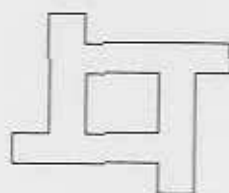


File Name: D2PSL376.W51

Draft  
February 1992

**PROPOSAL**  
**RURAL DEVELOPMENT PROGRAMME III**  
**1993 - 95**



**BRAC**

**BANGLADESH RURAL ADVANCEMENT COMMITTEE**  
**66, Mohakhali Commercial Area**  
**Dhaka-1212**

# CONTENTS

## Acronyms

- 1 Executive Summary
- 2 RDP II: Achievements to Date
- 3 RDP III : Overview of the Proposal
- 4 Village Level Activities
  - 4.1 Institution Building
  - 4.2 Income and Employment Generation
    - 4.2.1 Poultry
    - 4.2.2 Livestock
    - 4.2.3 Irrigation
    - 4.2.4 Fisheries
    - 4.2.5 Social Forestry and Horticulture
    - 4.2.6 Sericulture
  - 4.3 Credit
  - 4.4 Income Generation for Vulnerable Group Development
  - 4.5 Non Formal Primary Education
  - 4.6 Health
- 5 Training and Staff Development
  - 5.1 Training and Resource Centre (TARCs)
  - 5.2 Management Development Programme (MDP)
  - 5.3 Staff Housing Loans
- 6 Programme Support and Management Services
  - 6.1 Rural Enterprise Project
  - 6.2 Marketing Unit
  - 6.3 Monitoring Department
  - 6.4 Research and Evaluation
  - 6.5 Head Office Facilities

- 7 Programme Budget
  - 7.1 Summary
  - 7.2 Cost Recovery
- 8 Programme Management
  - 8.1 BRAC Project Management
- 9 Related Issues
  - 9.1 Gender and Development
  - 9.2 Environmental Impacts
- 10 Budget

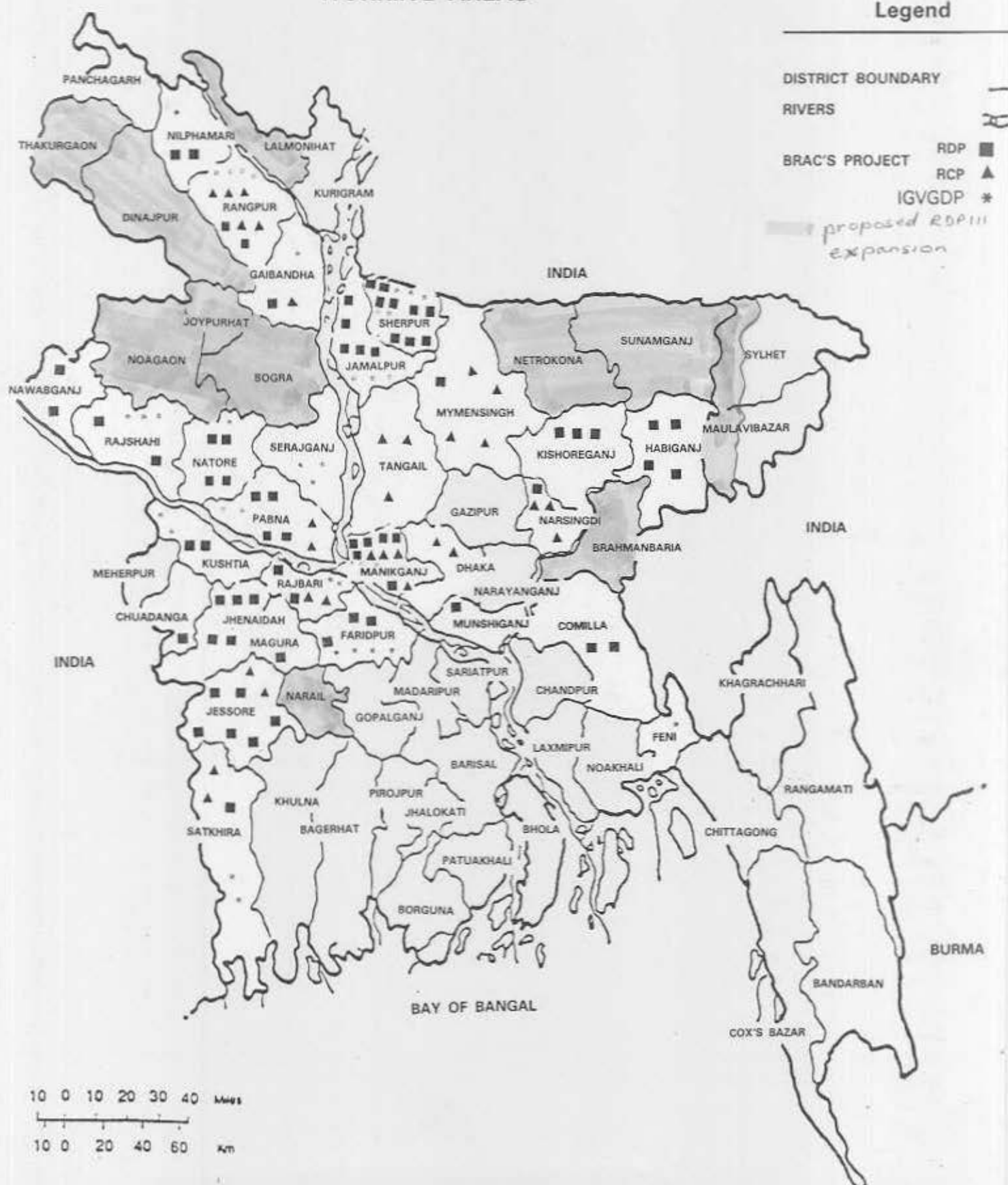
## ACRONYMS

AI	=	Artificial Insemination
AM	=	Area Manager
AO	=	Area Office
BRAC	=	Bangladesh Rural Advancement Committee
CSP	=	Child Survival Programme
DTW	=	Deep Tubewell
DVM	=	Doctor of Veterinary Medicine
DRR	=	Directorate of Relief & Rehabilitation
DOL	=	Directorate of Livestock
FAPE	=	Facilitation Assistance for Primary Education
GM	=	Group Members
GS	=	Gram Shebok/Shebika (Village Workers)
HTW	=	Hand Tubewell
HW	=	Health Worker
HO	=	Head Office
IGVGD	=	Income Generation for Vulnerable Group Development
MDP	=	Management Development Programme
MO	=	Medical Officer
NFPE	=	Non-Formal Primary Education
NGOs	=	Non-Governmental Organisations
PO	=	Programme Organiser
PT	=	Power Tiller
PLT	=	Para Legal Training
PEOC	=	Primary Education for Older Children
RED	=	Research and Evaluation Division
RDP	=	Rural Development Programme
RCP	=	Rural Credit Project
REP	=	Rural Enterprise Project
STW	=	Shallow Tubewell
TOT	=	Training of Trainers
VO	=	Village Organisation
WHDP	=	Women's Health Development Programme
WFP	=	World Food Programme

