-Do-	Horgoj	Y6	1980
03	Munshigonj	06	Gazaria	Gazaria	Y4	1980	
04	Narsingdi	07	Narsingdi Sadar	Narsingdi	Y5	1980	
			-Do-	Amdia	Y5	1983	
		08	Shibpur	Shibpur	Y5	1979	
		09	Monohardi	Kachikata	Y4	1983	
05	Mymensingh	10	Kotwali	Kotwali-1	Y5	1982	
			-Do-	Kotwali-2	Y2A	1989	
		11	Trishal	Trishal	Y6	1983	
			-Do-	Boilor	Y5	1984	
		12	Fulbaria	Fulbaria	Y5	1982	
		13	Ishworegonj	Ishworegonj*	Y1	1991	
	14	Nandail	Nandail*	Y1	1991		
06	Kishoregonj	15	Kishoregonj Sadar	Kishoregonj	Y1	1990	
			16	Austogram	Austogram	Y1	1990
			17	Kotiadi	Kotiadi	Y1	1990
		18	Tarail	Tarail*	Y1	1991	

Sl. No.	Name of District	Sl. No.	Name of Upazila	Name of Area/Branch	Status of Area/Branch	Year of formation			
07	Tangail	19	Mirzapur	Mirzapur	Y5	1982			
			-Do-	Mohra	Y5	1980			
			-Do-	Warshi	Y5	1982			
08	Serajganj	20	Serajganj Sadar	Serajganj*	Y1	1991			
09	Pabna	21	Pabna Sadar	Pabna	Y6	1980			
			22	Chatmohor	Chatmohor	Y6	1982		
			23	Atghoria	Atghoria	Y3A	1980		
			24	Bera	Bera	Y2B	1989		
			25	Santhia	Santhia-1	Y3B	1989		
			-Do-	Santhia-2	Y1	1990			
10	Naore	27	Ishwardi	Dashuria*	Y1	1991			
			Naore Sadar	Naore-1	Y3A	1987			
			-Do-	Hobiotpur (Naore-2)	Y3B	1989			
			28	Boraigram	Bonpara (Boraigram-1)	Y3A	1980		
			-Do-	Dharaidah (Boraigram-2)	Y3B	1989			
			11	Rajshahi	29	Putia	Putia	Y2B	1990
			30	Durgapur	Durgapur	Y2B	1990		
			31	Paba	Paba*	Y1	1991		
			12	Chapai-N.Gonj	32	Chapai-N.Gonj Sadar	Chapai-N.Gonj	Y4	1987
			33	Bholahat	Bholahat	Y4	1987		
			13	Gaibandha	34	Gaibandha Sadar	Gaibandha	Y4	1984
			-Do-	Laxmipur	Y5	1986			
			35	Palashbari	Palashbari	Y1	1991		
			14	Nilphamari	36	Nilphamari Sadar	Nilphamari	Y3B	1989
			37	Syedpur	Syedpur	Y3B	1989		
			38	Kishoriegonj	Kishoriegonj*	Y1	1991		



Sl. No.	Name of District	Sl. No.	Name of Upazila	Name of Area/Branch	Status of Area/Branch	Year of formation
15	Rangpur	39	Rangpur Sadar	Rangpur	Y5	1984
			-Do-	Nazirhat	Y6	1986
			-Do-	Paglapir	Y6	1986
			-Do-	Darshona	Y6	1986
		40	Kawnia	Kawnia	Y5	1984
		41	Taragonj	Taragonj-1	Y3B	1989
			-Do-	Taragonj-2	Y1	1990
		42	Mithapukur	Mithapukur*	Y1	1991
16	Rajbari	43	Rajbari Sadar	Rajbari	Y3A	1987
			-Do-	Ahladipur	Y5	1987
		44	Baliakandi	Baliakandi	Y2B	1990
		45	Gualondo	Gualondo	Y5	1982
17	Faridpur	46	Faridpur Sadar	Faridpur	Y2B	1990
		47	Nagarkanda	Nagarkanda*	Y1	1991
		48	Boalmari	Boalmari	Y2B	1990
		49	Boalmari	Boalmari*	Y1	1991
		50	Modhukhali	Modhukhali	Y2B	1990
		51	Sadarpur	Sadarpur*	Y1	1991
18	Magura	52	Magura Sadar Magura	Y2B	1990	
		53	Mohammadpur	Mohammadpur*	Y1	1991
19	Jhenaidah	54	Jhenaidah Sadar	Jhenaidah-1	Y2A	1989
			-Do-	Dak Bangla Bazar (Jhenaidah-2)	Y2A	1989
			-Do-	Harinakunda*	Y1	1991
		55	Koatchandpur	Koatchandpur	Y2B	1990
		56	Kaligonj	Kaligonj	Y1	1990
		57	Moheshpur	Moheshpur	Y2B	1990

Sl. No.	Name of District	Sl. No.	Name of Upazila	Name of Area/Branch	Status of Area/Branch	Year of formation
20	Jessore	58	Jessore Sadar	Jessore	Y2A	1989
		59	Jhikargacha	Jhikargacha	Y6	1982
			-Do-	Bankra	Y4	1980
			-Do-	Navaron	Y6	1980
		60	Monirampur	Monirampur-1	Y3B	1989
			-Do-	Rajganj	Y3A	1989
				(Monirampur-2)		
		61	Chowgacha	Chowgacha	Y1	1990
		62	Keshabpur	Keshabpur	Y1	1990
21	Chuadanga	63	Chuadanga Sadar	Chuadanga*	Y1	1991
		64	Jibannagar	Jibannagar	Y1	1990
22	Satkhira	65	Satkhira Sadar	Satkhira	Y4	1987
		66	Kalaroa	Kalaroa	Y5	1984
			-Do-	Kazirhat	Y5	1982
23	Kustia	67	Kustia Sadar	Kustia-1	Y2A	1989
			-Do-	Bittipara (Kustia-2)	Y2A	1989
		68	Kumarkhali	Kumarkhali*	Y1	1991
24	Jamalpur	69	Jamalpur Sadar	Jamalpur-1	Y4	1987
			-Do-	Jamalpur-2	Y3A	1988
			-Do-	Jamalpur-3	Y3B	1988
		70	Sarisabari	Sarisabari*	Y1	1991
		71	Bakshigonj	Bakshigonj-1	Y3A	1987
			-Do-	Bakshigonj-2 (Kamalpur)	Y4	1980
25	Sherpur	72	Sherpur Sadar	Sherpur	Y3A	1988
			-Do-	Bhayadanga	Y4	1980
		73	Nakla	Nakla	Y2A	1989
		74	Nalitabari	Nalitabari	Y4	1980
			-Do-	Nonni	Y4	1980
		75	Jhenaigati	Jhenaigati	Y4	1980
			-Do-	Dhanshail	Y4	1980
		76	Shreebordi	Shreebordi	Y4	1986
			-Do-	Tinani	Y2A	1989

Sl. No.	Name of District	Sl. No.	Name of Upazila	Name of Area/Branch	Status of Area/Branch	Year of formation
26	Comilla	77	Chowddagram	Munsirhat (Chowddagram-1)	Y2A	1989
			-Do-	Gunobati (Chowddagram-2)	Y2A	1989
27	Brahmanbaria	78	Brahmanbaria Sadar	Brahmanbaria-1*	Y1	1991
			-Do-	Brahmanbaria-2*	Y1	1991
28	Hobigonj	79	Hobigonj Sadar	Hobigonj-1	Y3A	1988
			-Do-	Sutang (Hobigonj-2)	Y3B	1989
		80	Baniachong	Baniachong-1	Y3A	1988
			-Do-	Zatrapasha (Baniachong-2)	Y3B	1989
		81	Bahubal	Bahubal*	Y1	1991

## SPECIAL PROJECTS

	Narsingdi		Monohordi	Hatirdia		Special Project
	Hobigonj		Baniachong	Markuli		HDP
29	Sunamganj	82	Sulla	G.gaon		1989
		83	Derai	Derai		1989
			-Do-	Shymarchar		1989
30	Cox's Bazar	84	Kutubdia	Kutubdia-1	PCRDP	1991
				Kutubdia-2		1991

Note: \* Opened in October 1991

RCP : Number of branches stands at 30  
 Year-6 branches (10) has been transferred to RCP in 1990  
 Year-5 branches (20) has been transferred to RCP in 1991

RDP : Number of RDP areas stands at 90  
 Year-4 areas : 20  
 Year-3 areas : 20  
 Year-2 areas : 20  
 Year-1 areas : 30

## INTRODUCTION

Bangladesh Rural Advancement Committee (BRAC) is a non-government development organisation involved in empowering the rural landless through socio-economic activities. Since its inception in 1972 it has grown into a full-fledged development organisation of international repute. Over the years, BRAC has experimented with various modalities of development programmes suitable for the landless, rural, and disadvantaged population. The main thrust of BRAC is to develop a viable organisation for the poor and extend credit facilities to improve their socio-economic condition. The development of rural women who are doubly disadvantaged, being members of not only poor households but also of a male dominated society, is emphasized in BRAC.

The Rural Development Programme (RDP) is BRAC's major integrated, multi-sectoral programme and the front line activity for implementation of BRAC's strategy. It plays a critical role in development, implementation and expansion of BRAC's activities. The intervention of BRAC in new areas is initiated by RDP which operates for a minimum period of four years in the newly intervened areas developing a viable, institutional environment necessary for initiating subsequent credit activities without RDP's subsidized supports.

A BRAC Bank project, formally called Rural Credit Project (RCP), takes over a branch only when it is capable of efficient credit operations. Thus, intervening in new areas and developing the existing areas as RCP's are two important features of RDP activities. RCP, which began its activities by buying out ten branches from RDP in 1990, added another twenty branches to its list in January 1991 and RDP intervened in 20 new areas.

RDP's approach focuses on four major types of activity. These are:

- Institution Building;
- Credit Operation;
- Income and Employment Generation; and,
- Support Services.

An RDP/RCP branch office is generally staffed by 6-7 persons and includes one Manager, 3-4 Programme Organisers (POs) and two Accountants. They are assisted by 10 locally recruited workers known as *Gram Shebok/Shebikas* (GS). A branch office covers 120 village organisations (VO), with a membership of about 6000.

### 1.0 INSTITUTION BUILDING

Institution building is not only a fundamental task but also a key factor in successfully operating multidimensional and integrated, rural development programmes. Institutional development in

RDP involves a number of stages and time for consolidation. The various stages of institution building are presented below.

## 1.1 VILLAGE ORGANIZATION (VO)

The process of institution building starts with BRAC's intervention in new areas and identification of the target population (landless poor) eligible for membership through an informal survey. After that, group discussions take place between the people identified who have expressed their interest in development and BRAC's Programme Organisers.

Within a short period of one or two months, these group discussions attract 30 to 40 people on a regular basis. The time is now ripe for introducing rules, formalizing groups and forming a VO. The minimum size of a VO is 45 and the maximum 55.

Each VO is subdivided into small groups comprising of 5 to 7 members. Each small group has a Secretary elected for a period of two years. Each VO is managed by a Management Committee (MC) consisting of 7-10 members which includes a Chairman, a Secretary and a Cashier. Members of the MC are chosen from amongst the Secretaries of the small groups. The leader of a small group cannot be on the MC for more than one year. By December 1991, RDP had reached 3,651 villages spread over 68 Upazilas in 26 Districts through a network of 90 Area Offices.

During 1991 a total of 2,708 VO's with a membership of 120,168 (76% women) scattered over 1,095 villages were added to RDP. Available data continues to indicate a higher growth rate for women groups and membership. This is due to BRAC's policy of emphasizing women's development. Overall target in view of VO and membership, has been achieved by 182% and 141% respectively. Further analysis of data indicate a linear growth rate among the branches. This is a substantial change compared to the unequal growth rate during the first half of the year. A similar change can also be seen in RCP areas.

RCP which began its operation in January 1990, now covers 1,686 villages and 133,460 households. The Number of groups now stands at 3,687 with a total membership of 201,118. Available data indicates that target of membership has been well achieved. A total of 17,549 members who joined the group during the reporting period were women. This is due to BRAC's policy of emphasis on women membership. Meanwhile 356 male members left the group which was due to changes that have been introduced during the second quarter of the year. The number of members per household can no longer exceed two and subsequently the households that had more than two members are now complying with the new rule.



**Table 1: Coverage**

Status	Overall and Periodic Performance				
	Cumulative Upto Dec. 1990	Target Upto December 1991	Cumulative Upto Dec. 1991	Actual as a % of Projection	Percent Increase over 1990
<b>VILLAGES COVERED</b>					
Total	4,238	NA	5,337	NA	26
RDP	2,556	NA	3,651	NA	43
RCP	1,682	NA	1,686	NA	<1
<b>VOS FORMED</b>					
Total	8,263	10,600	11,391	107	38
RDP	4,996	7,000	7,704	110	54
RCP	3,267	3,600	3,687	102	13
<b>MEMBERSHIP</b>					
Total	460,764	540,000	598,125	111	30
RDP	276,839	360,000	397,007	110	43
RCP	183,925	180,000	201,118	112	9

## 1.2 FUNCTIONAL EDUCATION (FE) AND TRAINING

Once group formation is accomplished, group norms such as conscientization, weekly meetings, regular savings habit and training of group members on human resource development and skills are established. Among the various means of group development process FE is considered the best tool to make group members aware of the existing flaws in society and their dormant potential as agents to create an environment of self help and mutual aid.

The Functional Education Course (FEC) comprises 25 members (consisting of 5 small groups). The course consists of two parts: social awareness and literacy. The awareness part is compulsory for all group members. The process of conscientization of group members in a planned manner starts with the FE course. Through December, 1991 a total of 134,808 group members have received Functional Education Training and of these, 102,904 (76%) were in RDP and the rest in RCP. Besides functional education, BRAC also provides group members with other human and skills development training to develop human potential, leadership and managerial qualities and occupational skills, a pre-condition of transforming a VO into an effective and sustainable institution. A total

of 106,837 group members have received human and skills development training during the reporting period. Statistics in Table 2 show that overall development training performance is satisfactory in view of achievement of target.

**Table 2: Human and Skills Development Training**

Information	Cumulative Upto December 1990	Revised Target for Jan-Dec. 1991	Achievement of Target Jan-Dec. 1991		Cumulative Upto December 1991
			Number	Percent	
<b>HUMAN DEVELOPMENT<sup>1</sup></b>					
RDP	30,226	12,600	17,760	141	47,986
RCP	15,658	NA	2,182	NA	17,840
Total	45,884	12,600	19,942	158	65,826
<b>SKILL DEVELOPMENT<sup>2</sup></b>					
RDP	64,296	66,801	65,716	98	130,012
RCP	60,391	18,835	21,179	112	81,570
Total	124,687	85,636	86,895	101	211,582
<b>TOTAL</b>					
RDP	94,522	79,401	83,476	105	177,998
RCP	76,049	18,835	23,361	124	99,410
<b>GRAND TOTAL</b>	<b>170,571</b>	<b>98,236</b>	<b>106,837</b>	<b>109</b>	<b>277,408</b>

### 1.3 GROUP MEETINGS

The group members meet once a week. At this meeting prospects, problems and issues which affect their lives are discussed with the major focus being on various aspects of financial transactions (loan realisation and collection of savings etc.).

An issue-based meeting is held once a month conducted by the PO. Various social

<sup>1</sup> This includes FE teachers, CR, Planning and Management (I and II).

<sup>2</sup> Comprises Poultry Workers, Poultry Rearing, Paravets, Chick Rearing, Cow Rearing, Goat Rearing, Horticulture Nursery, Irrigation Scheme Management, Paddy Cultivation, Vegetable, Fish Culture (Nursery, Pond and Thai Sorputi) and Silkworm Rearing.

issues, particularly relating to exploitative mechanisms which affect the lives of the landless poor, are discussed and analysed at this meeting. Based on the discussions, various actions are planned. This kind of meeting is of special significance in the institutional development process.

A village-based meeting is held generally at the respective Area Office, four times a year with the leaders of small groups for both men and women respectively. This is organised by the PO. At the meeting various issues on organisational norms, rules and financial disciplines are discussed. These meetings play a significant role in the institutional building process. These meetings are carried on in the same manner when RCP takes over from RDP.

#### 1.4 SAVINGS AND GROUP TRUST FUND

Group members are encouraged to start a savings programme through regular weekly savings. Each member deposits Tk.2.00 weekly. This aims at developing their saving habits and installing a financial resource base to reduce their vulnerability when a small amount of money is required in an emergency.

**Table 3: Savings : Members' Own Contribution and Total**

Status of Area	Position Upto Dec. 1990	Target Upto Dec. 1991 (as per revised proposal)	Position Upto Dec. 1991	Actual as % of Projection	Percent Increase over 1990
<b>TOTAL SAVINGS</b>					
Total	127,183,185	207,175,000	205,511,553	99	62
RDP	62,310,244	88,775,000	109,106,030	123	75
RCP	64,872,941	118,400,000	96,405,523	81	49
<b>MEMBERS' OWN CONTRIBUTION</b>					
Total	99,573,146	114,200,000	148,136,654	130	49
RDP	49,876,341	53,600,000	79,066,719	147	59
RCP	49,696,805	60,600,000	69,069,935	114	39

Upto December 1991, a total of Tk.205 million, men Tk.61 million and women Tk.144 million, was saved by group members of which Tk.78 million (38%) has been generated during the reporting period. Overall target of savings has been achieved by 130% and 99% respectively for members own savings and total savings. Yearwise breakdown of information

indicates a linear growth for own savings and a non-linear growth for total savings. Performances of RCP branches regarding total savings fall a little behind target. This is largely due to a fall in disbursement in these branches. Growth in RDP is satisfactory. In addition to savings, Group Fund, which has been renamed as Group Trust Fund, has increased by 96% from Tk.25.8 million in December 1990 to Tk.50.7 million in December 1991. Savings and Group Trust Fund together now stand at Tk.256.2 million which equals 17% of RDP and RCP's cumulative disbursement and 42% of outstanding. Nearly 73% of the savings represent women's contribution during the reporting period. Per capita savings of women is also higher than men: Tk.356 and Tk.316 respectively for women and men.

## 1.5 INSURANCE

An insurance policy for VO members was introduced the 15th of June 1990. A group member needs to fulfil the following criteria to be eligible for the insurance policy: one year as a group member; below age 54; and enrolled as a member in the insurance policy.

The insurance benefit has been fixed at Tk.5,000. The insurance money will be given to the nominee of the insured member after his/her death. No member needs to pay any premium. The fund is generated by the 1% compulsory deduction from loan disbursements. Till December 1991, RDP had 105,486 group members who were covered by the insurance policy which is 27% of the total membership. RCP had 40,322 group members who were covered for a 20% of the total membership.

## 2.0 CREDIT

Credit is a major component of RDP's approach to development. Credit enables group members to support various economic activities and generates income and employment. In RDP credit given to improve the socio-economic conditions of the poor are not only an end but also a means towards the institution building process.

The process of credit operation under RCP is the same as in RDP with the exception of: (i) the average size of loan amount (Tk.1,835 in RCP and Tk.1,608 in RDP); and, the amount of outstanding (Tk.9.5 million per branch in RCP and Tk.4.0 million in RDP in December 1991). BRAC operates a Revolving Loan Fund (RLF) designed to meet the needs of its organized group members who are largely excluded from institutional credit sources. Loans realised are credited to and form a part of the RLF which is used for extending further credit. This revolving process (lending-recovering-lending) ensures credit facilities to all group members and creates a feeling among them of helping each other by repaying the loan amount promptly.

## 2.1 OBJECTIVES

The following are the objectives of BRAC Credit Programmes:

- Generate employment and income both for men and women;
- Mobilise unutilized and underutilized local resources such as use of derelict ponds, planting trees on roadside embankments;
- Introduce new kinds of rural industries such as sericulture;
- Diffuse technology such as irrigation, and promote better health care such as sanitation.

## 2.2 CRITERIA

There are certain basic rules which serve as guidelines for granting loans against various economic activities. These are:

- Priority is given to schemes/projects with economic and social profitability potential;
- No collateral is (in the traditional sense) required;
- All loans provided are subject to continuous and intensive monitoring and supervision;
- No loan is given to a borrower to buy land from other group members;
- Loans are granted at 20% interest rates calculated on reducing balance and repayable in weekly instalments.

In addition, a member or borrower needs to fulfil the following conditions:

- Must have completed functional educational training, Social Awareness ;
- Must have a record of regular attendance at the weekly meetings and regular saving deposits;
- Must have clear knowledge of the 17 promises;
- Must have savings equivalent to 5% of the loan requested for the first time, 10% for the second time and 15% for all subsequent loans.

## 2.3 OPERATIONAL PROCEDURES: DISBURSEMENT AND RECOVERY

Loan proposals are screened and approved by the group during their weekly meetings. To have a loan proposal approved by the group, two thirds of the members must be present. Participation and group responsibility are thus essential elements of the loan process. After approval, the loan proposal is submitted to the Area Manager through the responsible BRAC POs. The loan amount is disbursed to the borrower in cash in the presence of the MC of the group.



Loans disbursed are recoverable in weekly instalments. Once a week the GS visits each village to collect all loan instalments from the group (both women's and men's) of the same village in the presence of all group members, including management committee members, and enters the account into the borrower's pass book. The same day the GS deposits the money with the Accountant at BRAC's Area Office. The number of borrowers in a household has been limited to two persons. Similarly, the number of outstanding loans per borrower is restricted to two. As indicated before, repayment period for all general loans is one year.

## 2.4 PERFORMANCE OF CREDIT OPERATIONS

### 2.4.1 Disbursement and Outstanding

Disbursement for RDP during the reporting period has increased by 95% from Tk.376 million in December 1990 to Tk.733 million in December 1991 and outstanding by 100% from Tk.159 million to Tk.320 million. Available information shows that 67% of total disbursement during the reporting period went to women while the share of women in cumulative disbursement was 64% (see Annexure 1). This can be attributed to BRAC's policy of emphasizing women's development. These performances are also satisfactory with respect to targets for disbursement and outstanding which were achieved by 104% and 120% respectively.

Disbursement for RCP during the reporting period has increased by 50% from Tk.490 million in December 1990 to Tk.737 million in December 1991. A total of Tk.247 million has been disbursed in 1991 to finance various income and employment generating activities. The target of cumulative disbursement during the reporting period has been achieved by 88% (see Table 4). This is largely due to the changes which have been enforced during 1991: restriction of number of loans per borrower to two and number of borrowers per household to two. The cumulative disbursement, outstanding, and loan cases upto the reporting period, December 1991, stood at Tk.737 million, Tk.286 million and Tk.402,193 respectively.

Gender breakdown of statistics suggests that women are leading in the income generating activities compared to their male counterparts. More than 75%, Tk.188 million, of disbursement during the reporting period went to women who are also leading in cumulative disbursement. The increased participation of women in credit gives them the chance to take part in production activities and to eventually improve their social status.

**Table 4: Achievement of Target for Disbursement and Outstanding**

Information	Status of Branch/Area	Position Upto December 1990	Target Upto December 1991 (as per Revised Proposal)	Position Upto December 1991	Actual as Percent of Projection	Percent Increase over 1990
Disbursement	All Total	866,900,857	1,859,500,000	1,471,475,413	79	70
	RCP	490,834,849	1,156,000,000	737,934,438	64	50
	RDP	376,066,008	703,500,000	733,540,975	104	95
Outstanding	All Total	368,266,418	593,216,650	606,948,186	102	65
	RCP	208,498,887	325,896,990	286,932,224	88	38
	RDP	159,767,531	267,319,660	320,015,962	120	100

Sectorwise breakdown of information for RDP reveals that more than 60% of the disbursements during the reporting period went to the rural trading sector alone. This is followed by irrigation (12.4%) and livestock (11.3%). These three sectors account for 86% of total disbursements in the reporting period. A similar situation exists for RCP. Rural trading, irrigation and livestock account for 80% of total disbursement for this reporting period (see Annexure 2). This can be attributed to a number of factors. Repayment period of all general loans (i.e. all loans other than collectively implemented schemes e.g. deep tubewells) has been restricted to two years. This change formally came into effect in June; informally in April 1991. Subsequently, most of the loans went to those sectors that ensured quick returns such as rural trading. In addition, first time borrowers also preferred to invest money in trade as risk involvement is less and does not necessarily require any skills or large amounts of money. Although livestock and rural transport require larger investments, they ensure quick returns and help in acquiring assets. Large investments in the irrigation sector indicate considerable expansion of this sector (see Section 3.1.2).

The effects of the above policy changes can also be seen in the term structure of disbursement. Short-term loans as a percent of disbursement increased from 67%, Tk.583 million, in December 1990 to 73%, Tk.1,075 million, in December 1991. Medium-term loans have decreased from 22% in December 1990 to 16.5% in December 1991. Long-term loans have maintained their previous position of 10% which is due to the expansion of the irrigation programme (see Table 5).

It is anticipated that these changes in the term structure towards short-term loans will positively affect the recovery rate as borrowers need to repay their outstanding loan before they are able to receive another loan. The revised loan ceiling policy also

complements these efforts: upper limit of first loan is Tk.3,500, while the second and third loan is Tk.5,000 and Tk.7,000 respectively.

**Table 5: Term wise Distribution of Disbursement (Cumulative and Periodic)**

Duration		Cumulative Upto Dec. 1990	Cumulative Upto Dec. 1991	Periodic Jan-Dec. 1991
Short	RDP	277,375,277 (73.8)	571,484,206 (77.9)	294,108,929 (82.3)
	RCP	306,357,626 (62.4)	504,117,999 (68.3)	197,760,373 (80.0)
	Total	583,732,898 (67.3)	1,075,602,205 (73.1)	491,869,307 (81.3)
Medium	RDP	63,284,765 (16.8)	85,774,764 (11.7)	22,489,999 (6.3)
	RCP	127,331,192 (25.9)	157,173,291 (21.3)	29,842,099 (12.1)
	Total	190,615,957 (22.0)	242,948,055 (16.5)	52,332,098 (8.7)
Long	RDP	35,405,971 (9.4)	76,282,005 (10.4)	40,876,034 (11.4)
	RCP	57,146,031 (11.7)	76,643,148 (10.4)	19,497,117 (7.9)
	Total	92,552,002 (10.7)	152,925,153 (10.4)	60,373,151 (10.0)
Total	RDP	376,066,000 (43.4)	733,540,975 (49.9)	357,474,975 (59.1)
	RCP	490,834,849 (56.6)	737,934,438 (50.1)	247,099,589 (40.9)
Grand Total		866,900,857 (100.0)	1,471,475,413 (100.0)	604,374,556 (100.0)

Note: Figures within parentheses indicate percentages.

#### 2.4.2 Quality of Portfolio and Recovery

Target of outstanding for RDP during the reporting period has been overachieved by 120%. An analysis of data suggests a linear growth. Outstanding in the reporting period has increased by 100% from Tk.159 million in December 1990 to Tk.320 million in

December 1991. Standardwise breakdown of information indicates that more than 91% of total outstanding can be found in the 'current' loan (i.e. within the loan life period) category while 'late'<sup>3</sup>, 'overdue'<sup>4</sup> and 'not yet transferred'<sup>5</sup> accounts can be found in the agriculture and irrigation sectors.

Sectorwise breakdown of information for RDP shows that 82% of late loans and 88% of overdue is concentrated in three sectors, viz. rural trading, food processing and livestock, while more than two thirds of the 'not yet transferred' loans can be found in the agriculture and irrigation sectors. Within RDP, overdue and 'not yet transferred' amounts equalled Tk.11.7 million of which 19% (i.e. Tk.2 million) is interest. Principal overdue as percent of cumulative disbursement and outstanding equals to 1.3% and 3% respectively while total overdue (including interest) comes to 1.6% of disbursement and 3.6% of outstanding (see Annexure 3).

Recovery rate now stands at 97%. This is a little less, 0.6%, than the recovery rate of September 1991 and is a seasonal phenomenon. Employment opportunities are lowest and the price of essentials are high during the months of October and November. As a corollary, income and food consumption of the poor goes down during these months which in turn increases their vulnerability towards diseases which increases their expenditures. An analysis of sectoral information reveals that health continuously maintained a 100% recovery. Volume of total loan, however, is lowest in this sector (.08 percent of total disbursement). This is followed by rural industry, rural transport, rural trade and Livestock with a 98-99% recovery. The lowest recovery rates are found in fisheries and irrigation: 87% and 91% respectively. Recovery rate in most of the areas is satisfactory (see Annexure 4). Recovery rate in most of the areas is satisfactory. The lowest recovery rates can be found in two areas: Atghoria and Boraigram. Their recovery rates are 89% and 92% (see Annexure 5). It is, however, worth mentioning here that not all overdue (including not yet transferred) fall in the bad loan category. Experience shows that some overdue is performing although repayments are not regular. A total of Tk.648,379 has been realised from amongst the overdue loan during the reporting period (see Annexure 6).

<sup>3</sup> Late loan is the amount of loan which remains unrealised during the original loan life and an extension (not exceeding 50 weeks) is granted to recover the money.

<sup>4</sup> Overdue is defined as the amount which remains unrealised even after the expiry of the extended period.

<sup>5</sup> Not yet transferred is not a loan standard. This includes the amount of loan which could not be reorganised during procedural changes in 1989 mainly due to non-existence of borrower (death and migration) or the collective nature of the enterprise.

**Table 6: Sector-Wise Distribution of Loan Portfolio : RDP  
(As of December 1991)**

Sl. No.	Name of Sector	Total Disbursement	Total Outstanding	Current Loan Outstanding	Late Loan Outstanding	Overdue Loan Outstanding		
						Overdue	NYT	Overdue & NYT
	<b>Grand Total</b>	<b>733,540,975</b>	<b>320,015,962</b>	<b>292,152,114</b>	<b>16,139,035</b>	<b>6,717,443</b>	<b>5,005,772</b>	<b>11,723,215</b>
1	Agriculture	29,694,430 (4)	7,110,267 (2)	5,168,647 (2)	791,212 (4)	153,119 (2)	997,289 (20)	1,150,408 (10)
2	Irrigation	75,508,384 (10)	54,757,670 (17)	51,321,329 (18)	891,900 (6)	406,499 (6)	2,117,942 (43)	2,544,441 (22)
3	Fisheries	7,841,014 (1)	4,417,402 (1)	3,676,493 (1)	144,547 (1)	52,480 (1)	543,882 (11)	596,362 (5)
4	Livestock	111,714,472 (15)	52,901,866 (17)	46,907,716 (16)	4,311,515 (27)	1,254,503 (19)	428,132 (8)	1,682,635 (14)
5	Rural Industry	17,935,359 (2)	6,325,151 (2)	5,642,884 (2)	353,901 (2)	90,441 (1)	237,925 (4)	328,366 (3)
6	Rural Transport	31,658,083 (4)	16,002,840 (5)	15,239,005 (5)	687,892 (4)	57,196 (1)	38,747 (1)	95,943 (1)
7	Rural Trading	396,495,813 (54)	157,169,724 (49)	145,544,306 (50)	7,437,659 (46)	3,695,538 (55)	490,533 (10)	4,186,071 (36)
8	Food Processing	61,716,702 (9)	20,682,860 (6)	18,061,215 (6)	1,504,107 (9)	992,366 (15)	130,172 (3)	1,122,538 (9)
9	Health	600,000 (0.8)	377,902 (0.6)	366,702 (1)	11,200 (0.8)	0 (0)	0 (0)	0 (0)
10	Miscellaneous	346,718 (0.2)	245,280 (0.4)	223,727 (1)	5,102 (0.2)	15,301 (1)	1,150 (1)	16,451 (1)



**Table 7: Sector Wise Distribution of Loan Portfolio : RCP  
(As of December 1991)**

Sl. No.	Name of Sector	Total Disbursement	Total Outstanding	Current Loan Outstanding	Late Loan Outstanding	Overdue Loan Outstanding		
						Overdue	NYT	Overdue & NYT
	<b>Grand Total</b>	<b>737,934,438</b>	<b>286,932,224</b>	<b>251,816,811</b>	<b>21,103,769</b>	<b>9,786,222</b>	<b>4,225,422</b>	<b>14,011,644</b>
1	Agriculture	44,250,058 (6)	14,130,146 (5)	11,961,185 (5)	1,235,490 (6)	610,337 (6)	503,134 (12)	1,113,471 (8)
2	Irrigation	50,510,935 (7)	35,637,370 (12)	32,103,248 (13)	1,416,035 (7)	1,122,307 (11)	995,780 (24)	2,118,087 (15)
3	Fisheries	5,144,837 (1)	2,291,569 (1)	1,961,290 (1)	51,318 (-)	21,136 (-)	257,825 (6)	278,961 (2)
4	Livestock	166,647,679 (23)	78,630,742 (28)	71,989,555 (28)	4,885,271 (23)	1,485,329 (15)	270,587 (6)	1,755,916 (13)
5	Rural Industry	51,724,607 (7)	20,517,535 (7)	17,904,286 (7)	1,004,601 (5)	305,682 (3)	1,302,966 (31)	1,608,648 (11)
6	Rural Transport	38,300,822 (5)	13,432,779 (5)	11,339,850 (5)	1,245,120 (6)	650,105 (7)	197,704 (5)	847,809 (6)
7	Rural Trading	312,206,584 (42)	105,819,006 (37)	91,446,186 (36)	9,296,580 (44)	4,338,962 (45)	557,278 (13)	4,896,240 (35)
8	Food Processing	66,842,370 (9)	15,117,190 (5)	11,784,918 (5)	1,945,845 (9)	1,246,279 (13)	140,148 (3)	1,386,427 (10)
9	Health	399,500 (-)	234,210 (-)	232,178 (-)	2,032 (-)	0 (-)	0 (-)	0 (-)
10	Miscellaneous	1,907,046 (-)	1,121,677 (-)	1,094,115 (-)	21,477 (-)	6,085 (-)	0 (-)	6,085 (-)

Outstanding loan for RCP during the reporting period has increased by 38% from Tk.208 million in December 1990 to Tk.286 million in December 1991. Sectorwise distribution of information suggests that more than two thirds of the outstanding loan is concentrated in the livestock, food processing and rural trades sectors alone. The quality of the portfolio and the recovery rate of these sectors are also good. Standardwise breakdown of information indicates that 88% of outstanding loans are 'current' while 7% are 'late', 3% are 'overdue' and 1% is 'not yet transferred' (see Table 7). Performance, particularly in livestock, rural trade and health are good. Most of the 'late' and 'overdue' loans are concentrated in the rural trade, food processing, livestock and irrigation sectors while the bulk of 'not yet transferred' money is in the rural industry sector.

For RCP, 'overdue', along with 'not yet transferred' now stands at Tk.14 million including Tk.2.1 million interest. Principal overdue as a percentage of the disbursement and outstanding is 1.6% and 3% respectively, while the total overdue equals 1.9% of disbursement and 4% of outstanding. A total of Tk.410,000 has been realised from the 'not yet transferred' loan during the reporting period (see Annexure 7). Recovery rate is 97% and is also less, 0.7%, than the corresponding September figure for the same reasons as RDP areas. Available information indicates that the recovery rates for the health, livestock and rural trade sectors are good (ie. 98% or more). Fisheries and irrigation have the lowest recovery: 90% and 92% respectively (see Annexure 4). Performances of most of the branches are satisfactory. Two thirds of the branches maintain a 98% or more, recovery rate and only 9 branches perform at below average, less than 97% (see Annexure 8). Some actions(ie. no more than two outstanding loans per borrower) have already been taken and some others are planned (ie. incentives) to improve the performance.

### **3.0 INCOME AND EMPLOYMENT GENERATION ACTIVITIES**

Income and employment generation is a very important component of BRAC's rural development activities. The landless poor are increasing in numbers but absorbing capacity of the labour market remains far behind the requirements. There is a limited number of new jobs created by the public and private sectors but these are concentrated in the urban areas and they often require technical/professional skills which the rural poor do not possess. Under these circumstances, the prospect for the landless is rather bleak and uncertain.

BRAC addresses this problem by introducing new technologies and programmes which have potentialities for income and employment generation or by providing credit for other employment generating activities.

### 3.1 AGRICULTURE AND IRRIGATION

#### 3.1.1 Agriculture

Agriculture provides the maximum concentration of employment throughout RDP and RCP. Presently, the women's groups are getting more and more involved in agricultural activities as a source of income and employment generation, although men still predominate this sector. A total Tk.11.4, or 2% has been advanced to this sector during the reporting period. Cumulative disbursement in this sector stands at Tk.73.9 million which equals 5% of total disbursement. Average loan size is Tk.1,186.

#### 3.1.2 Irrigation

##### a Background and Objective

RDP has introduced a new concept in agriculture - to enable those who do not possess land, a primary means of production, to control water, a major means of production. The most significant aspect of the irrigation scheme is the creation of a process affecting changes in the existing resource distribution pattern and power structure through ownership of a means of production and thus, gaining access to power and resource.

The objectives of the irrigation programme are to:

- increase the nation's agricultural production through intensification of cultivation
- ensure a more equitable distribution of resources
- generate income/employment opportunities for the rural landless poor
- develop management skills of the landless poor and transmit modern technology to them
- enhance social and economic power and prestige of the rural disadvantaged.

##### b Process

When a Village Organization (VO) express their interest in undertaking an irrigation scheme at a meeting, the BRAC Programme Organiser makes then initiates a feasibility study on the technical, agronomic and financial components of the scheme. If the scheme is found feasible, a loan proposal is prepared indicating the expected input and output of the scheme. Normally, for a Deep Tubewell (DTW) scheme, two VOs, one male and one female, are selected, each comprising about 50 members. After being

selected the members buy shares in the DTW irrigation scheme. Eighty per cent of the ownership rights of the capital asset are with the group members and the remaining 20% with BRAC. BRAC also bears 20% of the total operation and maintenance costs of the scheme by buying the requisite amount of shares.