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

## WORKING AREAS

### Legend



## 1 EXECUTIVE SUMMARY

Bangladesh stands very disadvantaged in terms of most development indicators. This is particularly true in health literacy and incomes. The human development index for Bangladesh ranks 136th out of 160 countries (UNDP, Human Development Report, 1991). In spite of some significant efforts, a large portion of the rural poor still have little, if any, access to development services. Unorganized and powerless, their futures is uncertain, at best. Few public services reach this stratum. In contrast to this situation, there are avenues of hope. A few large Bangladeshi NGOs have gained a national and international reputation for success in providing effective development services to large numbers of rural poor. BRAC is one of these which over 20 years has evolved into a large, multi-dimensional organization. It combines a recognized knowledge of the dynamics of rural poverty and the practices of development programming. Now reaching about 600,000 rural poor, BRAC is one of the largest NGOs in Bangladesh with 4700 staff, and 5300 non-formal primary education teachers.

Given the unmet demands for access to development services, and its success to date, BRAC has little option but to continue to expand its operations. Today BRAC reaches about 6% of the rural poor; its longer term strategy is to reach 25% by the year 2000. The majority of beneficiaries will continue to be women. Achievement of these goals will include continued collaboration with public sector programmes. This proposal for the period of 1993 to 1995 of RDP III is set within these strategic goals.

Rural Development Programme (RDP) is BRAC's major integrated, multi-sectoral programme and the frontline activity for the implementation of BRAC's strategy. It plays a critical role in the development, implementation and expansion of BRAC's activities. The intervention of BRAC in the new areas is initiated by RDP. RDP operates for a period of 4 years in the newly intervened areas developing a viable, institutional environment necessary for

initiating subsequent credit activities without substantial BRAC support.

A BRAC Bank project, called the Rural Credit Project (RCP) takes over a branch only when it is capable of efficient credit operations, becoming a self-financed project, which provides landless groups with credit previously made available under RDP. This strategy simplifies administration and enables BRAC to move more rapidly into new areas. Thus, intervening in new areas and developing the existing areas as RCP are two important features of RDP activities. RDP II has been funded by a consortium of 8 NGO and donor agencies and includes support for Rural Credit Project (RCP). Total Donor consortium funding for both programmes is \$ US 49 million with approximately half for each one.

BRAC is successfully managing the expansion planned within RDP II. Over the first two years of its three year period, RDP II reached about 95% of its target of 250,000 new members, without jeopardizing the quality of the programming. BRAC has established an additional 40 RDP Area Offices and 30 self-financing RCP Offices on schedule. Each of these 70 offices serves about 6,000 village organization members. Credit operation within RDP and RCP maintain their projected disbursement and repayment rates. About 3,000 primary schools within RDP II have been opened as planned. Selection and training, both of members and staff, is progressing in line with the expansion. A management development programme has been established to support the process.

In the expansion process, BRAC has revised its operations to improve their sustainability and impact. These include: a reduction in the size of village organizations, more rigorous selection and training of members, improved methods of managing loan portfolios, and an increase in interest rates.

Both internal and external evaluation studies have shown significant positive impacts on incomes, health, literacy and village organization capabilities.

The donor consortium has established a Donor Liaison Office in Dhaka to coordinate communications between donors and with BRAC,



and to support external reviews and evaluations. This mechanism has proved effective, both for BRAC and the donors.

#### Rural Development Programme III - 1993 to 1995

The objectives and activities proposed in RDP III are similar to ones already established in RDP II. The same management structure and techniques will be used. The activities will expand by two to three times the output in RDP II, with the exception of sericulture, where a major expansion by a factor of ten is proposed.

It is proposed that 115 new RDP area offices be established in 1993-95 to support this expansion. Each of these will reach an additional 6,000 village members. During this period 60 self-financing RCP offices will evolve from RDP operations. In addition 15,000 new primary schools will be opened to serve 450,000 students, predominately girls.

Similar to RDP II, additional training and management services are required to support the operations. These include:

- o Six new Training and Resource Centres (half the size of a current TARC)
- o Partial support to the Management Development Programme
- o Monitoring, research and evaluation services
- o A restructured rural enterprise project and a new marketing unit

Over 70% of the beneficiaries (almost 100% in some components) will be women.

The proposed budget for RDP III is \$64 million over the three year period from 1993 to 1995. This budget represents an increase of 30% over donor consortium budget of 49 million for RDP II and RCP.

As noted above, RCP is now self-financing, and requires no further donor funding. Within RDP III, BRAC will continue to



recover some of the programme costs, mainly through the interest income from its RDP loan operations, service charges within the poultry, livestock, irrigation and sericulture components, and services to other organizations by the Management Development Programme. These, combined, comprise 10% of the overall budget.

BRAC will continue to manage the implementation of RDP III using a very flat management structure. Key management personnel in RDP are delegated significant responsibility and authority to coordinate and implement the programme in liaison with HO support services.

## 2 RDP II (1990-92) : Achievements to Date (December 1991)

BRAC is successfully managing the expansion planned within RDP II. Over the two years of its three year period, RDP II has reached about 95% of its target of 237,000 new members, without jeopardizing the quality of the programming. BRAC has established an additional 40 RDP Area Offices, and 30 self financing RCP offices on schedule. Credit operations within RDP and RCP maintain their projected disbursement and repayment rates. The NFPE schools within RDP II have been opened as planned. Selection and training, both of members and staff, is progressing in line with the expansion.