The group buys the irrigation devices from Bangladesh Agricultural Development Corporation (BADC) according to their requirements with financial assistance from BRAC. For smooth implementation of the scheme a Management Committee (MC) is formed with 10% of the shareholders of the scheme.

For operation and maintenance of the scheme a 5-7 member Scheme Operation Committee (SOC) is formed. The SOC appoints a Manager from amongst its members. The SOC consists of: Chairman, Vice-Chairman, a Manager and 2-4 Members.

For proper water management, the command area of each DTW is divided into 4/5 blocks depending on topography, transplanting time and soil type. Main and field channels are designed by professional BRAC staff, so that flow of water can be regulated blockwise and distributed to each plot through field channel. Channels are maintained by the group appointed lineman. Considering the demand of crops and other parameters of soil and crops, an advance irrigation schedule for each tubewell/pump is prepared by BRAC's Programme Organiser in charge of irrigation in consultation with farmers and group management committee.

During the operation period of the scheme, BRAC provides technical and other support services by deploying Programme Organisers (Mechanics) and Gram Sheboks (GS) who assist in drain making, machine overhaul, water distribution, fertilizer management, pest control and harvesting. For this extension BRAC has a service charge that is added to the operation and maintenance cost. The list of charges is:

- 20 kg paddy per acre during the first year of operation
- 30 kg paddy per acre for the second year of operation
- 40 kg paddy per acre for the third and above year of operation.

For water the groups charge the farmers one third or one quarter share of the crops produced. The manager and driver with the assistance of the shareholders collect the share of the crop harvested. Eighty per cent of the total crop received as share is distributed among the shareholders on a proportional basis; the remaining 20% goes to BRAC fund.

### **c Performance**

To buy the shares VO members can obtain credit from BRAC for both capital investment and operation and maintenance costs of upto a maximum of Tk.2000 for each category



of shares. A total of Tk.62.3 million (10%) has been advanced during the reporting period. This equates to a 99% increase in disbursement over the reporting period. Cumulative disbursement is Tk.126 million (i.e. 8.56% of total). Disbursement in this sector has increased as the programme has expanded. A total of 506 deep tubewells have been installed during the reporting period in the RCP and RDP areas.

Area under irrigation has also increased considerably from 6035 acres in December 1990 to 25,498 acres in December 1991, i.e. by 321%. This corresponds to a coverage of 40.73 acres per tubewell. This is less than the optimum level (45-50 acres per tubewell) which is mainly due to the higher number of newly installed tubewells. Coverage of tubewells is generally low during the first year of operation and reaches an optimum level during the second or third year. This is due to the limited time available for planning (ie. teaching agreement with the farmers) in the first year of operation. Details on performance (ie. production) will be available in August and will be published in the next half yearly report for June 1992.

**Table 8: Irrigation Programme: December 1991**

Item	Position Upto December 1990	Position Upto December 1991	Increase from Jan.-Dec. 1991	
			Number	Percent
<b>Number of DTW</b>				
RDP	56	404	348	621
RCP	80	222	142	177
Total	136	626*	490	360
<b>Area Covered by DTW (acres)</b>				
RDP	2,174	16,197	14,023	645
RCP	3,921	9,301	5,380	137
Total	6,035	25,498	19,403	321

\* In addition to that 16 DTWs have been installed during 1991 and will come into operation in 1992/1993.



## 3.2 POULTRY AND LIVESTOCK

### 3.2.1 Poultry

#### a Background and Components

BRAC's Poultry program started in 1979 at its Manikganj Project on an experimental basis. Later BRAC designed a specific model for poultry development which is implemented with assistance from the Government and includes the following components.

- Training of cadres as poultry workers
- Regular vaccination
- Development of key rearers
- Establishment of day-old chick rearing units
- Establishment of feed sales centres
- Egg collectors
- Credit
- Follow up on regular basis,

#### b Objectives

The objectives of the poultry programme are to:

- increase income scope, particularly of women
- reduce poultry mortality
- increase the poultry population
- fulfil the protein deficiency among the rural poor.

#### c Process and Progress

One woman from each village is selected as a poultry worker and given five day's training on poultry vaccination, management and basic treatment of diseases. The poultry workers are responsible for the vaccination, necessary treatment of the diseased birds and dissemination of information on better poultry rearing practices. A one-day refresher's course is held once a month. The poultry worker collects vaccines from the BRAC office twice a month at cost price.

The poultry workers are routinely provided with the vaccines and equipment that they

require for the vaccination services. The worker charges a token fee of Tk.0.25 per bird. The average monthly income of a poultry worker is about Tk. 275. To ensure continuity of the vaccination process, interested women are selected (15 to 20 per village) and are given three (3) days of training on poultry rearing methods and graduate as Poultry Key Rearers. Every key rearer must have one hybrid cock and 10 hens (4-5 HYV) and the recommended housing system. This home-based activity brings in an average monthly income of Tk. 150. It is expected that when their neighbours see their success they will follow them. BRAC maintains a monthly key rearers' register for recording feed cost, egg production, mortality, vaccination and so on.

To maintain a continuous supply of birds, 10 to 20 chick rearing units per area are established. The Directorate of Livestock supplies the day-old chicks at the rate of Tk.7 per bird and the chick rearer raises it for two months and then sells it to the key rearers at the rate of Tk.30 per bird. The average monthly income of chick rearers with 200 chicks is about Tk. 750. The chick rearers are given 7 days training on chick rearing and Tk.4000-6000 credit for establishing units. To run the mini farms and chick rearing units properly, BRAC establishes one poultry feed sale centre in each feasible area. With the spread of the hybrid variety of birds, people are gradually getting habituated to buying balanced feed. There are 61 feed selling centres: 19 in RCP and 42 in RDP.

In each village, one poultry worker is chosen to act as an egg collector for the entire village and she collects the eggs from those involved in poultry rearing. Twice weekly, agents come around to collect the eggs from her. There are three agents for each BRAC area who are responsible for buying the eggs from the collectors and marketing them. To ensure utilization of the skills acquired and increase their income earning capacity, credit support is provided to key and chick rearers involved in the poultry programme.

The number of chick rearers now stands at 1,106, an increase of 70% over the reporting period. A similar increase can be seen in other areas too. Number of poultry rearers has increased by 85% from 56,664 in December 1990 to 105,051 in December 1991. Number of poultry workers has increased by 1,159 or 28%. This brings the total number of workers to 5,283.

**Table 9: Poultry Programme: December 1991**

Item	Position Upto December 1990	Position Upto December 1991	Increase from Jan.-Dec. 1991	
			Number	Percent
<b>Chick Rearers</b>				
RDP	409	825	416	102
RCP	241	281	40	17
Total	650	1,106	456	70
<b>Poultry Rearers</b>				
RDP	29,674	68,398	38,722	131
RCP	26,990	36,653	9,663	36
Total	56,664	105,051	48,387	85
<b>Poultry Workers</b>				
RDP	2,411	3,406	995	41
RCP	1,713	1,877	164	10
Total	4,124	5,283	1,159	28

### 3.2.2 Livestock Programme

#### a Objectives and Components

BRAC's livestock programme includes paravets, vaccination services, health services (preventive and curative), artificial insemination, credit, and fodder-based extension services. This programme has expanded considerably during the past few years as more and more members choosing asset type loans. In fact, it has become the second largest sector for credit disbursement. The objectives of the livestock development programme are:

- to increase income and employment generation opportunities for the landless poor
- to reduce livestock mortality rate
- to upgrade local breeds by cross breeding through the establishment of artificial insemination centres
- to increase fodder availability
- to ensure an adequate nutrition level for the community.

BRAC's livestock development programme is implemented with assistance from the government and includes the following:

- training of cadres as paravets
- vaccination
- upgrading local breeds through artificial insemination
- fodder extension programme
- cattle fattening scheme.

## **b Process and Progress**

Paravets are the main of the livestock programme. Each paravet looks after 5-6 villages and are selected from among group members. After selection, they are given training in two phases, each phase comprising 15 days. The subjects covered in the first phase are feeding, rearing and housing of livestock. Those covered in the second phase are identification, causes and treatment of diseases. After training, each paravet is responsible for the vaccination and health service of livestock in their operating area.

Paravets' training is conducted by a trained veterinarian (DVM) at BRAC's training centres. Presently, there are 1,117 trained paravets who earn an income by providing their service to the community. In the RDP and RCP areas, 240 paravets have been trained which is a 27% increase during the reporting period. They charge Tk.5-10 per animal for services rendered. The average monthly income of a paravet is Tk.700. Paravets provide vaccination services for diseases such as anthrax, black quarter, haemorrhagic-septicaemia, foot and mouth disease and rinderpest. Vaccines are supplied by the Government's Directorate of Livestock. The paravet charges Tk.1.00 per cattle for vaccination.

Those who are interested in rearing livestock are selected and given a 3 days' training on livestock rearing and graduate as cow rearers. Subjects covered include: feeding, housing, and primary prevention of diseases. Presently, there are 58,211 trained cow rearers.

To upgrade cross breeding, 58 artificial insemination centres have been established in different BRAC areas. The centres are located according to government rules and are staffed by trained paravets. After completing the paravets' training, the paravets undergo an additional 30 days training at governments institutions. The semen comes from the nearest government bull-farm and is cross bred with local varieties. Fifty per cent of the semen is Frisian and another 50% is a Shahiwal Red Sindhi cross. The government provides all equipment free of cost. BRAC provides manpower, cold flasks to transport the semen, and sheds.

To ensure availability of fodder BRAC has started an ipil-ipil plantation programme.

Under each area there are about 10,000 saplings. Selected group members are responsible for supervision and maintenance of the saplings and they report to the paravets. In addition, each cattle rearer grows at least 10 saplings. Napien and Paragrass are also cultivated in some areas. Cow fattening is an important component of the livestock programme. Group members take loans to buy ill and lean cattle at a low price and after proper feeding and treatment are able to sell them for a profit.

Livestock, including poultry, is the second largest sector receiving BRAC loans. Cumulative disbursement now stands at Tk.278 million and per capita loan size is Tk.2,698, the second highest after rural transport. Recovery rate of this sector is 98%.

### 3.3 FISH CULTURE

#### a Objectives

BRAC has a fisheries programme with the objective of providing income earning opportunities for landless groups through fish culture. Additional objectives of the programme are to:

- improve nutrition in rural areas by increasing fish availability
- promote culture of species with proven market demand
- increase supply of fingerlings through nursery ponds to fulfil the demand in the local market as well as to assist in the Government's plan to release fingerlings in the open water system throughout the country.

This objective is met through training, technical support, credit extension and follow up.

#### b Components and Implementation Process

The programme Components are:

- hatchery
- nursery ponds
- leasing and restocking open water resources, such as, beels and hoars
- shrimp-carp polyculture



## Hatchery

BRAC has established a modern Fish Hatchery at the Rajendrapur Training Centre with 14 ponds for fish culture and 18 tanks for fish hatching. The main objective of the centre is to produce Spawn, Fry and Fingerlings of Carp and Thai Sarputi species to meet the increased demand of fish fry in the BRAC project areas as well as provide necessary training and technical education to the group members and development workers involved in fish culture. The establishment of hatcheries plays an important role in the improvement of productivity in Carp. Hatchery produced spawn offer opportunities for selective breeding and continuity of supply.

## Nursery ponds

Medium ponds, 20-30 decimals size, are selected for growing hatchlings and fry to fingerling sizes for restocking, sale in the local market and sale to the government for releasing in the open water system of the country. Spawns are collected from either BRAC's, the Government's or private hatcheries and carried in oxygen bags to their destination. They are grown to the 3" to 5" size.

Those interested in raising fry/fingerlings are provided with a 3-day training course on carp nursery management. After this a 1-day refresher course, which is field based, is provided during the period of nursery pond culture. Group members carry out nursery pond culture in their respective villages. The following steps for implementation of the programme are carried and are self explanatory:

- pond selection
- pond preparation
- fertilization
- collection of spawns from hatcheries
- release of spawns
- feeding : 50% rice bran 50% mustard oil cake
- harvesting

## Semi-Intensive Pond Culture

A survey is made of all derelict, unutilized and underutilized ponds in the area. The smaller ponds are usually taken on lease for 3 years, while the larger ponds which need re-excavation are taken on lease for 10 years. Unused or derelict ponds of the 5-10 decimal size belonging to group members, are used for mini-pond culture. The programme is based on a management system of pond preparation, fertilisation, supplementary feeding and careful specie selection. Thai Sarputi and Nilotica are

cultivated, mostly by women group members. A two-day field based course is given at the beginning of the project and a one-day refresher course is given during the period of culture by the Programme Organiser (Fisheries).

In the large ponds the culture of Silver Carp, Grass Carp, Catla, Ruhi and Mrigal is carried out. A 3-day field-based course is provided which is supplemented by a one-day refresher course. Thereafter, a workshop lasting 2 days is held during the scheme period. The Village Organizations make a survey of unutilized large ponds, 50 decimals or greater, in their area. Interested group members lease it for a period of 10 years and after excavation/ re-excavation of it they start their fish culture.

#### Leasing and Restocking Open Water Resources (*Beel* and *Baor* development)

Bangladesh is blessed with large areas of flood plains, lakes, ox-bow lakes and an extensive network of rivers and canals. Over 90% of fish catches in Bangladesh come from these areas. Following the rains (April to October), flood waters subside and large areas of water become isolated from the main river systems. These drain down to form large, medium and small water bodies (*beels* and *baors*).

BRAC has begun a programme to rent these water bodies from the Government and to give the control of the fishing rights to landless groups. This is a joint programme of the Government and BRAC and has been undertaken in 5 districts: Jessore, Faridpur, Jhenaidah, Kushtia and Chuadanga. Altogether 36 *baors* have been identified, out of which 25 *baors* are in RDP's operation areas and work on them is ongoing. Of the other *baors*, five have been discarded by the Government and BRAC plans to set up offices to cover the other six.

In the *Baor* development programme the Government, with funding from IFAD and DANIDA, is responsible for the infrastructure development: roads, culverts, sluice gates, electricity and nursery ponds. BRAC is responsible for target group identification, selection of operable *baors*, training and credit for lease and operation.

#### Shrimp-Carp-Polyculture

In Jessore, BRAC's Rural Enterprise Project (REP) undertook two experimental projects in 1989. These were: (i) the Shrimp-Carp Polyculture and (ii) the Shrimp Nursery. These projects were found to be satisfactory from a technical and management point of view and viable for replication. From 1991, REP is working jointly with RDP for the extension and development of these two projects in the Jessore region.

Table 10: Fishculture Programme: December 1991

Item	Programme	Position Upto December 1990			Position Upto December 1991			Increase from Jan.-Dec. 1991					
								Number			Percent		
		RDP	RCP	Total	RDP	RCP	Total	RDP	RCP	Total	RDP	RCP	Total
<b>Number of Ponds</b>	Total	688	776	1,464	2,459	1,189	3,648	1,771	413	2,184	257	53	149
	Carp	309	360	669	864	411	1,275	555	51	606	180	14	91
	Nilotica	145	258	403	19	254	273	(126)	(4)	(130)	(87)	(2)	(32)
	Sarputi	107	99	206	1,411	396	1,807	1,304	297	1,601	1,218	300	777
	Nursery	120	45	165	164	115	279	44	70	114	37	155	69
	Shrimp	7	14	21	1	13	14	(6)	(1)	(7)	(86)	(7)	(33)
<b>Area under Ponds (acres)</b>	Total	176	208	384	464	276	740	288	68	356	63	33	92
	Carp	107	145	252	289	164	453	182	19	201	5	13	80
	Nilotica	16	16	32	2	17	19	(14)	1	(13)	(88)	6	(41)
	Sarputi	12	13	25	112	40	152	100	27	127	838	207	508
	Nursery	31	29	60	53	35	88	22	6	28	71	21	47
	Shrimp	10	5	15	8	20	28	(2)	15	13	(20)	300	87

cultivated, mostly by women group members. A two-day field based course is given at the beginning of the project and a one-day refresher course is given during the period of culture by the Programme Organizer (Fisheries).

### c Progress

A technical assistance team comprising of a Sector Specialist (Fisheries) and 15 Programme Organisers (Fisheries) look after the fisheries programme. Village based GS's provide the support services. The number of ponds have increased by 96% while the area under fishculture by 76%. Number of ponds now stands at 2,864 acres while the coastal bodies are at 677 acres.

A wide variety of training was provided and covered POs, GSs, para-fisheries and group members. A total of 1,811 persons have been trained during the reporting period. Cumulative number of trained members stands at 6,615. Per capita loan size in this sector is Tk.1,000, and number of loans are 13,012. This brings the total disbursement to Tk.13 million. The recovery rate for this sector is 89%.

## 3.4 SERICULTURE PROGRAMME

### a Components and Implementation Process

Sericulture is seen as a profitable income earner, especially for women, as it can be carried on simultaneously with other activities and is home-based. Although the traditional silk producing areas are in the northern regions of the country, BRAC tried sericulture on an experimental basis in the Manikganj area in 1978 with the assistance of the Bangladesh Sericulture Board (BSB). The results were so promising that it was replicated in other BRAC areas and has expanded into a separate and complete industry which is both vertically and horizontally linked with the output of one being the input of the other. Presently, BRAC is one of the major silk producers of the country. The total cocoon production of the country is 399,069 annually and it is expected that by the year 1992-3, BRAC will be producing 319,379 cocoons and become the single largest silk producer in the country after the Sericulture Board. The raw silk production of Bangladesh is 30 metric tons and BRAC's target for 1992-3 is 20 metric tons. The sericulture programme has the following advantages:

- Sericulture is a labour intensive rural industry and can absorb the excess labour force in these areas
- Both young and old from the same household can engage in this activity
- It is a low investment, less risk activity
- It gives returns in quick succession yielding income every two and a half to three months for growers and almost every month for rearers
- Mulberry trees do not require cultivated land
- Bye-products of sericulture, such as mulberry twigs, silkworm litter, pierced and unreelable cocoons, pupae and reeling waste are all useful in one form or another and provide an income.



Mulberry leaf is the main food material for silkworms. Mulberry cultivation can be of three types: (i) bush, (ii) mid-cut and (iii) trees. The first two kinds need land and because land is scarce the most suitable alternative is tree plantation around homestead land, roadside embankments and on fallow land. For trees, saplings are required, and BRAC's group members have started small nurseries with technical assistance from BSB and BRAC. Bangladesh, with its flat, fertile, alluvial land and sub-tropical monsoon climate is highly suitable for mulberry plantation and silkworm rearing. In this climate, growth of the mulberry plant is continuous allowing silkworm rearing to take place four to six times a year.

For homestead plantation, growers are selected from among those who have homestead and pond embankment land. Saplings are supplied to them during August and September either from group members' nurseries or from BSB. Continuous follow up is provided by BRAC's sericulture technicians and POs. Roadside cultivation is carried on by landless women. Those who live near roads are selected for roadside cultivation and the roads are leased from the Union or Upazila Parishads for a period of 20 years which was set as the cut off point because the leaf yield falls considerably after that. However, there is an option for a new lease to be negotiated if the trees are still productive. BRAC's group members who look after the trees will be the only beneficiaries of the leaf yield.

Each woman plants and looks after the 400 mulberry trees and the 200 fruit and fuel trees planted between from sunrise to sunset. Every month a refresher course on nurturing and maintenance of trees is held. For the roadside plantation scheme, each grower receives 3 kg. of wheat daily for a period of one year. After one year, the growers are given training on rearing practices so that they can earn from rearing. BRAC's sericulture programme is carried on in five zones: Manikganj, Pabna, Jessore, Rangpur and Jamalpur.

Most of the women who grow mulberry trees also rear silkworms. Invariably, the rearers grow the silkworms in their homes or in rearing house. Each rearer does 4 cycles of rearing (bonds) per year. The life cycle of a silkworm is 45 days:

- Egg (10 to 12 days)
- Larva (20 - 25 days)
- Pupa (5 days)
- Adult (4 days)

For each 20 rearers, one rearer is identified as a *chawki* rearer. She buys 1000 disease-free layings (DFLS) which is approximately 40,000 eggs from BSB and rears them upto the third moult or the second stage of larva which is 10 days. At this stage, they need careful nurturing and feeding. Each *chawki* rearer is provided with a *chawki* rearing house. The *chawki* rearers use bamboo trays for rearing and when the young larvae are ready, distributes them to other rearers. These rearers look after the larva





**Table 11: Sericulture Programme: December 1991**

Item	Position Upto December 1990	Position Upto December 1991	Increase from Jan.-Dec. 1991	
			Number	Percent
<b>Silk Worm Rearers</b>				
RDP	813	1,165	352	43
RCP	854	976	122	14
Total	1,667	2,141	474	28
<b>Chawki Rearers</b>				
RDP	20	63	38	152
RCP	22	31	9	41
Total	47	94	47	100
<b>Reeling Worker</b>				
RDP	124	190	66	53
RCP	4	5	1	25
Total	128	195	67	52
<b>Cocoon Production (in kabon)</b>				
RDP	6,268	16,458	NA	NA
RCP	8,512	14,454	NA	NA
Total	14,780	30,912	NA	NA

For the year only

NA Not Applicable

### 3.5 SOCIAL FORESTRY PROGRAMME

#### a Objectives

BRAC's social forestry programme has a two-pronged approach in that it not only restores ecological balance through afforestation but also has a socio-economic factor. This project provides an avenue for increased awareness for tree plantation in rural areas generates income and employment opportunities. So far, forestry or afforestation has

been the preserve of the Government's Forest Department but BRAC espouses a more participatory social forestry programme. The objectives of the programme are to:

- Ensure a sustainable income for the rural poor
- Enhance employment opportunities
- Increase awareness for planting trees among the rural community
- Restore ecological balance
- Reduce soil erosion, land slides and mineral leaching.

The social forestry programme is carried out by two methods: (i) nursery and (ii) plantation. The number of existing nurseries run by the Government and the Forest Department are inadequate. In order to meet the increasing requirements of seedlings under this programme, BRAC established its own nurseries and involved trained group members in the growing and supplying of seedlings. The nursery programme is carried out in two ways: (i) village and (ii) area nurseries.

## **b Process and Progress**

### Village Nurseries

BRAC undertook small, village-level horticulture and forest nurseries to ensure the supply of seedlings locally as most of the Government's nurseries are located in the urban areas. Moreover, the forest areas of Bangladesh are concentrated in the southern and eastern regions of the country. Therefore, supply of fuel and timber has to be transported over long distances which increases the cost of wood and denudes the scarce supply of local firewood trees.

To incorporate the disadvantaged women into the rural labour force and increase employment and income generating opportunities for them, BRAC decided to focus this programme on women. In each area, 3-5 small nurseries are established and produce 10-15000 seedlings. This ultimately will result in a sustainable local supply of seedlings.

A five-day classroom and 2-day practical field-based training programme is provided to the horticulture and nursery worker. Every 5 months a refresher course of one day is held based on the problems encountered and future requirements in the production schedule. Once the nursery workers have been identified and trained, they go around their respective villages doing an informal survey of the demand for various seedlings, types of seedlings that can be grown and seedling marketability. A seasonwise schedule is worked out with the Programme Organiser (Forestry) who assists them in all the stages of the programme. If the worker owns land, she can start planting immediately, otherwise, arrangements for leasing suitable land and credit are processed.

There are four cycles of plantation that are based on the four seasons. Therefore, the nursery worker is continuously busy, and regular income is forthcoming. BRAC supplies the seeds to the workers at cost.

#### Area Nurseries

BRAC has been implementing a *Tree Plantation Programme* since 1978 with the following objectives:

- ensure sustainable supply of seedlings
- introduce trees which provide quick returns such as High Yielding Varieties (HYV)
- increase mulberry cultivation for sericulture
- promote afforestation programme
- generate income and employment particularly for the landless women

Selected women are given a 5-day training course by the Programme Organiser (Sericulture and Forestry) for nursery preparation, plantation and care. Technical assistance and follow up is on going. Every alternate month, a 2-day refresher course is organised. In each area there will be one big horticulture and forest nursery worker. In all, 94 nurseries have been established covering a total of 310 acres of land where 4 million seedlings have been produced with a total cost of Tk.967,000. Each worker produces 50,000 seedlings (fruit, timber, fodder/fuel) in one year of which 60% are fruit trees. After 3 months, the worker starts selling and planting new seedlings as there is a seasonal cycle of 3 months.

The tree plantation programme is also promoted by homestead and roadside methods. BRAC launched its homestead plantation programme in 1977. Under this programme, seedlings of various species of fruit and fuel trees are supplied to the group members to plant around their homestead land. The seedlings are collected from the Forest Department and the Government nurseries and sold at cost to the members.

From June 1990 a new plan has been undertaken whereby each area selects 200 women every year for homestead plantation of various species of fruit and fuel trees. Each woman will plant 10-12 seedlings of the fast-growing variety of these trees. A total of 115,000 group members in RDP and RCP areas are involved in this programme and have planted 2.29 million trees, including fruit and mulberry.

The roadside plantation programme was first started in 1989 in the Jamalpur area with assistance from the Sericulture Board and the World Food Programme (WFP). Roadside land was leased for 20-25 years from the local authorities. Each woman plants, guards and tends 400 mulberry trees for which she is paid 3 kg of wheat per day. In other areas, BRAC paid the women Tk. 15 per day. The seedlings are free of cost and

bamboo sticks are also provided to form cages for young trees to protect them against marauding animals.

From June 1991, the roadside plantation programme has expanded to RDP and RCP areas. In each area, one woman plants 500 mulberry trees. The target is to plant 6 million mulberry trees. All these women receive 3 kg of wheat per working day, provided by the Directorate of Relief and Rehabilitation's Food for Work Programme, for a period of one year as wages. This wheat is given to her at the end of the month according to the attendance and survival rate of trees:

- 3 kg. (90% + survival)
- 2 1/2 kg. (89% - 75%)
- 2 kg. (74% - 50%)
- no wheat (less than 50%)

Each woman cares for and nurtures the trees for one year. After three years, the trees have matured and can be divided among four women group members who will earn an income from rearing silkworm or from the sale of leaf and firewood. Selected women are given a 5-day training course on plantation and care. Every second month a one day refresher course is given by the Program Organiser (Sericulture and Forestry). After the women have been identified, selected and trained, arrangements are made for her to lease the land. By December 1991, a total of 2,200 km road had been covered by this programme and 2.2 million trees had been planted. The programme is implemented by 6,150 group members in 79 RDP and RCP areas.

### 3.6 RURAL TRANSPORT PROGRAMME

The rural transport sector is expanding rapidly not only because the returns are immediate but also it is a capital asset for the rural landless who have virtually no access to assets. Credit is given in this sector for a wide range of rural transports including rickshaws, country boats, push carts, and vans. Upto December 1991, Tk.69.9 million has been disbursed against 19,499 loans. During the reporting period, January to December 1991, Tk.255 million or 4% was advanced as credit. Average loan size is highest (Tk.3,588) in this sector. Recovery rate is 98%.

### 3.7 RURAL INDUSTRIES PROGRAMME

Rural industrial activities as a means of livelihood is being taken up by an increasing number of group members. These include weaving, oil mills, rice mills, ice plants, brick yards and other activities which generally are regarded as cottage industries. The investment, particularly in rice mills and brick yards, enable group members to reap certain advantages in the community such as increased income leverage and increased



labour productivity through technical improvement. An amount of Tk.22.4 million has been disbursed in this sector during the reporting period. Cumulative disbursement stands at Tk.69.65 million which is equal to 5% of the total. Per capita loan size is Tk.2,058, the third largest following rural transport and livestock. Recovery rate stands at 96%.

### 3.8 RURAL TRADING

In rural trading a variety of activities is undertaken by group members most of which are seasonal and supplement their family income. In addition, these activities offer quick returns. With the expansion of trading activities and increased participation of rural poor as buyers and sellers of goods, diversification in the rural economy takes place and the rural market widens. This is the largest sector receiving BRAC loans. A total of Tk.362 million, or 60%, has been disbursed during the reporting period. Cumulative disbursement stands at Tk.708.7 million, or 48%. Disbursement for the RDP areas was Tk.396 million and was Tk.312 million for the RCP areas. Recovery rate was 98% for all areas.

### 3.9 FOOD PROCESSING

This sector includes a variety of activities such as paddy husking, processing of oil seeds, puffed rice and dried flattened rice, molasses and livestock feed. This sector is dominated by women. Total loan amount now stands at Tk.128.55 million or 9% of cumulative disbursement. Per capita loan size is Tk.1,244. The recovery rate for this sector is 97%.

## 4.0 SUPPORT SERVICE PROGRAMMES

### 4.1 NON-FORMAL PRIMARY EDUCATION (NFPE)

BRAC has been implementing two primary school models directed at two different age groups with the following objectives:

- support government efforts to achieve its goals of Compulsory Primary Education;
- help provide education for all by the year 2000;
- provide education opportunities for children of poor landless families who would otherwise not have access to education;
- promote education for girls;
- mobilise community participation to assist and strengthen primary schools;
- develop para-professional teachers from within the community.

The first model is a three-year course and started in 1985 with twenty two schools for children 8 to 10 years of age who had either never enrolled in school or who had dropped out during their first year of school with no reading, writing or numeracy skills. This model is called Non-formal Primary Education Programme (NFPE). The second model is a two-year programme piloted in 1987 using the same curriculum for children 11 to 16 years who had never been to school. This model is called Primary Education for Older Children (PEOC).

The BRAC schools are located in villages and situated close to students' homes. The schools are made of simple woven bamboo or mud walls with thatch roof and earthen floor which is rented at a minimal cost from the community. The students are children of the poor landless farmers who are deprived of education because of poverty and gender. Seventy percent of the students enrolled are girls. The curriculum is life-based and needs-oriented; subjects taught are Bengali, mathematics, social studies and English. Instructional materials, a text book and stationery are provided to students free of charge. Children are expected to learn their lessons in the classroom. Only small amounts of homework are assigned, only what can be done by the students independently without the parents help, since most of their parents are illiterate. The curriculum is not focused toward annual examinations as in the ordinary schools; instead children are tested regularly, usually weekly and monthly, so that progress can be constantly evaluated. Comprehension is reinforced through a participatory method of teaching and learning. Although classes are held for two and a half hours each day, six days a week, there is forty minutes of co-curricular activities each day. The school hours are decided by parents at parent-teacher meetings and there are no long vacations.

Each class has 30 students with one teacher taking them through all the three grades. The teachers are selected from the village and must have nine or more years of schooling. They must possess good basic literacy and numeracy skills, strong common sense with a genuine interest in children. About 82 percent of the teachers are women. The teachers' training is intensive and consists of:

- 12 days of basic training on child psychology, pedagogy, teaching aids and organising co-curricular activities such as singing, dancing and exercising;
- 2 days orientation before opening of school;
- 1 day refresher training monthly to discuss teaching learning issues and to address school-related problems;
- 4 day refresher training course at the beginning of the second year of school.

The teachers' training is carried out with BRAC's Training and Resources Centre (TARC). The teacher trainers are directly supervised by TARC, although the Education Specialist works closely with them.

Table 12: Education Programme: Ongoing Schools - December 1991

Information	Programme	No. of Branch/ Area	No. of Schools Opened during January- December 1991				No. of Schools Ongoing as of December 1991			
			No. of Schools	No. of Students			No. Of Schools	No. of Students		
				Boys	Girls	Total		Boys	Girls	Total
<b>NFPE</b>	Total	156	1,261	10,027	27,830	37,857	3,170	27,443	70,493	97,936
	RCP	30	384	3,052	8,468	11,520	1,192	10,416	26,415	36,831
	RDP	90	810	6,396	17,931	24,327	1,806	15,505	40,286	55,791
	WHDP	30	-	-	-	-	-	-	-	-
	Non BRAC	1	50	437	1,063	1,500	50	437	1,063	1,500
	Others	5	17	142	368	510	122	1,085	2,729	3,814
<b>KK</b>	Total	156	1,629	4,868	44,002	48,870	2,833	13,072	71,902	84,974
	RCP	30	39	302	868	1,170	443	3,250	10,250	13,500
	RDP	90	530	4,144	11,756	15,900	1,296	9,260	29,402	38,662
	WHDP	30	1,000	-	30,000	30,000	1,000	-	30,000	30,000
	Non BRAC	1	50	350	1,150	1,500	50	350	1,150	1,500
	Others	5	10	72	228	300	44	212	1,100	1,312
<b>Grand Total</b>	Total	156	2,890	14,895	71,832	86,727	6,003	40,515	142,395	182,910
	RCP	30	423	3,354	9,336	12,690	1,635	13,666	36,665	50,331
	RDP	90	1,340	10,540	29,687	40,227	3,102	24,765	69,688	94,453
	WHDP	30	1,000	-	30,000	30,000	1,000	-	30,000	30,000
	Non BRAC	1	100	787	2,213	3,000	100	787	2,213	3,000
	Others	5	27	214	596	810	166	1,297	3,829	5,126

Community participation forms an integral part of the BRAC schools. A four member village committee comprising of 2 parents, the teacher, and one volunteer from the community supported by the NFPE Programme Organiser are responsible for children's attendance, repairing school facilities, liaising with parents and students and for solving problems related to the school. A parent-teacher meeting is held once a month with the NFPE Programme Organiser to discuss pupil attendance and progress.

There is continuous and systematic supervision of staff, teachers and students, with constant review and revision of training modules and materials. A flexible management style encourages teaching and learning through participation and sharing of experience. All NFPE Programme Organisers (PO) undergo mandatory staff Development Training and Training of Trainers and each PO is responsible for 15-20 schools which he must visit at least twice a week. He is supervised by a Field Officer who in turn is reportable to the NFPE Regional Manager.

The annual cost per student is US \$ 15.00. Of the total costs incurred, direct school related expenses such as, student books and supplies, teaching aids, teacher salary and school rent use 53% of the total cost, 35% is spent on management and supervision and 12% is spent on staff and teacher training.

Factors which have contributed to the success of BRAC schools that:

- they are located near student's and teachers' houses, enabling close follow-up of absentees, the schools demonstrate 98% attendance of both teachers and students;
- there is continuous and close supervision ensuring timely solutions of problems and checks on teacher-student dropout. Dropout rate of BRAC schools is 2%;
- the low student-teacher ratio allows for individual attention;
- a strong teacher-student bond develop as students stay with the same teacher for the full length of their term;
- the teacher's role is that of a motivator and facilitator rather than that of a disciplinarian;
- the flexible school hours set by parents allow children to help out at home whenever needed;
- BRAC schools offer students a lateral entry into the formal government schools in class IV.

Upto December 1991, 7,499 schools have been opened of which 3,745 were NFPE and the rest *Kishore-Kishori*. So far a total of 44,303 students have been graduated from 1,496 schools and another 182,910 students are learning in 6,003 schools.

#### Facilitation Assistance Programme on Education (FAPE)

Based on the resounding success of the NFPE schools a great demand from the community arose to open more and more schools. BRAC is fully committed to the goal



of universal primary education, but, as an NGO, it has its own limitations. BRAC, therefore, entered into an agreement with the Government of Bangladesh in 1988 to evolve processes necessary for the improvement of the existing formal primary education system. From July 1989, BRAC has been implementing the "Facilitation Assistance Programme on Education" (FAPE) jointly with the government in Manikgonj Sadar, Rangpur Sadar and Chowddyagram upazilas with approximately 55 government primary schools in each upazila totalling 165 out of 324 government schools. This pilot programme was approved by the Directorate of Primary Education and the duration of the programme is for 30 months or 2 1/2 years. Objectives of the programme are to:

- increase managerial and supervisory capability of local level Officials (Assistant Upazila Education Officer AUEO) by providing orientation and on-the-job training (joint school visit, organising of cluster training and its follow-up), participation of School Managing Committee (SMC), and Parent-Teacher Association (PTA) meetings;
- strengthen managerial and professional efficiency of teachers through training and joint follow-up action in these areas:
  - classroom teaching-learning techniques
  - school management mechanisms
  - initiative/leadership among teachers, field supervisors and community leaders
  - relationship building between teacher and community
  - increase enrolment of primary school age (6-10 years) children with special attention to girl child of the catchment areas from 70% to 90% in line with the CPE strategy;
- raise the rate of attendance from 40% to 75%;
- reduce drop-out amongst enrolled children from 35% to 20% in a school calendar year;
- increase community participation in overall school management.

The areas to be brought under this programme were not fully operational until November 1989. During the initial 4 months, from July 1989 to October 1989, FAPE staff oriented themselves with the programme and went to work on a baseline survey. Full swing activities began in November, 1989.

The first cycle of this programme is not yet complete; however, preliminary findings from the data collected by the FAPE staff are:

- the motivational component of the programme has helped to increase the number of school visits and cluster training is arranged by the Assistant Upazila Education Officers (AUEO);
- training, follow up, supervision and guidance by the AUEO and head teachers have led to:
  - close attention and constant motivation to habitual absentees; and,
  - introduction of co-curricular activities has made the education environment healthier and more enjoyable.



Community participation has resulted in regular PTA and school management committee meetings. This community involvement has been invaluable in: (i) bringing irregulars and drop-outs back to school; and, (ii) raising funds for school repairs and other activities.

### **Education Support Programme (ESP)**

During the past few years attempts have been made by many Non-Government Organisations (NGO) both large and small to replicate the BRAC school model and to adopt its working mechanism to their own educational programmes. Recognising the potential and commitment of some NGOs and prompted by the failure of others in implementing the BRAC NFPE model, BRAC has designed an Education Support Programme (ESP) as another branch of its rapidly expanding NFPE programme. ESP's prime goal is to complement government's primary education drive by assisting and facilitating NGOs committed to the education of children. Technical and financial support is provided to these NGOs so that the BRAC school model may be replicated successfully at a macro level, covering a large number of unreachable children.

Through ESP, BRAC hopes to share the strength of its education programme with other organisations. BRAC's competence in (i) staff training, (ii) teacher selection and training, (iii) supervision and management, (iv) progress monitoring, (v) and curriculum and materials have all matured over the past six years and grown into one of the most workable non-formal primary education systems in Bangladesh.