In the expansion process, BRAC has revised its operations to improve their sustainability and impact. These include: a reduction in the size of village organizations, more rigorous selection of members, improved methods of managing loan portfolios, and an increase in interest rates. All these measures have been taken in order to promote a more equitable distribution of resources by a) limiting the number of group members per household to two persons, b) covering the bottom 30% of the population by stringently applying the criteria of selection c) improving lending operations to provide better service to borrowers and d) increasing the interest to 20% as it was found that with the previous interest rate of 16% BRAC could not hope to become self sustaining.

## 3 OVERVIEW OF THE PROPOSAL - RDP III

This proposal is based on the experience to date in RDP-II, and planning workshops and meetings within BRAC both at the field and senior management levels. The process started in October 1991 with a two-day regional workshop to map the strategy and programme components beyond 1992. Subsequent meetings at various levels have assessed feasibilities and produced this proposal.

To determine the feasibility of achieving the various interrelated objectives of RDP-III, BRAC uses a combination of the following:

- use of lessons learned, and identification of

- opportunities or constraints in particular activities
- cost effectiveness, and assessment of impact on village incomes and organizational capabilities.

The proposed activity within RDP III is part of the strategy to provide BRAC development services to a larger target group. RDP is the central and multisectoral programme used to achieve this goal. It is proposed to expand the programme by 82%, from the cumulative 140 areas in RDP and RCP by 1992, to 255 by 1995. Since RCP evolves from RDP it is included in the projection. An additional 450,000 NFPE primary school children will be included within this expansion, compared to 180,000 in RDP II.

The objectives of RDP III are the same as BRAC's organizational objectives, and remain the same as in RDP II: alleviation of poverty, empowerment and sustainability.

The different parts of RDP III are quite similar to RDP II, but with the following changes:

- RCP, which had start-up funding within RDP II, requires no further donor funding since its operations will be self funding.
- A major expansion of the sericulture programme is proposed.

These two components are the only ones with significant budgetary variations in comparison to RDP II. The other components will generally expand their activities, but the changes are of double to triple magnitude at most, and much less than the above two major variations.

#### 4 VILLAGE LEVEL ACTIVITIES

##### 4.1 Institution Building

Institution building is the base from which all other village activities grow. The process includes the formation of village organizations (VOs) separately for men and women, mobilization of savings, and human development training.

A few key persons from the community are trained to be able to impart Functional Education to group members, to raise their critical awareness and to assist group mobilization. Approximately 40% of all BRAC group members have now taken this particular course. Planning and management, Legal awareness\* and other trainings follow. Once the groups are saving and meeting regularly, savings is undertaken through these weekly meetings where each member deposits Tk.2.00. By December 1991, a total of Tk.106.9 million (men Tk.33.3 and women Tk.73.53 million) was saved by group members. After this, there is sectoral training in specific economic activity. Credit to invest in economic activity is available after the overall process has proceeded for about six months.

Participatory learning builds a sense of group solidarity and the potential for collective action, for example, to assure that local government officials distribute food aid properly, or to petition for the use of under-utilized government land.

Beyond the VO level, there are Federations of VOs at the Union-level to strengthen their efforts to obtain better access to government services and basic rights. Until recently there was no official BRAC policy on federations. From now on, federations of VOs will be formed in each RDP/RCP unions (for more information see: BRAC, Federating village level organizations, Dhaka, Research and Evaluation Division, 1991).

By December 1991 in RDP, over 397,000 landless men and women had been organized into 7,689 VOs.

The process of village institution building, and associated economic and social activity occurs over approximately a four year period with intensive and multi-sectoral BRAC assistance. After that period, a VO continues to be assisted, but with fewer BRAC inputs under the Rural Credit Project (RCP).

---

\* (it should be noted that the legal awareness training or paralegal as it is known is the only training for which the group members pay a course fee).

There is a definite strategy within RDP for the VOs to evolve towards self-sufficiency. Many village paraprofessionals learn to deliver services. Various fees for services and other incentives are built into the programming. Some of these incentives are described in the sections on Employment and Income Generation.

In RDP III, the institution building activity will continue using similar methodologies. The original targets for RDP II will likely be exceeded.

The increases proposed in RDP III will be supported with appropriate increases in staff, training and management activity. A higher proportion of group members will be trained in leadership skills.

The growth in area offices to support the new village organizations is shown in Table 4.1B, along with the growth in RCP Branches which evolve from RDP Area Offices. By the end of 1995, a total of 255 Area and Branch Offices will be established. Each office will serve about 6,000 members.

Training for group members will take place in Area Offices, or in the Training and Resource Centres. More than 60% of the group members trained in RDP III will be women.

TABLE 4.1B : GROWTH IN AREA OFFICES (RDP) AND BRANCH OFFICES (RCP)

YEAR	NEW RDP AREAS	TOTAL RDP AREAS	NEW RCP BRANCHES	TOTAL RCP BRANCHES	TOTAL OFFICES
1990	20	90	10	10	100
1991	20	90	20	30	120
1992	20	90	20	50	140
1993	35	105	20	70	175
1994	40	125	20	90	215
1995	40	145	20	110	255

#### 4.2 Income and Employment Generation

These activities include training, technical and management support provided to members by the BRAC network of POs, GSs, and



workers (para professionals), in some cases in cooperation with government inputs. This major component of RDP is supported by the necessary credit operations; the rural enterprise and marketing units; and staff and VO member training. The proposed expansion of the Sericulture Programme will follow procedures similar to these outlined here. The sectors included in this chapter are:

- poultry
- livestock
- irrigation
- fisheries
- sericulture

Each sector has a set of BRAC managers, POs, GSs and workers who focus on the technical and management aspects.

The objectives of these sectoral activities are similar:

- to build on and support the village organization activities.
- to increase incomes for those members producing direct outputs (eg. crops, fish, meat), and those providing support services (eg. service fees)
- to improve access for the rural poor to land and other productive assets.
- to improve nutrition levels.

In most cases, the activities proposed in RDP III are an expansion of those in RDP II. Excluded from the descriptions below are some income generating activities, such as Rural Trading, which do not receive significant technical assistance from BRAC other than access to credit.

#### 4.2.1 POULTRY

Over the last decade, BRAC has established effective methods for village women to improve their incomes through poultry raising. Currently about 80,000 women are participating within RDP village

organizations. Experience to date has proven that large numbers of BRAC's future target group can easily participate.

Landless women can acquire the simple skills and low cost inputs to utilize a small portion of their household space for production, which can be easily incorporated in their household work. Unlike fisheries or irrigation activities access to land is not a constraint. The women can earn a net monthly income of Tk 150 to 750, which is significant relative to average incomes.

Like other micro enterprise activities the poultry programme uses paraprofessionals (workers) who are responsible for vaccination, simple veterinary services and promotion of improved rearing practices. The worker receives a small fee for vaccinations and other services. Production involves a network of chick rearers, key rearers, feed supply centres, and egg collectors, organized by BRAC. Credit is available to invest in these enterprises.

RDP III will be an expansion of RDP II activity both within existing BRAC areas and in new ones. The achievements to date in RDP II, and proposed additional targets within RDP III are shown in Table 4.2.1. It is expected that the output targets within RDP II will be achieved by Dec 1992. The total additional outputs in RDP III represent increases above RDP II ranging from 62% to 136%, depending on the type of activity.

Each of the new participants in RDP III will receive the established training modules at the TARC's, or at the field level in the case of poultry workers and key rearers, the latter being by far the largest target group. New POs and GSSs will also be trained to support the expanding activity.

Based on RDP II experience, there will be some modifications in the RDP III programme. For example, training of chick rearers will increase from 3 to 7 days. Three new activities in poultry rearing will be introduced : small hatcheries, feed mills, and duck hatcheries. However these will first be assessed and tested within the rural enterprise project prior to implementation. Since the programme is dependent on the Directorate of Livestock to supply day-old-chicks, BRAC is proposing to establish its own hatcheries



to reduce its dependence on this sole source.

TABLE 4.2.1: TARGETS - POULTRY

	RDP II		RDP III			
	TARGET UP TO '92	ACHIEVED UP TO DEC'91	1993	1994	1995	TOTAL
AREAS	140	120	35	40	40	115
POULTRY WORKERS	7000	5000	1750	2000	2000	5750
KEY REARERS	150000	95000	47500	65000	77500	190000
CHICK REARERS	1800	1360	550	750	800	2100
FEED SELLERS	140	52	35	40	40	115
EGG COLLECTORS	360	160	35	40	40	115

#### 4.2.2 Livestock

The current programme supports over 50,000 cattle and goat rearers. Beginning in 1983, BRAC has developed a successful model to provide the necessary training, veterinary services and improved fodder supply to this target group. About 95% of the participants are women.

Government livestock services seldom reach the village-level. With some government support(eg. training, vaccines, semen supply), BRAC provides a network of interlinked economic incentives and social activities, and credit, similar to its other sectoral programmes.

The impacts of the livestock programme include : improved annual incomes (Tk 2000 - 5000 for rearing cattle, Tk 1500 - 2000 for goats\*); veterinary services that reach rural villages; reduced livestock mortality; and improved feeds.

---

\* Case studies from field reports

Paravets are trained in simple veterinary services, and receive from the rearer a small fee for vaccinations and treating diseased animals. In addition, Tk 25 of each loan to purchase cattle goes to the paravet as service charge for paying monthly visits to the loanee. To improve the local breeds of cattle, there are artificial insemination centres, and A.I. workers who receive additional training from the Department of Livestock.

To ensure improved availability of fodder, village organization members have started Ipil-Ipil plantations and maize cultivation. There is also a cow-fattening scheme whereby members invest in low-price, ill and thin cattle which with the programme services can yield a very profitable return.

There is one GS in each BRAC area in the programme, and one PO (a doctor of veterinary medicine) covers about 6 areas. These provide the field management services.

The achievements to date in RDP II, and proposed targets for RDP III are shown in Table 4.2.2. It is expected that the targets within RDP II will be achieved by the end of that phase. The proposed RDP III livestock activity is a modest expansion of existing activity, with the exception of goat rearers who will double in numbers, and acreage of maize which will triple. In addition, it is proposed to establish about 90 milk collection centres for better marketing and price, one per area. However the feasibility of these will first be assessed by the Rural Enterprise Project, prior to implementation.

Training of new participants and additional POs and GSs, will be scheduled to meet the proposed targets.

TABLE 4.2.2: OUTPUT TARGETS - LIVESTOCK

	RDP II		RDP III			
	TARGET UP TO 92	ACHIEVED UP TO DEC '91	1993	1994	1995	TOTAL
PARAVETS	1200	870	375	375	400	1150
COW REARERS	70000	53312	4750	6500	6000	17250
GOAT REARERS	5000	4962	3000	4500	7750	15250
A.I. WORKERS	58	58	35	40	40	115
MAIZE CULTIVATION (acres)	300	256	250	300	350	900

#### 4.2.3 Irrigation

In addition to the conventional objectives of irrigation programmes, BRAC promotes the ownership of these water resources by the target groups.

Currently the main activity is deep tubewell (DTW) schemes, with about 670 in operation, mainly for rice production. After experimenting with low-lift pumps and shallow tubewells, starting in 1976, BRAC finds that DTW schemes have more potential benefits, both economic and social, for participants.

The Bangladesh Agricultural Development Corporation (BADC) supplies and installs the DTWs, at a subsidized cost which presently is only 20% of actual costs. BRAC organizes the collective ownership of each DTW, whereby about 100 VO members purchase shares, with BRAC credit. BRAC retains a 20% share in order to participate in management decisions. From 40 to 50% of the shareholders are women. Few of the shareholders have ever had any agricultural extension services.

The shareholders appoint a small management committee, which selects a manager, a "driver" (pump operator) and one or two water distributors who receive a salary during the irrigation season.

BRAC provides training and technical support teams: PO (agriculture), PO (engineer), two mechanics, and about 10 agriculture Gram Sheboks. Each team covers about 50 DTW schemes. There are service charges paid to BRAC. A general PO from BRAC Area/Branch Offices is also a member of each DTW management committee.

The command area farmers pay 25-33% of their crop to cover capital and operating costs.

Of the 137 units in operation in 1990, 77% of them were operating with a profit (BRAC 1990 Annual Review, Nov. 1990). The performance of the DTW schemes is affected by:

- fuel prices - the prices has doubled since the Gulf crisis.
- some schemes have been affected by flooding.
- late installation by BADC, or insufficient quantity of pumps provided.
- low coverage (acreage) of some schemes, particularly the earlier ones.
- crop yields, which have been increased, but require further extension services.
- crop prices - BRAC is encouraging farmers to store their product for a few months to gain better prices.
- the management capacity of each DTW management committee.