ESP identifies and selects potential NGO's working in rural areas, and provides them with technical and material know-how and monitors to ensure that their schools are meeting BRAC standards. One Regional Manager and one assistant make up the ESP cell. By the end of 1991, ESP was involved with 26 NGO's, each with five NFPE schools for the 8-10 year old children with training and curricula support from BRAC. Some organisations also received financial support for salaries of teachers that was provided by BRAC.

## **4.2 INCOME GENERATION FOR VULNERABLE GROUP DEVELOPMENT**

The Income Generation for Vulnerable Group Development (IGVGD) programme is another component of BRAC's poultry programme. Through this programme, BRAC is providing training on poultry to the Vulnerable Group Development (VGD) women who are recipients of 31.25 kg. of wheat per month for 2 years. This VGD programme is administered by the Directorate of Relief and Rehabilitation (DRR) and supported by World Food Programme (WFP) wheat. It is a collaborative effort between WFP, DRR, Directorate of Livestock and BRAC and aims at improving the income earning potentials of these vulnerable families through poultry rearing during the 24 month period in which they are supported by the wheat ration. The programme started in 1987 and its overwhelming success has led to a second cycle.

BRAC selects the different cadres of poultry workers, key rearers, and chick rearers

from the VGD card holders in each union under the covered upazilas. The poultry training is given to VGD card holders to enable them to earn at least an equivalent amount of the monthly take home ration in cash during the two year entitlement period. Presently, the programme has been extended to 36 upazilas and 57,929 card holders have been trained in poultry rearing as key rearers, 609 as chick rearers and 5,867 as poultry workers. The programme components are:

- selection of VGD beneficiaries for training
- training of poultry workers, key rearers, and feed sellers
- vaccination on a regular basis to reduce bird mortality
- development of key rearers
- establishment of units to rear day-old chicks
- establishment of feed selling centre
- distribution of HYV eggs, chicks and cocks
- Scavenging feed supplemented by balanced feed
- egg collectors
- credit support
- follow up on a regular basis.

The VGD women are jointly selected by representatives from DRR, DOL, local union councils and BRAC for training. In each union there are 150-200 VGD card holders and out of them only those with potentials are chosen for the poultry programme which is approximately 75%. Altogether 57,929 women have been trained upto December 1991.

To prevent poultry mortality and develop poultry rearers, one VGD woman from each village is selected and given a 5-day training course on poultry management, basic treatment of diseases and vaccination. The poultry worker is responsible for all vaccinations and dissemination of information on poultry rearing practices in her village. A one-day refresher course is held every month. Upto December 1991 there were 5,867 poultry workers. The poultry workers are provided with the necessary equipment required for giving vaccinations and the vaccines on a regular basis. The worker charges a token fee of Tk 0.25 per bird.

Selected VGD women are given 3 days of training on ideal methods of poultry rearing and are graduated as key rearers. Each key rearer has one HYV cock and ten hens (4-5 HYV), and a suitable space for their housing. Average monthly income is Tk. 150. By December 1991, 54,684 key rearers have been trained.

To ensure a continuous supply of birds, 10 to 20 chick rearing units per upazila have been established. The Directorate of Livestock's poultry farms supply the day-old chicks and the chick rearers raise them for two months, after which they are sold to the key rearers. Their average monthly income is Tk. 750 for 200 chicks. Upto December 1991, 609 chick rearing units had been established.

To run the mini farms and chick rearing units properly, two poultry feed sales centres have been established in each upazila. With the spread of the hybrid variety of birds, the people are gradually getting habituated to buying balanced feed. There are 57 feed

sales centres in the IGVDG programme areas. In each village, one poultry worker acts as an egg collector. Twice every week an agent comes around to buy the eggs. There is one agent appointed for each ward, 5-7 villages.

To ensure proper utilization of skills, credit support is provided to key rearers, chick rearers and feed sellers. A pilot credit scheme was undertaken in 1988 with the 22 upazilas whereby credit support to the women was given. The rearers are also encouraged to open a bank account and to deposit monthly Tk.25 in their accounts. Presently Tk.61 million has been disbursed, Tk.45.8 million has been realised and Tk.15.2 million is outstanding. This loan programme is financed by the Directorate of Relief and Rehabilitation.

To cooperate with the Government in the smooth implementation of the programme, one Upazila Programme Organiser and 3 Programme Organisers have been posted in each upazila. BRAC staff are responsible for motivation, group formation, training and supply of inputs to the VGD card holders, from the DOL at cost price. The DRR through BRAC staff provides administrative support. WFP assists in monitoring and liaison with the various departments.

There is an upazila VGD sub-committee comprising of the Upazila Livestock Officer as the chairman, the Project Implementation Officer and a BRAC representative. The committee holds regular meetings between the departments concerned and carries out necessary steps for the smooth functioning of the programme. The object of monitoring is to assess the progress of the programme and identify major problems. An action plan is prepared and monthly reports are submitted to BRAC head office and related departments.

**Table - 13: IGVDG Programme: December 1991**

Information	Achievement (No.)
Upazila covered under IGVDG	36
Unions under the programme	332
VGD cardholders trained	57,929
Trained as poultry workers	5,867
Trained as key rearers	54,684
Trained as chick rearers	609
Poultry mortality rate (1991)	9%
Disbursement (in Tk. million)	61
Number of loanees	52,359

BRAC's Poultry Programme has made significant contributions in raising the income level of the rural, disadvantaged women who would otherwise have been left out of the formal work sector. They are now an active workforce, and, even though their income is not much, it helps to augment the meagre earnings of the family as well as improve their quality of life. For many, it is their sole source of income.

What is noteworthy about this programme is that these rural poor women are now actively participating in the rural economy, both as buyers and sellers of goods and services. Moreover, the strong linkages developed with the various government departments, its assistance and the ready access to its services and cooperation, is an example of government and non-government organisations working closely together for the betterment of the country.

### 4.3 RURAL ENTERPRISE PROJECT

The Rural Enterprise Project (REP), a support service project of BRAC, was set up in September 1985 to address the problem of the slow growth of employment opportunities and marginal involvement in traditional economic activities among the BRAC landless groups by using traditional technology and management procedures. It is very difficult and to some extent risky, to bring changes in terms of diversity of enterprises, technology and management style into BRAC's regular credit functions. Therefore, an "Enterprise Development Wing" was created to try to explore new business ideas suitable for the rural poor. REP's objectives are to:

- increase long term rural income generation prospects of the landless;
- explore opportunities in both farm and non-farm sectors;
- investigate, test, organise and demonstrate new or improved income earning activities to increase productivity;
- train landless people to undertake such activities.

To develop new or improved businesses that can be owned, operated and managed by BRAC target people, REP follows a practical methodology designed to achieve its goals. Initially, sector reviews are done to identify broad areas where REP may intervene. Based on these reviews, new ideas are generated for research and a variety of sources are used such as: members of the target group, BRAC's field staff, technical staff, research institutes, literature reviews and so on. Once ideas are identified, extensive background work is done to assess potentials and problems keeping the target people in mind. Ideas which emerge as potentials from this preliminary background study, are put through a vigorous feasibility study focusing on technical, financial, socio-economic and management aspects of the business.

Business ideas which appear viable in the feasibility study are scheduled for implementation. An implementation plan is made consisting of action plan, budget,



monitoring and control mechanism, staff requirements (technical and non-technical), outside expertise and so on. A major part of the implementation plan is the monitoring and control mechanism required for proper implementation.

Finally, the project funding requirements are set. REP provides funds for two categories of projects: experimental and pilot. Experimental projects are those which require controlled testing. Ownership in this kind of project remains with REP. Pilot projects involve group members and is also funded by REP depending on the risk involved in the business. REP classifies business risk into three categories:

**High risk** for improved or new activities as yet untried in Bangladesh. Ownership resides with REP. Implementors' wages are paid by REP for a maximum period of 12 months after which they are expected to buy the enterprise at its full start-up cost.

**Medium risk** for a proven activity as yet untried by the landless in Bangladesh. Ownership is retained by REP but the landless groups pay a lease hire fee per month for a maximum of 12 months, after which they are expected to buy the enterprise.

**Low risk** for a proven activity as yet untried by BRAC landless or improved version of present activities undertaken by BRAC's members. Ownership and operation by groups using own or RDP/RCP loan funds.

The funds provided by REP for high and medium risk projects comes from REP's Pilot Project Fund (PPF). During the implementation phase, projects are regularly monitored and at the end of the project, they are evaluated. All projects are documented and business profiles, training materials etc. are prepared on successful projects for implementation by RDP/RCP. REP also provides technical and other follow up support to RDP/RCP during implementation.

Besides regular work, REP undertakes special assignments requested by other departments of BRAC, in order to contribute to BRAC's overall goal. A review committee reviews REP's work, suggests priority activities for investigation and helps identify potential consultants and resource people. REP's projects undertaken during January to December 1991 are: Female Operated Restaurants, HYV Paddy Cultivation, Apiculture, Godowns, Silk Textiles, Silk Yarn Selling, Pearl Culture, Poultry Hatchery and Bamboo Bridges.

REP has successfully completed six projects: Turbid Water Fish, Broiler Fish Integrated Farming, Goat Fattening, Block Printing Development, *Chawki* Rearing, and Dye House. Out of the completed projects, the Turbid Water Fish project has been handed over to the fisheries sector of RDP. Presently, REP has 20 ongoing projects:



### Experimental Projects

Project	Duration	Area
Nurseries	1990-	Jessore
Mechanical Workshops	1989-	Mirzapur, Sherpur, Paglapir, Tebunia & Monirampur
Pearl Culture	1989-	Mymensingh
Power Tillers	1991-	Faridpur & Natore region
Female Operated Rural Restaurants	1990-	In every area office under level 3, Upazilla 5, District 10
Small Carp Hatcheries	1990-	Mymensingh & Shatkhira
Silk Yarn Weaving	1991-	Gorpara
Silk Yarn Selling	1991-	Chapainawabgonj
Agroforestry	1990-	Kamalpur, Nonni, Jhenaigati, Dhanshails & Bhayadanga
Godowns	1991-	Gorpara
Maize	1992-	Nonni, Jhenaigati, Bhayadanga, Kamalpur, Dhanshail, Syedpur, Nilphamari & Palashbari
HYV Paddy Cultivation	1991-	Hobiganj, Mohera, Krishnapur & Taraganj
Vegetable Cultivation	1992-	Krishnapur & Manikganj

### Pilot Projects

Apiculture	1991-	Sherpur, Jessore, Mymensingh & Narsingdi
Carp Poly Culture	1990-	Manikganj
Dhurry Making <sup>a</sup>	1988-	Nazirhat
HYV Sugarcane - Chewing Variety	1990-	Jessore
Nilotica Culture	1990-	Mymensingh
Thai Sarputi	1990-	Mymensingh
Poultry Hatchery	1991-	Sherpur

#### 4.4 MANAGEMENT DEVELOPMENT PROGRAMME (MDP)

MDP is a support service programme of BRAC. It was incorporated as a separate project under the umbrella of RDP with a three-year span. The goal of MDP is to develop a cadre of development managers in Bangladesh. The main objective of MDP is to strengthen the management capacity of BRAC as well as other organizations by:

- Supplementing the development process of the management capacity of other organisations working in rural areas;
- Developing learning materials and teaching aides;
- Developing management cases;
- Organizing experience sharing workshops both nationally and internationally.

The following five programme components have been incorporated:

- Research, documentation and development of learning materials development;
- Experimental field laboratories;
- In-service continuing education;
- Field follow-up and experience sharing; and,
- Consultative service to other organisations.

Case writers develop management cases on various management issues. After the cases are written, they are presented through a Case Presentation Forum (CPF) to BRAC's programme personnel for approval to use in the management training courses. So far a total of 12 management cases have been developed and are being used in the courses. MDP also organizes the Programme Presentation Forum (PPF), an in-house event where BRAC programs are presented to BRAC staff in order to enhance the knowledge of and communication between the many programme staff. In addition, a National Workshop on Livestock Development was organized in conjunction with EDI of the World Bank and the Directorate of Livestock at the Management Training Centre from May 4-9.

Special importance is given to develop the faculty members of the MDP. Faculty members are selected based on their years of experience with BRAC, particularly field level experience, and their sound academic base. Two faculty members were sent abroad for further training this year: one for post graduate training in Public Health at the Harvard School; the other for post graduate training in Development Management at the Asian Institute of Management in Manila.

#### Management Training Centre (MTC)

The field unit named Management Training Centre(MTC) was built during this year in Rajendrapur, some 45 Km away from Dhaka city. Sprawling over a 21-acre site, the centre offers modern facilities in the heart of rural Bangladesh. MTC has the necessary

equipment for conducting training courses, workshops, meetings and conferences. The main building of the centre has three floors. It consists of 38 bedrooms, 4 classrooms, a multi-purpose conference hall, a library and a spacious lobby at the main entrance of the building. It has two dining rooms and a large modern kitchen. The administrative office is located in an annex.

**Table 14: Participants by Sponsor Organization at MTC: December 1991**

Sponsor Organization	No. of Courses	No. of Participants	No. of Participant Days
BRAC	12	237	3,033
UNICEF	10	274	1,014
PRIP/EIL/BRAC	1	25	325
BRAC/World Bank	1	35	210
Save the Children (USA)	1	16	208
WFP	3	68	204
EPI	1	45	180
ADAB	1	20	140
SAP (Canada)	1	16	80
British High Commission	1	7	35
ENHR	1	20	20
Asia Foundation	1	4	12
<b>Total</b>	<b>33</b>	<b>767</b>	<b>5,461</b>

A total of 33 courses (767 participants and 5,461 participant days) were organized during May to December at the MTC. Of these courses, seven were conducted by MDP and the rest were conducted in collaboration the TARCs and other organizations. The total estimated capacity of this centre was 9,856 participant days (May-December, 1991) of which 55.4% was achieved.

#### Training Venue at Uttara

The rented training venue at Uttara is only 12 km away from Dhaka and was also utilized during 1991. This venue is ideal for up to 25 participants. The estimated capacity of this venue is 6,534 participant days. A total of 46 training courses of varying duration were organized during the year. Some 1,038 participants (7,007 participant days) were enlisted during the period. The capacity utilized was 107.5%.

**Table 15: Participants by Sponsor Organization and Course at Uttara December 1991**

Name of Course	Sponsor Organization	No. of Courses	No. of Participants	No. of Participant Days
Training the Trainers	PRIP, WHDP & RDP/BRAC	4	91	3,027
Training on Monitoring	RDP/BRAC	1	23	138
Organizational Development & Management	HO/BRAC	1	19	285
Management Development Training	RDP/BRAC	2	39	756
Financial Management	RCP/BRAC	1	18	234
Approach to Rural Development	RDP/BRAC	3	66	858
Technical Training on Fish & Agriculture	RDP/BRAC	1	19	95
Functional Education	RDP/BRAC	1	18	234
Health Orientation	RED/BRAC	1	26	156
Teachers Training	ESP/BRAC	1	24	312
Meetings	RDP, RCP, TARC & WHDP/BRAC	25	552	593
Workshops	RDP, RCP & TARC/BRAC	5	143	319
<b>TOTAL</b>		<b>46</b>	<b>1,038</b>	<b>7,007</b>

### Fish Hatchery and Training Centre

The Fish Hatchery and Training Centre was built in 1988 in Rajendrapur and was under the management of the Training and resource Centre (TARC). Since July 1991, it has been brought under the management of the MTC. This centre can accommodate up to 40 participants at a time. It now has 19 double seated rooms, one four-seated room and two classrooms.

**Table 16: Participants by Background and Programme at FHTC: December 1991**

Participant Backgrounds	No. of Participant Days			
	RDP	RCP	NFPE	Total
Group Member	4,574	744	-	5,318
NFPE Teachers	-	-	1,118	1,118
Programme Organizers	78	-	606	684
<i>Gram Sheboks</i>	2,833	370	-	3,203
<b>TOTAL</b>	<b>7,485</b>	<b>1,114</b>	<b>1,724</b>	<b>10,323</b>

The estimated capacity of this centre was 9,504 participant days and the capacity utilized was 109.4%. Among the participants, 51.1% were group members, 10.8% were Programme Organizers for RDP and 30.8% were *Gram Sheboks* for RDP. Total fish spawn production in this year by the Fish Hatchery Unit was 154.3 kg. Some 146.7 kg of spawn were sold to outside customers and 7.6 kg were used to stock the ponds on the premises.

### 4.5 PARALEGAL PROGRAMME

The Paralegal Programme started on an experimental basis in BRAC's Manikganj Integrated project in August 1986. Sixty group members were identified to form a cadre of paralegal disseminators. After these 60 group members had been trained they went around disseminating this information among their villages. This informal dissemination was not found feasible because it was difficult for the disseminators to mobilize the group members; therefore, the paralegal team decided that more structured teaching methods were required as well as classroom teaching.

In 1988, a TARC-based training course for the paralegal team and trainers on communication skills was given to the cadre of 60. Out of them, 34 were initially selected for intensive training on teaching methodology. These paralegal teachers were



finally ready to give classes. In January 1989, the newly structured programme started in Manikganj with 25 learners in each group being taught by the paralegal *shebok/shebika* for 30 days. The objectives of the paralegal programme are:

- legal empowerment of the rural poor, side by side with social and economic empowerment;
- demystify esotericism of law through legal literacy classes;
- decrease incidence of litigation among the landless as it is both time and cost consuming, a circumstance which they cannot afford.

The paralegal programme is operating in 15 BRAC areas viz: Manikganj, Betila, Balirtek, Gorpara, Ghior, Krishnapur, Goalundo, Rajbari, Ahladipur, Jamalpur, Titpalla, Nandina, Mirzapur, Mohera, and Warshi. From each area 10 persons, 5 women and 5 men, are chosen as paralegal teachers, *shebika/sheboks* from among the group members for training. The selected persons complete four training courses to qualify as a fully fledged paralegal *shebok*. After this they go back to their respective areas.

Each of these paralegal teachers are then given a group, composed of 25 members, to conduct legal literacy classes. One paralegal teacher is not allowed to handle two groups simultaneously. It is interesting to note that these group members have to pay Tk. 10 as entry fee for the full course. This amount is given to the paralegal teacher as an honorarium.

The entire course takes 28 days to complete plus two extra days for review and closing. The course is two hours each day, six days a week. Women teachers teach women's group and men teach men's group. The subjects taught are:

- Family Law (Muslim)
- Law of Inheritance (Muslim)
- Citizen's Right
- Land Law.

Upto December 1991, a total of 25,230 group members have been trained on legal issues of whom 20,164 are women and the rest are men. BRAC plans to extend the coverage to at least 50% of the group members of these areas.

The paralegal team comprises of a Sector Specialist who is a lawyer, overseeing the whole programme, and a head office based lawyer. There are five field based PO with each PO covering three areas. They are supervised by a Field Officer.

Periodic workshops for the paralegal team are held at the field where they view and review the programme, assess and analyze it, find out problem areas and exchange information. Efforts are made to concentrate on achieving the targets set and the POs exhorted to carry out mobilization work as well as closely monitor the teaching methodology of the paralegal teachers, clearing up areas of confusion, when necessary.