A recent review by the donor consortium (in November 1991) found that in some of the schemes, either profits were insufficient to repay loans, or some shareholders were not making the required payments. The reasons for these are a combination of the factors listed above. BRAC will monitor DTW loans more closely, with the help of a revised loan classification system, and oversee the implementation of the schemes more carefully to assure sufficient command areas (coverage), and training for participants, particularly the management committees.

In the 91/92 irrigation season it is planned to increase the

number of schemes. An independent review in early 1992 of existing DTW performance and the expansion will be conducted to assist future DTW activity. Since the government plans to withdraw from DTW activities, BRAC has been offered substantial cuts in the prices of its last order of pumps from BADC. Given such prices, along with the improved management and monitoring noted above, BRAC has determined that the longerterm outlook for these investments is positive, both on economic and social criteria. Group members also gain substantial experience in project management and in negotiating with local landlords or government officials. A study looking at the social profitability of DTW schemes is being done by a teacher of the Department of Sociology at the University of Dhaka.

The achievement to date and proposed outputs and training in RDP III are listed in Tables 4.2.3A and 4.2.3B. The number of DTWs will almost double in RDP III, and the number of group members and other farmers involved will increase by about 75%. Participation by women group members will increase from 40% to 56%.

Operationally the programme will be improved according to the experience gained to date, and outlined in the previous section. Additional modifications are being considered, including one to charge participants the costs of training after they have received the first round of intensive training. As noted above, the role of BADC will be substantially reduced. This leaves BRAC as one of the few organizations in Bangladesh who can organize on a large scale the effective implementation of DTW schemes for marginal farmers.



TABLE 4.2.3A : OUTPUT TARGETS - IRRIGATION

INDICATOR	RDP II 1990-92		RDP III 1993-95			
DTWs	TARGET DEC 92	ACHIEVED DEC '91	YEAR			TOTAL
			1	2	3	
		600	590	350	100	100

TABLE 4.2.3B: TRAINING REQUIREMENTS - IRRIGATION

	RDP II			RDP III	
	TARGET DEC. 92	ACHIEVED DEC '91		NUMBER	% WOMEN
		NUMBER	% WOMEN		
GROUP MEMBERS	9000	6290	40	3150	56
G.S.	200	194	0	500	0
P.O.	80	70	0	30	0
FARMERS	20000	15300	0	22000	0

#### 4.2.4 Fisheries

The current programme focuses on :

- semi-intensive carp poly-culture
- semi-intensive Thai sorputi mono culture
- fingerling production (nurseries)
- spawn production (hatcheries)

About 5600 group members now participate in BRAC's fisheries programme. A farmer can gain a net income of up to Tk 1000 for 3 to 6 months part time work. In fisheries, compared to crop production, more income can be gained per unit area of land. Like other BRAC programmes, the training and services are delivered by POs, GSs and paraprofessionals.

RDP III will expand existing activity. To assure an adequate supply of spawn, each area office will have a small hatchery. The spawn will be sold to group members, and others outside the village organizations. The hatcheries will support the expansion of nurseries to produce fingerlings.

The RDP II production achievements are shown in Table 4.2.4A with the proposed additional targets for RDP III. There have been relatively low achievements, up to December 1991, in Thai sorputi production. Large scale expansion of this component has started in the later half of 1991. Based on the positive experience to date with this species, a large expansion is proposed in RDP III.

Another species, nilotica, which was tested in the first year of RDP II, will be continued as usual. It proved difficult to maintain optimum growth rates, and the market prices were too low.

**TABLE 4.2.4A : PRODUCTION TARGETS - FISHERIES**

ACTIVITY	RDP II				RDP III	
	TARGET		ACHIEVEMENT (DEC. '91)		TARGET 1993 - 95	
	NO PONDS (Acres)	OUTPUT Per/Yr	NO PONDS (Acres)	OUTPUT Per/Yr	NO PONDS (Acres)	OUTPUT Per/Yr
CARP CULTURE	2500 (900)	750 MT	1275 (450)	304 MT	3600 (925)	960 MT
THAI SORPUTI CULTURE	20000 (1000)	600 MT	1807 (150)	—	33000 (1650)	990 MT
FISH NURSERY (FINGERLINGS)	620 (190)	46.5 M	279 (90)	38.5 M	570 (170)	43.5 M
SMALL HATCHERY (SPAWN)	60 (1992 ONLY)	600 Kg	—	—	65	650 Kg

MT = Metric Tonnes; M = Million



The existing and proposed training targets are shown in Table 4.2.4B. The relatively low achievement to December '91 in training group members is a reflection of the above noted expansion of Thai sorputi component which has been planned for expansion beginning in the latter half of 1991. About 2000 have been trained to Dec '91 with an additional 18,000 to be trained in 1992.

**TABLE 4.2.4B : TRAINING REQUIREMENTS - FISHERIES**

	RDP II			RDP III	
	TARGET	ACHIEVED (DEC. '91)			
		%	% WOMEN	#	% WOMEN
GROUP MEMBER	25730	6700	38	31000	60
WORKER	200	192	0	260	0
G.S.	111	107	0	65	0
P.O.	10	10	0	11	0

In RDP III BRAC will maintain close technical supervision and monitoring, through the fisheries POs, workers (paraprofessionals) and GSs. The critical inputs of spawn and fingerlings will be assured through BRAC supported hatcheries and nurseries. There are considerable under utilized ponds in some areas which BRAC will continue to lease from the government and private owners.

If marketing beyond the local market is necessary, the BRAC Marketing Unit will assist in establishing links to city markets.

#### 4.2.5 HORTICULTURE and SOCIAL FORESTRY

In recent years small village nursery and vegetable cultivation in home gardens is a common strategy to alleviate rural poverty. The impacts are improved incomes and nutrition, better supplies of fuelwood and building materials and reduced soil erosion and greenhouse effect.

### Social Forestry

In RDP III, about 1,200 women will be selected for training in small village nurseries. The women will be given training for nursery preparation, seedling raising and care. BRAC will provide credit (around Tk.3,000) to the nursery caretaker for the purchase of inputs. Each caretaker can produce around 10 - 15,000 seedlings (fruits, timber, fodder tree) per year on one tenth of an acre and earn an income from their sale.

### Horticulture

About 24,000 persons, mainly women, will be selected and trained for vegetable cultivation. Each person will cultivate about 0.3 acre (1 bigha). Those who do not own land would lease land. Most of these will be vegetable growers and about 5% will produce vegetable seedlings. Every alternate month a short refresher course will be conducted by a programme organiser. BRAC will provide credit (around Tk.4,000) to the cultivators to purchase: land (lease), seeds, hand tube wells, fencing materials, fertilizer and insecticide.

Both the small village nursery and vegetable cultivation programmes will be implemented under the supervision of 120 GSSs and 9 programme organisers.

BRAC has identified the issues to be addressed in implementing these activities in RDP III. For example, the leasing of land allows the landless to participate; the members propagate some of their own seeds to assure a dependable supply; fungicides are introduced where necessary in some BRAC areas as well as drought resistant seed varieties.

To assure a reliable supply of seeds and seedlings, BRAC will train 1,200 seed growers in RDP III. Training requirements are shown in Table 4.2.5B.

Marketing of the expanded vegetable production will be assisted by the new Marketing Unit.

TABLE 4.2.5B: TRAINING REQUIREMENTS - Horticulture and Social Forestry

	Target	achieved Dec. '91	to date	Additional require- ment	
		#	% Women	#	% Women
Group member	8000	9800	90%	26750	90
G.S.	180	132	0	120	0
P.O.	40	35	25%	10	0
Seed growers	-	-	-	3500	90

#### 4.2.6 Sericulture Programme

BRAC started its sericulture activity in 1978. Sericulture is a good income generator for BRAC's target group. Women can be involved in the process, at home in combination with other activities. BRAC is now planning a major expansion in sericulture. It is projected that by the year 2000 the programme will generate jobs for 247,000 people, nearly 100% of them women.

BRAC has been planting mulberry trees along roadsides and in homesteads, managed by landless women. About 3 million trees to date have been planted. The mulberry saplings are obtained from nurseries organised under BRAC guidance. WFP provides wheat for the caretakers of the roadside plantations as well as nursery plantations. It is expected that these inputs will continue.

Bangladesh Sericulture Board (BSB) supplies some cuttings and saplings and is the present source for silkworm eggs. BSB also trains the technical personnel.

The women start rearing silkworms once the trees produce enough leaves. BRAC trains the rearers and has reeling facilities which buy many of the cocoons. In these facilities the cocoons are boiled and reeled and the silk yarn is sold to weavers.

### Strategy to Year 2000

The operations proposed in RDP III is the first stage of a planned expansion to the year 2000. The estimated targets for physical outputs are shown in Table 4.2.6A. Annual growth of cocoon production is about 100% in the early years, slowing off to less than 50% in later years. The estimated employment impact is shown in Table 4.2.6B. About 247,000 persons, predominantly women, will be benefiting from the programme in the year 2000.

**Table 4.2.6A: Annual Production (1993-2000)**

	93	94	95	96	97	98	99	2000
Saplings Planted (millions)	3.5	4	4.5	5	5	5	5	1
Total Trees (millions)	8.2	11	14	18	21	24	27	26
DFL's (millions)	2.3	4.5	8	12	17	23	30	38
Cocoon Prod. (Tonnes)	397	800	1,550	2,700	4,300	6,600	9,500	12,800
Silk Prod. (Tonnes)	23	47	97	190	300	500	790	1,100

**Table 4.2.6B: Employment : Number of Rearers, Reelers and Weavers (Cumulative)**

	1993	1994	1995	1996	1997	1998	1999	2000
Rearers	5,800	11,200	20,000	30,000	43,000	59,000	76,000	
Reelers	500	1,100	2,100	4,200	6,800	11,200	17,500	25,000
Weavers	2,300	4,700	9,700	19,000	31,000	50,000	79,000	115,000
Plantation Caretakers	6,400	8,400	10,000	11,500	13,000	13,500	14,000	<u>12,000</u>
								Total 247,000

In RDP II BRAC has been successful in developing the plantations. In RDP III the focus will change from plantations to rearing, and improve the conditions associated with rearing. BRAC

will establish independence from outside sources in several key sectors of the process. There will be much more emphasis on the training of technical personnel to improve the quality of the products.

The rearing will occur throughout the year, with standardization of equipment and rearing houses. There will also be an expansion of credit to the rearers so that they can build the necessary facilities.

BRAC will move towards self sufficiency in the supply of eggs, by setting up grainages. To supply the seed cocoons to the grainages, BRAC will set up farmers so that they can grow the seed cocoons. In addition, BRAC will start twisting and weaving the silk, as well as set up a silk testing house.

The achievements to date in outputs and training, along with the proposed targets for RDP III, are shown in Table 4.2.6C and 4.2.6D. The progress in RDP II is on schedule.

Table 4.2.6C: Output Targets - Sericulture

	RDP II		RDP III		
	1992	Achieved Dec'91	1993	1994	1995
Saplings Planted (millions)	3	1.8	3.5	4	4.5
Total Trees (millions)	5.5	3	8.2	11	14
Cocoon Produced (Tonnes)	170	50	390	800	1500
Chawki Rearers	200	97	500	1000	2000
Rearers	2500	2000	5500	11000	20000
Silk Production (Tonnes)	5	3	23	45	90

The targets for the end of RDP III, for cocoons and rearers, represent an increase of up to 10 times the RDP II levels. The expansion in mulberry trees in RDP III is less than this since a



proportion of the RDP III requirements will be planted in RDP II. (It takes three years for a mulberry tree to be fully productive).

Table 4.3D: Training Requirements - Sericulture

	RDP II			RDP III	
	Target	Achieved to date	% Women	Additional Requirements	% Women
Rearers	2500	2000	99.9	14297	95
PO	50	15	50	150	60
GS	150	60	7	250	30
Chawki Rearers*	200	100	100	1800	100

The training of the plantation caretakers and many of the rearers will take place in the field, provided by the sericulture GSs and POs. The POs will be trained at BSB and some will be sent to India and China to be given more rigorous training. The GSs will receive their training at BSB nurseries, and also from BRAC demonstration chawki centres.

BRAC will also set up training and demonstration centres in villages in order to facilitate the training process for the rearers (especially chawki rearers). Quality control is of utmost importance to obtain better quality silk which can be exported. Through training of the rearers, the quality of silkworms produced will be improved and the rearing practices will be made more scientific.

A preliminary estimate of one of the benefits, improved incomes to women, has been calculated and compared to the total programme budget for the period of RDP III. The results are shown in Table 4.3E. Comparing the programme costs per person to their

---

\* Chawki rearing is the critical and technically demanding first state of silkworm production.

average net income generated from sericulture, shows that the incomes (benefits) exceed the programme costs.