Training is a vital facet of the paralegal programme. It forms the pivot around which

the whole programme revolves. The paralegal *sheboks* have to go through a series of training before being assigned to a class. There are four training courses organised, each of six days duration with a month's gap in between. Each course consists of 25 participants. The courses are:

- Basic Training 1, Family Law and Law of Inheritance;
- Basic Training 2, Citizens' Rights and Land Law.

After each training course, there is a month's gap for participants to visit and familiarize themselves with forms and documents of the different offices and become acquainted with the officials. The PO keeps regular contact with them and conducts a refresher course for each training course within that month. These two courses form the theoretical part of the programme. Next comes the training on teaching methodology which deals with teaching techniques. The courses are:

- Paralegal Teachers Training (PLTT) 1, Family Law and Law of Inheritance, comprised of 6 days of training with a month long gap in between in which another refresher course is conducted by the POs;
- Paralegal Teachers Training 2, Citizens Right and Land Law also comprised of 6 days of training.

All these training courses are TARC based and the trainers use manuals and consult the paralegal team personnel for Basic Training 1 and 2. For the PLTT 1 and 2 flip charts are used and a paralegal team member is always in attendance. Within 10-15 days after the completion of the whole training course, a 2-day refresher course is organised which is field based. The paralegal team arranges and conducts this course. Upto December 1991, 25,203 workers have been trained.

Based on an evaluation report compiled by the Research and Evaluation Division on knowledge retention of the legal literacy classes, a plan is in the offing to expand activities into an additional 15 areas from January 1992. In November 1991, the paralegal teachers for these areas were identified and selected. Their training will start from January 1992 and end by June 1992. In between the POs of these areas will start mobilisation work to select the groups and after the teachers' training is complete, they will each be assigned a class.

### **Findings**

The group members who have completed the course on their own initiative are gathering information from various sources on legal matters pertaining to their rights. Most marriages taking place among the legal literacy class members are getting registered. Members are no longer willing to sign on blank sheets and they request that it be filled and read out to them. Taxes and land revenue payments in most cases are being made in a timely manner and all receipts preserved.

#### 4.6 RESEARCH AND EVALUATION

The Research and Evaluation Division (RED), an independent unit established in 1975, undertakes various socio-economic studies on BRAC's multifarious programmes. These studies help BRAC in policy and planning. Presently, RED has completed 179 studies and all are available at BRAC's central library. The major emphasis of RED is looking at different aspects of RDP interventions as they occur in the field. RED organises its research activities under five broad categories:

- baseline or bench mark surveys;
- monitoring studies;
- diagnostic studies;
- impact evaluation studies;
- policy oriented studies.

During the reporting period, January to December 1991, RED's core researchers completed eleven studies on RDP.

Abstracts of these studies are given in Annex 9.

#### 4.7 MONITORING

In October 1988, a monitoring cell was established to assist in developing an effective monitoring and management information system for RDP. The cell started by carefully reviewing the credit operation procedures of RDP. Since then, a lot of changes and revisions in the credit operation procedures have taken place. In addition, the department has been endeavouring to develop an effective management information system for other non-financial activities of RDP. The cell was upgraded to department status in November 1990 and named as Monitoring Department for its effectiveness in management information monitoring and has been given the responsibility of monitoring both RDP and RCP.

Activities of the department during the reporting period are discussed below.

##### 4.7.1 Monitoring the Institution Building Process

The objective of monitoring the institution building process is to improve the capacity of

planning and organising group activities. In addition, the monitoring exercise provides information both to group members and BRAC's staff on "what is going right or wrong", compared to the stated goals of the programme.

A participatory methodology has been developed. The methodology includes 30 indicators, such as delivery and organisational activity, savings, credit, social and health aspects. Each indicator is given a value that ranges from two to six. Indicators which are viewed more "important" are given more value. In addition to this, ten points are given to each indicator for achieving yearly targets. Final score for each indicator is calculated in the following way: value of the indicator is multiplied by the said indicator. Total maximum score that a group can achieve is 1,000. To indicate the result in percentages, total score is divided by 100. Depending on the final score, a group can be standardised into Grade A, good or 8 to 10 points; Grade B, satisfactory or 6 to 7.99 points; Grade C, poor or 4 to 5.99 points and Grade D, bad or less than 4 points.

Table 17 - Area and Gradewise Distribution of VOs - 1991

Name of Area	Total VO Under Assessment	Grade							
		A		B		C		D	
		No.	%	No.	%	No.	%	No.	%
Hobigonj-2	46	00	00	41	89.1	5	10.8	00	00
Saidpur	48	7	14.5	41	85.4	00	00	00	00
Baniachong-1	75	5	6.6	59	78.6	11	14.6	00	00
Jamalpur-3	78	39	50.0	37	47.4	2	2.5	00	00
Sherpur	76	4	5.2	64	84.2	7	9.2	1	1.3
Boraigram-2	37	13	35.1	24	64.8	00	00	00	00
Nilphamary	46	35	76.0	11	23.9	00	00	00	00
Natore-1	94	13	13.8	65	69.1	14	14.8	2	2.1
Santhia-1	40	9	22.5	31	77.5	00	00	00	00
Taragonj-1	56	16	28.5	40	71.4	00	00	00	00
Baniachong-2	56	9	16.0	42	75.0	5	8.9	00	00
Hobigonj-1	53	16	30.1	37	69.8	00	00	00	00
Jamalpur-2	93	2	2.1	70	75.2	19	20.4	2	2.1
Rajbari	78	4	5.1	46	58.9	23	29.4	5	6.4
<b>TOTAL</b>	<b>876</b>	<b>172</b>	<b>20</b>	<b>608</b>	<b>69</b>	<b>86</b>	<b>10</b>	<b>10</b>	<b>1</b>



At the group level, the results of the exercise are discussed in the next monthly meeting of the group, following the monitoring assessment. Depending on the results and standards, the group will discuss the indicator for which it achieved the least score(s), and prepare action plans for next year to improve the situation. The PO (BRAC staff) prepares his/her own plan for the groups under his/her supervision. This mechanism will help the group to improve its planning capacity, and BRAC to organise its work in a more effective manner.

The exercise was carried out in 14 third year RDP areas covering a total of 876 village organisations or 72% of total VOs of these areas in June 1991 (see Table 18). Standardwise breakdown of information revealed that 20 percent of the VOs were in the Grade A or good) category; 69 percent in 'B' or satisfactory; 10 percent in 'C' or poor; and, one percent in 'D' or bad. Further studies are being planned to include both older and newer groups, and to include groups in the RCP areas also.

#### 4.7.2 Monitoring the Credit Operation

Unlike institution building, the monitoring department has been endeavouring to develop a monitoring system for the credit component of RDP and RCP. The objective is to help simultaneously, the management operation both at field and head office with information on fulfilment of targets on disbursement, outstanding and on time recovery rate. For this, the transaction sheet at the area and village level has been revised. The present sheet which is prepared monthly by the GSs and sent to BRAC Head Office at the beginning of the next month is used to prepare quarterly statistical reports as well as trend and ration analysis. These transaction sheets are also aggregated at the branch level and on the basis of that a monthly report is prepared which provides information on achievement of operational targets in terms of new members, disbursements, realization, overdue, savings and portfolio quality by current, late and overdue loans. a copy of this report is presented to the Programme Directors and Regional Mangers. Major findings are discussed in the Regional Managers monthly meeting held in the Head Office.

Apart from the above, arrangements have been made to monitor the qualitative aspects of the programme. One Programme Organiser (Monitoring) has been deployed to each regional office to help the managers in collecting process-oriented information. Issues are suggested by Area Managers which are finalised by the Monitoring Unit after consultation with Regional Managers and the Programme Coordinator. The Monitoring Unit designs questionnaires, supervises data collection, controls the quality of data and prepares reports. The reports are submitted to Regional Managers and the Programme Director. The Regional Managers send the reports to the Area Managers for necessary action. Five reports have been published during the reporting period (See Annexure 10).



Preliminary results proved to be very useful to RDP and RCP management. In addition to this, the Department publishes the following reports regularly:

- Monthly statistical summary on coverage, institution building, savings and credit;
- Quarterly statistical report;
- Semi-annual narrative report;
- Ad-hoc reports on various issues.

## 5.0 FINANCIAL STATEMENT

The summary statement of RDP and RCP expenses for the period ending 31st December, 1991 are itemised and grouped broadly into a number of headings (for more details please see Annexure 11).

## Annexure 1

### Gender Wise Distribution of Disbursement and Outstanding

Item	Program	Position Up to December 1990			Position Up to December 1991			Increase from January to December 1991					
		Men	Women	Total	Men	Women	Total	Amount			Percent		
								Men	Women	Total	Men	Women	Total
Disbursement	Total	334,513,245	523,387,612	866,900,857	510,592,307	960,483,106	1,471,475,413	176,479,062	428,095,494	604,574,556	53	80	70
	RCP	188,566,608	302,268,241	490,834,849	247,907,278	490,027,160	737,934,438	59,340,670	187,758,919	247,099,589	31	62	95
	RDP	145,946,637	230,119,371	376,066,008	263,085,029	470,455,946	733,540,975	117,138,392	240,336,575	357,474,967	80	104	95
Outstanding	Total	116,946,007	251,321,411	368,266,418	210,375,807	396,372,379	606,948,186	93,430,800	145,250,968	238,681,768	80	58	65
	RCP	66,841,744	141,657,143	208,498,887	86,208,578	200,723,646	286,932,224	19,366,834	59,066,503	78,433,337	30	42	38
	RDP	50,104,263	109,664,268	159,767,531	117,167,229	202,848,733	320,015,962	74,063,966	86,184,465	160,248,431	114	85	100

## Annexure 2

## Sector Wise Distribution of Disbursement (Cumulative and Periodic)

Sectors		Up to Dec. 90	Up to Dec. 91	Jan to Dec. 91
Agriculture	RDP	24,912,606 (6.6)	29,694,430 (4.05)	4,781,824 (1.34)
	RCP	37,629,314 (7.6)	44,250,058 (6.00)	6,620,744 (2.68)
	Total	62,541,920 (7.2)	73,944,488 (5.03)	11,402,568 (1.89)
Irrigation	RDP	31,080,648 (8.2)	75,508,184 (10.29)	44,427,736 (12.43)
	RCP	32,105,421 (6.5)	50,510,933 (6.84)	18,405,514 (7.45)
	Total	63,186,069 (7.3)	126,019,319 (8.56)	62,833,250 (10.39)
Fisheries	RDP	3,860,176 (1.0)	7,871,014 (1.07)	4,010,838 (1.12)
	RCP	2,948,309 (0.6)	5,144,837 (0.70)	2,196,528 (0.89)
	Total	6,808,485 (0.8)	13,015,851 (0.88)	6,207,366 (1.03)
Livestock	RDP	71,401,418 (18.9)	111,714,472 (15.23)	40,313,054 (11.28)
	RCP	126,512,573 (25.7)	166,647,679 (22.58)	40,135,106 (16.24)
	Total	197,913,991 (22.8)	278,362,151 (18.92)	80,448,160 (13.30)
Rural Industries	RDP	13,562,092 (3.6)	17,935,359 (2.43)	4,373,267 (1.22)
	RCP	33,631,115 (6.8)	51,724,607 (7.01)	18,093,492 (7.32)
	Total	47,193,207 (5.4)	69,659,966 (4.74)	22,466,759 (3.72)
Rural Transport	RDP	15,446,639 (4.1)	31,659,083 (4.32)	16,209,444 (4.53)
	RCP	28,942,827 (5.9)	38,300,822 (5.19)	9,357,995 (3.79)
	Total	44,389,466 (5.1)	69,959,905 (4.75)	25,567,439 (4.23)
Rural Trading	RDP	173,177,483 (46.0)	396,494,813 (54.03)	223,318,530 (62.47)
	RCP	173,054,467 (35.2)	312,206,584 (42.31)	139,152,117 (56.31)
	Total	346,231,950 (39.9)	709,702,397 (48.16)	362,470,647 (59.95)
Food Processing	RDP	42,297,262 (11.2)	61,716,702 (8.41)	19,419,440 (5.43)
	RCP	55,135,894 (11.2)	66,842,370 (9.06)	11,706,476 (4.74)
	Total	97,433,156 (11.2)	128,559,072 (8.74)	31,125,916 (5.15)
Health	RDP	172,500 (0.04)	600,000 (0.08)	427,500 (0.12)
	RCP	181,000 (0.04)	399,500 (0.05)	218,500 (0.09)
	Total	353,500 (0.04)	999,500 (0.07)	646,000 (0.11)
Miscellaneous	RDP	153,184 (0.04)	346,718 (0.05)	193,534 (0.06)
	RCP	893,929 (0.1)	1,907,046 (0.26)	1,213,117 (0.49)
	Total	847,113 (0.1)	2,253,764 (0.15)	1,446,651 (0.23)
Total	RDP	376,066,008 (43.4)	733,540,975 (49.85)	357,474,967 (59.13)
	RCP	490,834,849 (56.6)	737,934,438 (50.15)	347,099,589 (40.87)
Grand Total		866,900,857 (100.0)	1,471,475,413 (100.0)	604,574,556 (100.0)

## Annexure 3

Principal and Interest Breakdown of Overdue (Excluding NYT) Loan  
As of December 1991

Sl. No.	Name of Sector	Overdue of RDP			Overdue of RCP		
		Principal	Interest	Total	Principal	Interest	Total
	<b>Grand Total</b>	<b>6,197,330</b>	<b>520,113</b>	<b>6,717,443</b>	<b>8,821,736</b>	<b>964,486</b>	<b>9,786,222</b>
1.	Agriculture	374,046	39,135	413,181	678,276	76,725	755,001
2.	Irrigation	364,981	41,518	406,499	969,514	162,793	1,132,307
3.	Fisheries	48,064	4,416	52,480	20,831	1,305	22,136
4.	Livestock	981,844	72,659	1,054,503	1,198,958	131,301	1,330,259
5.	Rural Industry	136,055	10,138	146,193	432,814	45,964	478,778
6.	Rural Transport	103,650	9,434	113,084	555,413	94,692	650,105
7.	Rural Trading	2,245,213	192,219	2,437,432	2,934,526	274,982	3,209,508
8.	Food Processing	1,909,050	148,562	2,057,612	1,958,261	171,689	2,129,950
9.	Health	NIL	NIL	NIL	6,660	390	7,050
10.	Miscellaneous	34,427	2,032	36,459	66,483	4,645	71,128

**Annexure 4**

**Sectorwise Distribution of Recovery Rate of Programmes**

Sl. No.	Sector	RCP	RDP	RCP & RDP
	<b>Grand Total</b>	<b>97.23</b>	<b>97.44</b>	<b>97.33</b>
1.	Agriculture	96.70	95.42	96.15
2.	Irrigation	90.10	90.72	90.42
3.	Fishery	92.05	86.92	89.15
4.	Livestock	98.33	97.56	98.02
5.	Rural Industry	95.48	97.46	96.01
6.	Rural Transport	97.02	99.45	97.95
7.	Rural Trade	97.80	98.37	98.11
8.	Food Processing	97.49	97.45	97.48
9.	Health	100.00	100.00	100.00
10.	Miscellaneous	99.24	87.17	97.58



### Annexure 5

Principal and Interest Breakdown of Overdue (Excluding NYT) Loans

#### Areas with Below Average Recovery Rate for RDP

As of December 1991

Sl. No.	Name of Area	Cumulative Disbursement	Total Outstanding	Overdue Loan Outstanding						Recovery Rate
				Overdue		NYT		Overdue & NYT		
				Amount	%	Amount	%	Amount	%	
1.	Dhanshal	17,675,700	8,139,650	415,454	5.10	0	0.00	415,454	5.10	96.11
2.	Gazaria	24,801,606	9,891,715	321,376	3.58	666,365	7.42	987,741	11.00	94.49
3.	Gheor-1	27,299,604	8,576,968	485,478	5.66	1,477,413	17.23	1,962,891	22.89	91.10
4.	Kamalpur	18,566,911	7,992,914	488,262	6.11	0	0.00	488,262	6.11	96.02
5.	Manikganj	31,571,239	8,957,615	16,415	0.18	1,145,511	12.79	1,161,926	12.97	95.48
6.	Sreebordi	16,745,059	8,302,851	329,672	3.97	181,677	2.19	511,349	6.16	94.72
7.	Atghoria	17,988,900	7,284,093	693,911	9.51	812,803	11.15	1,505,714	20.67	88.53
8.	Boraigram-1	16,008,865	6,104,747	374,386	6.13	637,127	10.43	1,011,513	16.57	91.77
9.	Bokshiganj-1	17,106,212	7,896,379	1,310,201	16.59	0	0.00	1,310,201	16.59	88.70

**Annexure 6**

**Realisation of Not Yet Transferred Loan for RDP  
As of December 1991**

Sl. No.	Name of Area	Position in December 1990			Position in December 1991			Realisation (January - December 1991)		
		Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
	Total of RDP	3,723,213	1,882,620	5,605,833	3,341,540	1,664,232	5,005,772	381,573	266,806	648,379
1.	Bankra	126,453	1,660	128,113	84,876	--	84,876	41,577	1,660	43,237
2.	Betila	78,815	17,610	96,425	--	--	--	78,815	17,610	96,425
3.	Gaibandha	17,780	3,551	18,331	--	--	--	14,780	3,551	18,331
4.	Gazaria	533,457	193,088	726,545	482,140	184,225	666,365	51,317	8,863	60,180
5.	Gheor-1	1,087,243	507,695	1,594,938	1,020,368	457,045	1,477,413	66,875	50,650	117,525
6.	Jamalpur-1	1,512	0	1,512	--	--	--	1,512	--	1,512
7.	Manikgonj	850,165	487,797	1,337,962	842,165	303,346	1,145,511	8,000	184,451	192,451
8.	Sreebordi	195,597	0	195,697	133,259	48,418	181,677	62,338	--	62,338
9.	Atghoria	426,152	393,082	819,234	387,798	425,005	812,803	38,354	(31,923)	6,431
10.	Boraigram-1	408,939	278,137	687,076	390,934	246,193	637,127	18,005	31,944	49,949