As the production of silk expands, its marketing will be critical to the continued success of the programme. The sericulture programme will establish a marketing unit, responsible for ensuring the quality of the product and finding the buyers, both local and international.

**Table 4.3E: Comparison of Sericulture Programme Costs and Income Benefits per Person**

Sl No		1993	1994	1995
1.	Programme Budget (Taka crore)	5.3	7.5	10.0
2.	Total Number of Reelers Weavers	8,600	17,000	31,800
3.	Cost per person (Taka)	6,175	4,415	3,150
4.	Average Income per person/year (Taka)	7,600	8,500	9,400
5.	Ratio of Avg. Income to Cost (4/3)	1.2	1.9	3.0

Assumptions: Weavers: 200 yards/year, 300 days/year  
 Rearers: 400 DFL/year, 175 days/year  
 Earnings will improve as cocoon quality improves  
 Realers: 90 kg/year; 300 days/year.

#### **4.4 Credit**

Access to credit for VO members supports both the social and economic objectives of RDP. It provides them with capital for investment in the sectoral activities and technologies promoted by BRAC, or activities they identify themselves.

The loan application, approval, disbursement and recovery procedures are similar to other successful group-lending, small credit schemes, both in Bangladesh and other countries.



Applications are approved within weekly group meetings, repayment is monitored weekly and supervised carefully. To qualify members must be regular participants in meetings, be considered trustworthy, and satisfy minimum savings criteria.

An overview of the current RDP loan portfolio is shown in Table 4.4 and 4.4A.

TABLE 4.4: OVERVIEW OF RDP LOAN PORTFOLIO (June 1991)

Avg. Loan Size	:	Tk 1,135
Max. Loan Size	:	upto Tk 7,000
Interest	: From Jan'92	: 20% per annum (except housing, 10%)
	upto Dec'91	: 16%
Repayment (nature)	:	Weekly
Term :	Short term	: (1 year) 69%
	Medium "	(3 year) 13%
	Long "	(3 + ) 17%
Number of loans outstanding	:	208,000
Value of loans outstanding	:	Taka 290 million
Percent of loans to women	:	64%
Repayment rate	:	98% (average)

**Table 4.4A: Sectoral Distribution and Arrears Rates of Outstanding Loans (by value, December 1991)**

	% of Loans	LATE LOANS %	OVERDUE + NYT %
AGRICULTURE	2.7	10.2	17.6
IRRIGATION	15.3	2.0	6.1
FISHERIES	1.2	16.2	20.2
LIVESTOCK	23.8	3.9	0.9
RURAL INDUSTRY	2.5	3.3	4.6
RURAL TRADING	42.7	6.7	1.5
RURAL TRANSPORT	6.6	2.1	0.5
HEALTH	0.2	0.3	0
MISCELLANEOUS	0.1	3.7	17.4
AVERAGE		5.3	2.9

Excluded in the Table 4.4A are: housing loans for village members (Tk.14.5 million outstanding, average size Tk.4000) funded by UNICEF; and poultry loans within the IGVD (Tk.21.4 million outstanding) funded by the Directorate of Relief and Rehabilitation. These, combined, represent 13% of the RDP loan portfolio.

The low average loan size and high loan volume indicates that BRAC is reaching the rural poor. The major borrowers are women, whom studies within BRAC have shown to be more reliable in repaying loans. BRAC uses several methods to determine the arrears rate or quality of its loan portfolio: repayment rate, late loans, overdue plus not-yet-transferred (NYT). For the whole portfolio, the average rates of arrears are very low compared to development banks in Bangladesh, and similar to other well managed small credit programmes in Bangladesh, and internationally. The loans which have

higher arrears rates are being more carefully monitored and supervised.

To improve the performance, sustainability, and the management of the loan portfolio, BRAC has recently taken the following steps:

- borrowers must have completed Functional Education training
- a computerized data base on the performance of individual loans is being established
- the methods of classifying loans in arrears is being revised
- an improved monitoring system is being implemented
- loans in sectors which are higher risk investments will be monitored more extensively.
- interest rates have been increased from 16% to 20%, effective January, 1992.

Given the proposed expansion in RDP III, credit operations will be expanded over its 3 year period.

A recent study by the Research and Evaluation Division of BRAC has shown some of the impacts of credit programmes on the target group. Findings indicate that per capita incomes are 26% higher than in control households.

#### Housing Loans for Group Members

BRAC has designed a housing loan system that uses stricter lending criteria than its income and employment generation loans. Prior to disbursement, group members must save higher amounts weekly, over a six month period with no missed payments. Also they must install a slab latrine. However the interest rate, at 10%, is half that of the other loans. About 7200 housing loans, average size Tk.5,000, have been disbursed.

The loan funds are now financed with both non-donor and UNICEF funds, outside of RDP II. BRAC proposes to expand this system within RDP III to reach 62,500 more group members, maintaining the same lending criteria and interest rates.

#### 4.5 Income Generation for Vulnerable Group Development (IGVGD)

This programme reaches women in the poorest 10% of the rural population. These women have few, if any, assets or income, and are commonly divorced, deserted or disabled. There is considerable scope for expansion. With about 80,000 women currently in the

The programme activities are similar to those in the Poultry activity described in section 4.2.1. The women receive training, credit and organizational services to establish poultry rearing enterprises. The main differences are that IGVGD reaches the very lowest income groups and is managed by both BRAC and public sector organizations. It is a major example of BRAC's collaboration with the public sector. The World Food Programme provides inputs of wheat rations.

The agencies involved and their roles are listed below :  
Directorate of Relief and Rehabilitation :

- identification of VGD "cardholders", ie, the poorest 10% of the population
- wheat distribution
- administrative support
- providing funds for credit.

#### Livestock Department

- provision of training, equipment, vaccines, day-old chicks
- follow-up and monitoring.

#### World Food Programme

- supply of wheat
- monitoring

BRAC in conjunction with the public sector agencies and local Union Councils selects the various target group participants (eg. poultry

workers, and rearers) and is instrumental in providing the range of village level organizational, training and technical services. BRAC also manages the credit operations with a savings component included.

At the upazilla level the programme is managed by a subcommittee of public sector officers and BRAC staff. At the national level, there is a VGD Central Working Committee composed of BRAC and Government staff who meet quarterly to review progress based on monitoring reports.