As of December 1991  
Realisation of Not Yet Transferred Loan for RDP

## Annexure 7

Realisation for Not Yet Transferred Loan for RCP  
As of December 1991

Sl. No.	Name of Branches	Position in December 1990			Position in December 1991			Realisation (January - December 1991)		
		Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
	Total	3,440,044	1,225,813	4,665,857	3,036,127	1,189,295	4,225,422	394,747	36,518	431,265
1.	Chatmohor	104,702	36,316	141,018	104,702	36,316	141,018	-	-	-
2.	Horgoj	322,078	NIL	322,078	182,325	-	182,325	139,753	-	139,753
3.	Jhilorgacha	33,216	11,043	44,259	18,500	11,043	39,543	4,716	-	4,716
4.	Kawalipara	268,602	15,654	284,256	268,602	15,654	284,256	-	-	-
5.	Nazirhat	9,170	NIL	9,170	-	-	-	-	-	-
6.	Pabna	174,503	136,943	311,446	135,473	131,647	267,120	39,030	5,296	44,326
7.	Amdia	85,883	26,096	111,979	85,883	26,096	111,979	-	-	-
8.	Balirtek	17,000	22,457	39,457	17,000	22,457	39,457	-	-	-
9.	Boilor	357,336	127,031	484,367	278,281	109,467	387,748	79,055	17,564	96,619
10.	Gorpara	121,703	40,444	162,147	121,703	40,444	162,147	-	-	-
11.	Kalaroa	76,035	NIL	76,035	56,982	-	56,982	19,053	-	19,053
12.	Kawmia	40,578	6,646	47,224	40,578	6,646	47,224	-	-	-
13.	Kazirhat	75,864	11,293	87,157	62,770	11,293	74,063	13,094	-	13,094
14.	Kotwali	7,083	NIL	7,083	7,083	-	7,083	-	-	-
15.	Krishnapur	44,500	17,451	61,951	44,500	17,451	61,951	-	-	-
16.	Narsingdi	1,089,249	573,645	1,662,894	1,056,118	567,924	1,624,042	33,131	5,721	38,852
17.	Rangpur	193,315	25,952	219,267	142,115	21,316	163,431	51,200	4,636	55,836
18.	Shibpur	419,227	174,842	594,069	403,512	171,541	575,053	15,715	3,301	19,016

### Annexure 8

#### Ares with Below Average Recovery Rates for RCP As of December 1991

Sl. No.	Name of Areas	Cumulative Disbursement	Total Outstanding							Recovery Rate
				Overdue		NYT		Overdue & NYT		
				Amount	%	Amount	%	Amount	%	
1.	Chatmohor	22,782,725	9,915,571	669,244	6.75	141,018	1.42	810,262	8.17	94.68
2.	Nazirhat	19,910,373	11,440,922	793,959	6.94	0	0.00	793,959	6.94	92.56
3.	Pabna	30,326,083	11,088,037	1,144,524	10.32	267,120	2.41	1,411,644	12.73	93.77
4.	Paglapir	23,913,074	13,316,361	921,712	6.92	0	00.0	921,712	6.92	93.02
5.	Boilor	26,117,194	9,162,246	350,475	3.83	387,748	4.23	738,223	8.06	96.16
6.	Goalunda	20,504,932	8,295,787	602,410	7.26	0	0.00	602,410	7.26	95.65
7.	Kawnia	16,075,714	6,932,079	862,532	12.44	47,224	0.68	909,756	13.12	91.90
8.	Narsingdi	36,497,080	10,800,884	311,078	2.88	1,624,042	15.04	1,935,120	17.92	93.37
9.	Rangpur	23,549,588	10,513,833	1,003,243	9.54	163,431	1.55	1,166,674	11.10	92.42

## Annexure 9

Studies completed by RED during Jan - Dec, 1991

### Utilization of Small Trading Loans under RDP

By Sarwar Jahan

**Abstract:** The Rural Development Programme (RDP) of BRAC has introduced several types of income and employment generation schemes for the members of its village organizations. Of all these schemes, small trading (ST) occupies the highest position in terms of total loan allocations. About 54% of the loans issued by RDP in 1989 were for small trading.

This study looks at the utilization aspect of the vast loan money allocated for small trading. More specifically, it attempts to examine if the amount issued as ST loan has been utilized for the purpose for which it was given and if not to find out the causes of the diverted funds. To collect the information, one hundred small trading loan beneficiaries (47 males and 58 females) were selected and interviewed, with a structured questionnaire, from two RDP branches at Jamalpur II and Jhikargacha. The data were collected in July-August, 1990. In addition eight Programme Organizers of the two branches were interviewed with a separate check list.

The study reveals that a vast majority of the respondents (89%) were using the loan money for their proposed schemes. Only a few (11%) were found to have diverted their loan money. The number of respondents who were not utilizing their loans in the proposed schemes were slightly higher in Jamalpur than in Jhikargacha. The respondents mentioned various causes of diverse use of loan money. Among these, family consumption and other familial emergencies scored the highest. Respondents also suggested some measures to make the small trading scheme more effective and dynamic. Most of the respondents suggested an increased in the amount of loan for running the small trading operations would give more profitably. Both the respondents and the programme personnel felt that an increase in loan amount and improved marketing facilities were needed to achieve the overall objective of small trading schemes.

### Impact of IGVD: Case Studies of Poultry Workers

By Shams Mustafa

**Abstract:** This report describes ten poultry workers (PW), seven of whom were active and three who had discontinued to work when the study was undertaken. All of them were from one particular upazila where BRAC introduced the Income Generation for Vulnerable Group Development (IGVD) programme for the very poor women who were recipients of WFP wheat for two years. The concept of PW was developed by BRAC in its search for ways to enable



these women to earn an income at least equivalent to the value of the wheat after the free ration support was withdrawn. The PWs are given training on preventive and curative aspects along with rearing management. They are trained to collect the vaccines two to four times a month from a nearby centre. The vaccines are supplied by the government free of cost and distributed to the PWs by BRAC. They are also trained to maintain a revolving stock of drugs worth Tk.25 which is replenished with the sale proceeds. The PWs vaccinate the birds of the owners and receive from them a fee of Tk.0.15 and Tk.0.25 per injection for chicks and bigger birds respectively.

This case study attempts to examine the impact of programme participation on the women's lives, the constraints and potentialities. Each case is presented in four parts: background, economic condition, vaccination work and daily routine. Information is collected through in-depth interviews and programme records. The findings reveal that the PWs were eager to continue their work and some of the inactive women were planning to return to this work. The average income earned by the active poultry workers ranged from Tk.54.00 to Tk.133.25 per month. This income supplementation helped some of them to improve their debt situation. Most of the active PWs spend two days a week on vaccination work and combine their household chores with the poultry work. Only one of them spends six days a week as she covers a larger number of villages. She also earns a higher income.

The study is exploratory in nature and can be the basis for designing a more comprehensive review in future.

### **Issues for Survival: The Flood of 1988 and People's Response**

**By Nasreen Huq**

**Abstract:** The flood of 1988 was the most severe one in Bangladesh in recorded history. A study was conducted in Gheor Upazila, one of the worst affected areas, to get a picture of how the people survived and to what extent they received any kind of relief.

It appeared that people had not received any warnings about the impending flood from the government or the media. Despite the lack of warnings, people responded very quickly. It was the people's own responses, both individual and collective, to the emergency that ensured their survival. They built machas, moved their cows to the main road, chickens were put on roof tops. Some of these preparations proved to be futile as the flood of 1988 surpassed all recorded levels. While seeking shelter, it was the rich that received priority in all the buildings (hospitals, colleges, Upazila Health Complex). Some sought shelter on roof tops while most stayed in their homes. As they could keep very little food stock and relief was scant they had to buy rice at a much higher rate. They either borrowed from friends or sold their meagre assets: ducks, chickens, mango trees, etc. The flood damaged the crops tremendously. People who worked

as wage labourers had to go without income for a month and lost all possibilities of income in the post flood period. Those interviewed had received some "relief" either from an NGO or the government. However, the distribution was scattered, uneven and insufficient.

Women, especially poor young women, were more vulnerable during the disaster. Parents worried about the security of the girls, especially if she had to be sent for shelter elsewhere. In addition, privacy is considered to be more important for women, even in times of emergency. All the latrines were washed away and women had to wait until dark.

### **Primary Education for Older Children : Changes in Perception and Attitude of Learners - an Exploratory Study.**

**By Aleeze Sattar**

**Abstract:** BRAC introduced its Non-Formal Primary Education (NFPE) Programme in 1983 with a view to extend an education to the children of rural poor who are largely bypassed by the formal system of education. In 1988, Primary Education for Older Children (PEOC) was started for those who were too old to meet the NFPE requirements. This report incorporates the findings of a study on PEOC. The objective was to explore changes in the attitudes and perceptions of the children who had been to PEOC centres, and in particular to look at changes in students' professional aspirations, attitude towards gender roles, health and sanitation related knowledge, and behaviour perceptions of marriage and dowry. The study was conducted as a comparison between 18 adolescents within and 18 outside BRAC schools.

It was found that education was important to women and adolescents who felt that education was necessary to "keep up with times." There was little difference in professional aspirations between the two groups of respondents. PEOC students felt that 1-3 years of non-formal schooling was not enough for their employment opportunities. In matters of health and sanitation, adolescents who had been to PEOC were better equipped with knowledge than those who had not. However, the PEOC students were found to have changed little in their attitudes towards gender roles and women's decision making powers. In the categories of marriage and dowry, there was no significant difference between perceptions of the two groups. The study indicates that the PEOC curriculum does not contribute enough towards encouraging students to challenge social evils such as dowry. This exploratory study provides a basis for designing further studies in this field.

### **Roof over my Head: Study of the Housing Programme of BRAC**

**By Ashim K. Kar and AMR Chowdhury**

**Abstract:** This is a study on BRAC's housing programme for the rural poor, conducted in one RDP area, covering 215 households. It endeavours to find answers to various aspects of the

programme such as loan category, usage pattern, notional and effective demand for loan, housing design, floor space, construction materials, loan repayment, conditionalities of loan and perception and attitude of other BRAC organised group members, particularly in the study area, to the programme.

The study comes up with a number of findings. The occupancy rate of the houses constructed with BRAC loans is higher compared to the one the borrowers had prior to the programme. About 23% of loanees think that the loan money is not enough in relation to the need and demand, while another 16% think that getting a loan is a time consuming exercise. About 16% non-housing loanees felt that the current saving practice is a major disincentive in BRAC's housing loan. Therefore, this has implications reviewing policy and developing new ones. It is assumed that the study will provide ideas and insights useful for programme managers and the agencies involved in planning and managing this programme.

### **Gender Differences and Role of Women in the Household: The Case of Female Loanees of BRAC**

By Zafar et. al.

**Abstract:** Traditionally women in Bangladesh are dependent on men and their opportunities to develop as independent members of society is very limited. This study identifies the roles women play in familial activities surrounding the household economy of the rural poor, the extent of their own control in the decision making and the extent of their decision making in BRAC financed schemes. The household activities which are predominantly decided by women are the activities which are less important and less risky with little financial involvement. Conversely, men play a significant role in decision making for the activities which are more crucial, more risky and more important for the household economy. With regard to non-agricultural activities, women have a greater role in performing tasks and taking decisions. Some of the agricultural activities that are mostly performed by the men in most of the household are planting crops, weeding, giving fertilizer, harvesting, threshing, etc.

In the case of schemes run by men and financed by BRAC, women have no role in decision making and rarely are they consulted. In the case of the BRAC schemes run by women, it is the women who take major decisions relating to the schemes in the majority of the households. The female loanees reported some benefits from being involved with BRAC programmes:

increase in economic well-being; increase in status in the family; increase in social status; transcending seclusion and exposure; freedom and reduction in economic dependency; increase in wealth and opportunities; and, rights of women both in family as well as in the society.

## **Issue-Based Meeting of RDP: A Status Study**

**By AMR Chowdhury et.al.**

**Abstract:** Institution building is a major component towards attaining RDP objectives. Under RDP procedures it is obligatory for every village organisation (VO) to organise an issue-based meeting once a month for its members in which different social issues are discussed. A number of issue-based monthly meetings in a few RDP areas were observed over a period of six months.

It was found that in 40 VOs, only 27% of the meetings were organised. A higher number of meetings were organised in female VOs than in male VOs (33% vs 22%). On average 1.4 meetings were organised whereas the expected number was five per VO. The "17 Promises" were recited in 56.4% of the meetings. Among the participants 10.6% were non-members, most of whom were children. Of the meetings 56% of the deliberations were lecture type. Resolutions were recorded only in 40% of the meetings. All the meetings were conducted by the Programme Organiser (PO) who also decided the issues discussed in these meetings. In 43.6% of the meetings issues were predecided and VO members did not have a role in choosing a topic.

## **Case Studies on Primary Education: A Study of three Schools (Bastia, Ramnagar Manikpeer and Sarmangal)**

**BY Jahurul Amin and AMR Chowdhury.**

**Abstract:** The government of Bangladesh has made a serious commitment to achieve Universal Primary Education (UPE) by the year 2000. The literacy rate of the country is one of the lowest at 19.7% for all ages and 23.8% for those five years and above. In order to identify the constraints that confront the primary education system in rural Bangladesh, BRAC has undertaken a series of intensive studies on government primary schools. A substantial amount of quantitative and qualitative information was collected through direct observation, interviews and discussions with teachers, students, guardians and members of the School Management Committee (SMC) of three different schools: one in Manikganj (Bastia school); the second in Joypurhat district (Ram Nagar Manikpeer school); and, the third in Haor region in Sunamgonj district (Sarmangal school).

The study in Manikgonj found that 45 percent of schoolage children (6-10 years) in the school command area were not enrolled in any formal school. In Joypurhat this figure was 40% and in Sunamganj it was as high as 82%. Of those enrolled 50% remained absent from classes in Manikganj, 45% in Joypurhat and 86% in Sunamgonj. In Manikganj teachers devoted only 38% of the scheduled time to teaching, 35% in Joypurhat and only 22% in Sunamgonj. In all three schools many of the subjects in the syllabus were not taught and extra curricular activities



virtually never held. None of the School Management Committees were able to perform their duties and most of the members did not even know what their responsibilities were. Supervision from the Upazila Education office in all three areas was irregular and inadequate. An important finding of all three studies is that primary education was not free. Various fees are charged and parents end up paying between Tk.50 to Tk.300 per student per year. Adding to all of this the inadequate physical facilities available and the extremely poor quality of teaching (most students of Class I and II cannot even read their text books) it is not surprising that the guardians do not feel encouraged to send their wards to school.

### **Performance of Former NFPE Students in Formal Schools**

**By Kaiser Ali Khan**

**Abstract:** BRAC initiated a Non-Formal Primary Education (NFPE) programme for poor children in the mid 1980s. NFPE has now expanded to over 6,000 schools, and some 40,000 students have already graduated. This is a follow-up study of NFPE graduates. The objectives of this study were: to assess the proportion of NFPE graduates who have got themselves admitted into government schools; their present educational status; causes of drop-out; and level of performance in the formal schools. In all, 327 students were interviewed (58% girls and 42% boys). To assess performance, graduates and relevant teachers of the formal schools were interviewed.

The study shows that 98% of the NFPE graduates were admitted into formal schools and 90% of them were in class IV. The children of the RDP/RCP group members seemed to do better in respect to continuation in school when compared to non-group members. The NFPE students were performing as well as the non-NFPE students. Of the students enrolled in 1989, 58% dropped out in two years. Of the students enrolled in class IV in 1990, 26% dropped out. Some of the reasons for drop out of NFPE students from formal schools were low literacy of parents, lower density of schools, poor socio-economic condition of students' household.

### **The Paralegal Programme : A Study of Knowledge Retention**

**By AMR Chowdhury et al.**

**Abstract:** This study looks into BRAC's paralegal programme which provides legal education for group members. The study tried to find out what and how much information was being retained by the group members. The main objective of the study was to evaluate the knowledge retention of the course participants. What the participants think of the programme was also explored. Two groups are compared. The experimental group comprised of 150 VO members who had participated in the legal literacy classes and the comparison group comprised of 50 people who had no legal education but were also group members.



The study shows that knowledge retention on legal age for marriage for men and women illegality of dowry, invalidity of "hilla" marriage, etc., are higher for paralegal group respondents than for the control group. Those who have had legal education say that the course has definitely been beneficial. There have been a few individual cases where there has been actual utilization of knowledge. A handful of people have refused to pay or accept dowry for their children's marriage. One woman who had taken the course found out that she had a claim to her dead father's land and managed to successfully fight for it.

### **Reproductive History and Contraceptive Behaviour: Focusing on Selected Indicators** **By Firoz Kamal.**

**Abstract:** This study explored the various aspects of the reproductive history of ever-married women and their influences on women's contraceptive behaviour. The study was carried out in two rural areas of Jamalpur Sadar upazila and Monirampur upazila of Jessore district. There are 2,558 respondents taken from 14 villages, 7 from each area.

The study finds that both the contraceptive ever-use rate and the contraceptive prevalence rate, 49.73 and 43.59 percent respectively, are higher for Jamalpur than Monirampur. Women with one son and one daughter alive, have a contraceptive ever-use rate of 64.71%. Women with two sons and one daughter alive are the best acceptors of contraception, their ever-use rate is 68.16%. Child mortality plays a powerful role against contraception. The women who have experienced three children's deaths have an ever-use rate of 33.80%. The ever-married women who had two or more still births had a contraceptive ever-use rate of 34.48%.

### **Programme Response to Research Recommendations** **By Mahamuda Rahman Khan.**

**Abstract:** This report is a follow up to the implementation of research findings on three specific BRAC programmes; Poultry, Irrigation and Social Forestry. It was found that there is a certain communication gap between RED and the different development programmes of BRAC. Some programme people felt that RED only points out the flaws of their programmes were unable to use the criticism provided in the reports. On the whole, however, the response to report recommendations was encouraging.

**Loan Recovery Performance of Rural Poor: Variations and Inter-Relationships**  
By Zafar Ahmad.

**Abstract:** This study looks at the dynamic relations of different variables like region, year of establishment of the area office, gender of the loanees, categories of schemes, period of loan disbursement, number of borrowers, duration of schemes, size of loan, realization rates, outstanding loans, against the performance of BRAC's credit programme. The information came from 17,312 schemes of various kinds.

Highest recovery rate is found in the rural industries sector followed by small trading, rural transport, livestock, agriculture, irrigation and fisheries. Irrigation and fisheries have the lowest recovery rates, 78% and 46.7% respectively, compared to the overall recovery rate of 83.6%. There is a very weak correlation between the recovery rate and the amount of disbursement. Female recovery rate is higher than male recovery rate (87.6% vs 76.1%). There is a negative correlation (-0.28) between the age of Areas and the recovery rate which are the same for both male (-0.34) and female (-0.16). Technology based schemes have 82% recovery rates compared to 76% in traditional agriculture schemes. Distribution of recovery rates by the size of the loans in the agriculture sector shows a highly negative correlation (-0.82). Recovery rate in the fisheries sector compared to other sectors is one of the lowest which is 46.7%. Highest concentration of overdues is found in 5 to 10 year old areas. The Largest percentage (65.7%) of RDP credit goes as short-term credit which has a better recovery rate. There is a negative correlation (-0.28) between the recovery rate by sector and average capital labour ratio and a low degree positive correlation (0.24) between the capital productivity and the recovery rate.

**The Impact of Sweet Water Fisheries on the Lives of the Rural Poor**  
By Monira Hassan

**Abstract:** The increasing population of Bangladesh has created among other things a pressure on the fish resources of the country. BRAC's effort to increase Sweet Water Fisheries (SWF) is a response to the pressure and seeks to increase production of fish resources. The study explores the profitability and benefit pattern of BRAC's sweet water fisheries' schemes. The study details the processes of operation of the fisheries schemes, efficient input combination, constraints relating to inputs, financial analysis and finally a comprehensive cost-benefit analysis of 44 BRAC financed SWF schemes. The study also explores the distribution pattern of the benefits from the schemes.

## **Planning and Management Training to the VO Members: A Look into Some Aspects**

**By Sarwar Jahan.**

**Abstract:** Planning and management training to the organised group members is a major component of BRAC's total Human Development and Management training course. As the success of a training programme depends upon the achievement of the training objectives, RED conducted an evaluation study of the said training programme in August 1991. The objectives were to examine the selection process of the trainees to the course; to study status of trained member and if and how they disseminated their knowledge; and to highlight the successful cases where the trained members have applied their training knowledge within the village organisations (VOs). Amdia, an RCP branch in Narsingdi was purposely selected with a total of 109 randomly selected respondents among which 42 were trained and 30 were control.

The findings portray that about 14% of the trainees were selected beyond the age limit set as a criteria and 80% of the total respondents were found to be illiterate. Only 14% of the trained members were selected from the top echelon of VOs like chairpersons or leaders to the course. In most cases (90%) they were selected through participatory discussion in VO meetings and most of them were found to have retained the training knowledge. Concerned BRAC staff were found to be very optimistic about the success of the training programme. About 83% of them felt that the trained members disseminated the training knowledge to the rest of the members in weekly and monthly VO meetings suggesting that an increased time allocation for those meetings can enhance the process of dissemination. A 10 to 12% increase in trained members attendance and savings rate have been found after the training which could be related to the raised consciousness of the trained members as an outcome of the training.

## **Development Activities of Government and Other NGOs in VSP Villages**

**By Karimul Huq.**

**Abstract:** This report attempts to highlight the pattern and volume of development activities of other NGOs, local level public bodies and government agencies in VSP (Village Study Programme) villages. The aim of this report is to identify and isolate the influence of development activities and inputs of other NGOs and public bodies working in these villages in an endeavour to isolate the impact of BRAC interventions in these villages. The information for this report is gathered through a review of official documents of other NGOs, public bodies and agencies working in the RDP/VSP villages.

The review shows that Grameen Bank and Oxfam are working in the RDP/VSP areas at Jamalpur. Grameen Bank is working in two villages namely, Munshipara and Sonakata East while Oxfam is working in 4 villages including Munshipara, a village where Grameen Bank has organised its saving and credit activities. The three other working villages of Oxfam are Koronipara, Sonakata East and Sonakata West. A total of 110 people are covered under

activities of Oxfam while the Grameen Bank has organised so far 4 female groups with 110 member from as many disadvantaged families. The total savings generated by Grameen Bank members is Tk.17,048. The total loans disbursed in these villages is Tk.295,500. In the village of the Jessore VSP study only BRDB, a government organisation, is found to have been working. In these villages no NGO other than BRAC is working. BRDB has so far organised 9 groups with 298 members. The total savings generated by the groups is Tk.219,122 of which savings of male members is Tk.61,802 and that of female is tk.157,320. The total loan disbursed in these villages is Tk.115,885 which is 52% of the total group savings.

The report concludes that the real impact of the single NGO activities in a village where more than one NGO is working cannot be measured until and unless the activities of each and every NGO is documented in isolation.

### **Profile of RDP Activities in 10 Villages under VSP**

**By Karimul Huq**

**Abstract:** This report documents RDP activities separately for each of the 10 villages under VSP. It covers some specific aspects of RDP intervention, viz., institution building, credit, education and sectoral activities such as poultry and livestock, sericulture, non-formal primary school and irrigation programmes organised as of June 1991.

An information base was developed for achieving the following: (1) regular a follow-up of RDP activities in VSP villages; (2) comparison of changes taking place in the lives of the people with comprehensive baseline data; and (3) evaluation of the subsequent RDP activities in certain specific areas. The information was obtained through a study of several documents of the respective RDP areas in the VSP study site. In all, 158 villages are covered as of June 1991 by the four RDP Areas having VSP villages. Of these, 10 villages (6.35% of the total) are included under the VSP study. In these villages, 21 VOs have been formed (men 10 and women 11) with 1,263 members of which 614 (48.5%) are men and 649 (51.4%) women. The total savings generated by the groups is Tk.343,300 of which savings of male groups is Tk.163,623 (49.0%) and that of female groups is Tk.173,417 (51.0%). Data on Taherpur shows an exception in that there is no female group activity in this village.

The findings reveal that, a total of Tk.24,95,350 is disbursed in 10 villages by June 1990 against different income generating activities. The total number of borrowing members in these villages is 871 of which 473 are men and 398 are women. The total number of group members trained in these village is 863 (36.0% of total membership). Among them, 463 received training in Skill Development and 225 in Human Development. The total number of beneficiaries in these villages from other RDP activities such as IGVGD, NFPE, poultry and livestock, sericulture and irrigation is 991. The second follow-up of RDP activities in VSP villages will be done in June 1992.



### **Profitability, Capital and labour Productivity**

**By Zafar Ahmad.**

**Abstract:** The study looks into the position of profitability, capital and labour productivity in small-scale economic enterprises both in the farm and non-farm sectors, and the productivity of labour in schemes based on non-traditional skills and occupations (technology and non-technology based) in the agricultural and non-agricultural sectors. The study compares and ranks 48 schemes of various kinds in terms of profitability, value added, cost structure, capital productivity, employment coefficient and labour productivity.

### **Rapid Rural Appraisal of BRAC Deep Tubewell Group**

**By Karimul Huq, Rita Sen et. al.**

**Abstract:** Rapid Rural Appraisal (RRA) is a relatively new approach of research in developing countries. This method was used in studying a DTW project. The study was carried out in Chandipur in Jessore district, where a deep tubewell had been installed for the 1990-91 boro season.

The report describes a short exercise which was designed to explore the potential uses of this approach for BRAC. It is divided into two major sections. The first is a general introduction to some of the most commonly used RRA techniques. The second presents the findings of an attempt to use RRA methods to assess the performance of a BRAC supported village deep tubewell group.

### **Intervention and Change in Rural Bangladesh: Impact on Selected Socio-Economic Indicators**

**By Zafar Ahmad.**

**Abstract:** The study is an impact evaluation of BRAC's development intervention over a period of seven years between 1983 and 1990. The study surveys the socio-economic conditions of all the households in ten villages in 1983 and again in 1990 and isolates changes in key socio-economic indicators like: income, employment, consumption, savings, investment, land ownership pattern, rural indebtedness, occupation, death rates and birth rates, literacy skills, and dependency relations.



## Group Approach to Empowering Women: An Emerging Development Paradigm from South Asia

By Zafar Ahmad.

**Abstract:** The study synthesizes research findings from literature reviews and empirical analogues of BRAC's development interventions for women and brings out the potentials and pitfalls of BRAC's approach for women's development. The study articulates a conceptual framework for the approach and presents it as an alternative development paradigm of empowering women in the South Asian context. Taking into account the pattern of gender specific socio-economic disadvantages, the study evaluates the rationale and strategies of the paradigm. Analysing the pattern and methodology of the group approach it critically reviews the impact of intervention on the quality of life of the womenfolk. The study concludes that the emerging development paradigm in South Asia could be a way of bringing poor third world women out of subjugation and powerlessness.

## Federating Village Level Organizations

By Aminul Alam, AMR Chowdhury, S.K. Sarker and Safiqul Islam.

**Abstract:** A common strategy for empowerment of the neglected and disadvantaged sections of the rural Bangladeshi community has been to organise village level organisations. As a further strategy of consolidating this empowerment, many NGOs have been talking about, and some implementing, higher level federations of the village organisations (VOs). BRAC has also been trying to organise these federations in different areas mainly through local initiatives. There has not been any clear-cut official policy from BRAC on this. As the programme is expanding faster than before, BRAC now desires to have an official policy. In order to review the whole question of federation building, a task force was set up in early 1991. This paper is a presentation of the task force findings.

In the course of the review, the task force members visited several NGOs who have been trying out different methodologies in federation building. The organisations included FIVDB (Sylhet), Comilla Proshika (Comilla), SFDP/BARD (Comilla), ASA (Dhaka) and two BRAC areas. The task force recommended that BRAC starts federating VOs, initially at the union level. Modus operandi for the federations have also been suggested.

By S.M. Alamgir Hossain

By Zafar Ahmad

**Abstract:** This is a series of three studies on overdue loan in RDP/RCP. These studies attempt to find out the causes of overdue loans. The studies were conducted at Ghior RDP branch, Atghoria RDP branch and Paglapir RCP branch. To find out the causes of overdue loans, loanees and area office staff were interviewed. Talking with the above respondents, it was found that projects damage, mismanagement and dishonesty of VO members, and mismanagement of area offices are the causes of overdue loans. Some of the respondents replied that causes were not known to them. Opinion on realisation possibilities of rescheduled overdue loans were also portrayed in these reports. At the end it was concluded that discipline in VOs be improved; management committee members as well as staff should be trained on the programme and in supervision. Loan ledgers should be updated.

emerging development paradigm in South Asia women out of subjugation and powerlessness.

By Aminul Alam, AMR Chowdhury, S.K. Sarker and Salimul Islam.

**Abstract:** A common strategy for empowerment of the neglected and disadvantaged sections of the rural Bangladeshi community has been to organise village level organisations. As a further strategy of consolidating this empowerment, many NGOs have been talking about, and some implementing, higher level federations of the village organisations (VOs). BRAC has also been trying to organise these federations in different areas mainly through local initiatives. There has not been any clear-cut official policy from BRAC on this. As the programme is expanding faster than before, BRAC now desires to have an official policy. In order to review the whole question of federation building, a task force was set up in early 1991. This paper is a presentation of the task force findings.

In the course of the review, the task force members visited several NGOs who have been trying out different methodologies in federation building. The organisations included FIVDB (Syhet), Comilla Froshika (Comilla), SPDP/BARD (Comilla), ASA (Dhaka) and two BRAC areas. The task force recommended that BRAC starts federating VOs, initially at the union level. Modus operandi for the federations have also been suggested.

**Annexure 10**

**Brief on Monitoring Reports**

Subject	Monitoring Checklist	Branches Covered	Sample Size	Findings
1. Membership Application Form and VOs Quarterly Report	1. Whether the new numbers have adequately filled up the Membership Application Form  2. State of affairs regarding VOs Quarterly Report	Total Area Branches: 59 RCP: 18 RDP: 41	RCP: 386 Village Organizations  RDP: 2,158 Village Organizations	1. A total of 13,151 members have joined the VOs during the third quarter of 1991. Thirty-four (34%) percent of them have filled up the Membership Form in time while the rest have yet to fill them out.  2. Each VO is supposed to prepare a quarterly statement which gives an account of important aspects of VOs (eg. asset, liabilities, etc.). A total of 1,805 reports have been monitored in October. Near 31% of the VOs have prepared this statement while the rest did not.
2. Deep Tubewell	1. Changes in the number of DTW, Irrigated Land and Production from 1987 to 1991	Total Branches: 65	All DTW under RDP, RCP and Special Programme	1. In 1987, the number of DTW was 24 which increased to 309 in 1991. This corresponds to an 118% increase. Land coverage per DTW has increased by 7% from 41 acres in 1987 to 44 acres in 1991. Coverage was highest in 1989, 49 acres per DTW. Similar changes took place regarding production which has increased from 28 to 35 maunds per acre which equals a 25% increase over the discussed period. The production in 1991 would have been higher if early floods had not affected 56 (18%) of the tubewells.

3. Gender distribution of shareholders in DTW programme	1. Changes in the gender ratio of shareholders in DTW	See next column	1987: 18 wells (75%) 1988: 24 wells (62%) 1989: 51 wells (70%) 1990: 95 wells (69%) 1991: 216 wells (70%)	1. The number of shareholders per DTW was 75 in 1987 and the men-women ratio was 57 and 43 respectively. The corresponding figures in 1991 was 89, 46 and 54 respectively. This indicates a remarkable change in the gender ratio of shareholders.
4. Standardization of NFPE and PEOC schools in terms of quality	1. A total of 31 indicators have been applied to assess the quality of schools. Highest score is 100. Depending on the recorded score a school can be categorized into one of the following standards: Very Good (80-100); Good (60-79); Satisfactory (40-59); Poor (>40)	See next column	Total number of schools under review: 571 (43%) NFPE: 303 (36%) PEOC: 268 (53%)	1. According to this review 40% of NFPE schools fall in the Very Good category, 56% in the Good and the rest, 4%, are Satisfactory. A similar situation can be found in the PEOC schools: 26% are Very Good; 67% Good; 6% Satisfactory; and, the rest Poor.
Poultry Workers/ Rearing (Selection/ Vaccination)	1. Distribution of Poultry workers by age and marital status	Total Upazilas: 36	Poultry Workers: 80 (3%) Chick Rearing: 588 (18%)	1. 30% of poultry workers are aged between 17-30 years, 69% between 31-50 years and the rest, 1%, above 50 years. 67% of them are married while the rest are divorced, deserted or widowed.
	2. Ratio of active day-old chick rearers			2. A total of 495 of 588 (18%) chick rearers have been found active (ie. rearing day-old birds during data collection). The rest were either waiting for birds or had just sold out their stock.

### Annexure 11

#### Financial Statement

The Rural Credit Project shows an impressive financial performance during the reporting period of 1991: net operating surplus amounted to Tk.17,935,397 as against a loss of Tk.5,072,618 in 1990.

#### Income and Expenditure Statement

	Forecast 1991	Actual	Variance
<b>Income</b>			
Interest on Investment	22,800,000	27,275,163	1,524,837
Interest on Loan	38,100,000	40,052,903	(1,952,903)
<b>Total</b>	<b>60,900,000</b>	<b>61,328,066</b>	<b>(428,066)</b>
<b>Expenditure</b>			
Interest on Savings	6,300,000	8,036,341	(1,736,341)
Operating Expenses	38,700,000	35,356,328	3,343,672
<b>Net Profit</b>	<b>15,900,000</b>	<b>17,935,397</b>	<b>(2,035,397)</b>
<b>Total</b>	<b>60,900,000</b>	<b>61,328,066</b>	<b>(428,066)</b>



Detailed Financial Report of RCP As on 31st December 1991

1. Balance Sheet

Head of accounts		Forecast 1991 Taka	Actual to Dec. 91 Taka
A.	Assets		
A.1	Cash	6,100,000	2,892,435
A.2	Investment	281,100,000	289,243,499
A.3	Current assets	0	79,567,166
A.4	Net loans	275,000,000	272,441,179
A.5	Fixed assets	53,900,000	38,439,100
A.5.1	Less Accumulated depreciation	6,700,000	4,178,311
A.5.2	Net fixed assets	47,200,000	34,260,789
	<b>Total Assets</b>	<b>609,400,000</b>	<b>678,405,068</b>
B.	Liabilities		
B.1	Members savings deposits	86,200,000	97,122,531
B.2	Group tax deposits	25,400,000	24,742,408
	<b>Total deposits</b>	<b>111,600,000</b>	<b>121,864,939</b>
B.3	Current liabilities	0	15,326,989
B.4	BRAC Loan	487,000,000	528,350,361
	<b>Total Liabilities</b>	<b>598,600,000</b>	<b>665,542,289</b>
B.5	Excess of income over expenditure for 1990	(5,100,000)	(5,072,618)
B.6	Excess of income over expenditure for 1991	15,900,000	17,935,397
	<b>Total Liabilities and Capital</b>	<b>609,400,000</b>	<b>678,405,068</b>

2. Income and Expenditure Statement (January - December 1991)

C.	INCOME		
C.1	Investment income	22,800,000	21,275,163
C.2	Loan interest income	38,100,000	40,052,903
	<b>TOTAL INCOME</b>	<b>60,900,000</b>	<b>61,328,066</b>
C.3	Less: Interest on loan	0	0
C.4	Interest on deposits	6,300,000	8,036,341
	<b>NET INCOME</b>	<b>54,600,000</b>	<b>53,291,725</b>

		FINANCIAL STATEMENT	
D.	OPERATING EXPENSES		
D.1	Branch operating expenses	22,900,000	24,195,088
D.2	Regional operating expenses	1,500,000	1,622,055
D.3	Head office operating expenses	2,500,000	2,276,102
D.4	Branch depreciation expenses	3,500,000	1,041,868
D.5	Regional depreciation expenses	600,000	214,573
D.6	Head office depreciation expenses	900,000	340,185
D.6	Loan loss provision	6,400,000	4,957,340
D.6	Staff training	400,000	709,117
<b>TOTAL</b>	<b>OPERATING EXPENSES</b>	<b>38,700,000</b>	<b>35,356,328</b>
<b>E.</b>	<b>NET OPERATING PROFIT</b>	<b>15,900,000</b>	<b>17,935,397</b>
<p>ACTUAL EXPENDITURE (DONORS ACCOUNT) FINANCED BY DONORS</p> <p>Carb and bank balance at Rtd</p> <p>Financed by Donors</p> <p>ACTUAL EXPENDITURE (DONORS ACCOUNT) FINANCED BY BRAC Internal Resources</p> <p>Actual expenditure</p> <p>FUNDING OF EXPENDITURE:</p>			
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	620,643,942		
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**FINANCIAL STATEMENT**

**RURAL DEVELOPMENT PROGRAMME (RDP-II)**

	Budget January 90 to Dec. 91	Actual Expenditure January 90 to Dec. 91	Balance
EXPENDITURE	1	2	3 (1-2)
	Taka	Taka	Taka
<b>A. CORE PROGRAMME</b>			
A.1 Institutional building	28,241,840	31,190,889	(2,949,049)
A.2 Employment & income generation	50,701,113	57,646,496	(6,945,383)
A.3 Branch & Regional Office operating expenses	114,282,768	128,476,717	(14,193,949)
A.4 Branch, Regional & Head Office capital investment	56,745,500	56,639,821	105,679
A.5 Loan revolving fund	177,180,000	169,378,365	7,801,635
A.6 Support service:			
A.6.1 Expansion of existing TARCs	9,500,000	9,426,296	73,704
A.6.2 Training and Resource Centre	39,160,000	21,366,686	17,793,314
A.6.3 Rural Enterprise programme	8,833,986	8,044,618	789,368
A.6.4 Research & Evaluation	5,394,724	5,818,561	(423,837)
<b>B. SECTORAL PROGRAMME</b>			
B.1 Non formal primary education programme	125,509,408	129,468,554	(3,959,146)
B.2 Development of Rural Managers	59,301,847	47,538,266	11,763,581
B.3 Vulnerable Group Development Program	<u>26,788,109</u>	<u>29,414,180</u>	<u>(2,626,071)</u>
	701,639,295	694,409,449	7,229,846
C. Net interest income	<u>(48,455,570)</u>	<u>(50,222,696)</u>	<u>1,767,126</u>
<b>TOTAL EXPENDITURE</b>	<u>653,183,725</u>	<u>644,186,753</u>	<u>8,996,972</u>
<b>FUNDING OF EXPENDITURE:</b>			
Actual expenditure		644,186,753	
Financed by BRAC Internal Resources		<u>(3,864,977)</u>	
<b>ACTUAL EXPENDITURE (DONORS ACCOUNT ONLY)</b>		640,321,776	
Financed by Donors		<u>650,642,945</u>	
Cash and bank balance at field		<u>10,321,169</u>	