The IGVGD programme was designed by BRAC in 1987 to address the known limitations of food assistance projects which do not include income generation components. The women in the programme now earn an income equivalent to or greater than the value of the wheat ration provided (Tk 150-200 per month). In effect the women are now active participants in the rural economy. After they receive a first loan for poultry production, they can receive a second for other activities, such as trading.

Given the success of the programme over the last 5 years, and the large numbers of potential beneficiaries not served, BRAC has little option but to expand the programme. The Government also supports an expansion. In RDP II, BRAC has already increased some of the original targets set in 1989.

The achievements to date and proposed targets for RDP III are shown in Table 4.5. As of December '91, BRAC has made substantial progress towards meeting its overall targets for the end of 1992. In RDP III the number of beneficiaries (mainly key rearers) will increase by about 160%.

Additional BRAC staff and poultry workers will be trained to support the expansion.

TABLE 4.5 : TARGETS - IGVGD

	RDP II		RDP III			
	TARGET DEC '92	ACHIEVED DEC '91	1993	1994	1995	TOTAL
NO OF UPAZILA	36	36	--	--	--	40
NO OF CARD HOLDER	75000	75000	100000	100000	--	200000
CREDIT (Tk.)	50 M	46 M	40 M	20 M	40 M	100 M
POULTRY WORKERS	9000	5900	--	3000	--	3000
NEW READER	75000	55000	50000	50000	50000	150000
FEED SELLERS	220	220	220	--	--	200
EGG COLLECTORS	500	500	300	300	--	600

#### 4.6 NON-FORMAL PRIMARY EDUCATION BACKGROUND

The impact of Bangladesh's massive poverty, population and illiteracy on the current and future generations of the country is enormous. The weakness of the existing primary education system cripples the country's entire human resource base and seriously threatens prospects for a better life.

Primary education has direct and positive effects on income, productivity as well as on overall child development. To make a major contribution to eradicate illiteracy, BRAC started a non-formal primary education programme (NFPE) in 1985 for unschooled and dropout children of the villages, especially girls. The main goal of the programme is to reach the children of the poorest landless families with a basic relevant education. NFPE reinforces the other BRAC village development activities, and uses similar monitoring, training and management techniques.

The programme, to December 1991, has succeeded in:

- \* designing an innovative 3 year curricula for children 8-



10 years old and for the 11-16 year age group. The latter is termed Primary Education for Older Children (PEOC). PEOC can finish the same course in 2 years.

- \* promoting education of girls: 70% of the students.
- \* developing community participation through village management committees.
- \* training a para-professional cadre of 5300 teachers from within the village. About 700 of these teach at two schools.
- \* establishing 6,000 schools, with 180,000 pupils.

Support for 4,180 of the 6,000 schools came from the RDP II donor consortium. About 1,000 are funded under the Women's Health and Development Programme (WHDP), 500 by UNICEF and 320 under the Mass Education Project of the government. The drop out rate is only 2%.

The high demand for schools and the successful expansion (from only 22 schools in 1985) have led BRAC to project the growth of NFPE for the period 1993 through 1997. It is proposed that 100,000 NFPE schools will be serving 3,000,000 children in 1997.

The schools opening with support from RDP II and III will be part of the overall NFPE expansion. The RDP funded targets up to 1995 are shown in Table 4.6a. It is expected that the remaining balance will be funded by other donors outside of RDP III.

The NFPE schools funded by RDP III will generally be in villages where the other socio-economic activities of RDP occur.

TABLE 4.6A : RDP-NFPE TARGETS

School	1993	1994	1995
New opening	2500	3000	3500
Reopening	1629	1141	3413
Carry forward	6183	8683	11683
Closing	-1629	-1141	-3413
Total in operation	8683	11683	15183
Total No. of students	260490	350490	455490
No. of boys	78147	105147	136647
No. of girls	182343	245343	318843
No. of graduates	47893	33545	100343

Under RDP II to Dec.91, 875 teachers were trained in each of 1990 and 1991, and 1313 teachers are expected to be trained in 1992. (Nearly one eighth of the teachers run a second school therefore the figures shown here are one eighth less than the school figures in Table 4.6A.

Each NFPE Programme Organiser (PO) is responsible for the management of 15 schools. For the schools opened during 1990 and '91, 134 POs were trained. 100 new POs will receive training in 1992 for the 1500 schools planned for that year.

The number of teacher training days required for RDP II in 1992 can be comfortably accommodated by BRAC's existing capacity within the TARCs and other training centres.

As NFPE gains experience and takes on a greater national role, some changes are imperative in programme design and administration.

All PEOC courses from 1993 will be of 3 years duration instead of 2. The additional year will include a 4th and a 5th phase. This will allow children to complete primary schooling (class I through V) in three years. Children who desire/are able to continue

secondary education (class VI to X) in the formal schools will be able to do so directly after graduating from BRAC schools.

Continuing development of the curriculum is an important part of the programme. The NFPE Material Development Unit is being strengthened. All texts and teaching materials will be continuously reviewed for possible improvement. Major changes will be incorporated in the PEOC curriculum to include texts for classes IV and V.

Periodical evaluation is an on-going part of all BRAC programmes and is primarily the responsibility of BRAC's Research and Evaluation Division (RED). Several external evaluations have also been conducted. In 1988 an assessment of NFPE was conducted by the World Bank. The consortium commissioned an evaluation of NFPE and training capacity in NFPE in May 1991.

#### 4.7 HEALTH

BRAC's major health programme, the Women's Health Development Programme (WHDP), is funded outside of the RDP over the period July 91 to June 94. The donors, UNICEF, SDC, SIDA and ODA, have contributed \$ 8.5 million. After June 1994 the WHDP will be merged with RDP.

However within some RDP areas, BRAC has had a primary health care (PHC) programme since 1989, based on earlier experience in health services and education. The PHC is now provided largely by paraprofessional community health workers, managed by village health committees within the VO development process. The health workers earn an income through sale of drugs and fee for services, and linked to the credit programme (eg. to get a housing loan a member has to install a latrine).

Within RDP III, BRAC sees the need to expand its existing activity, particularly in family planning. Given the demands to address the known population issues in Bangladesh, and the experience to date in RDP and WHDP, BRAC proposes to become more actively involved in family planning.

Contraceptive services if sensitively available, combined with

education, can decrease family size. The contraceptive prevalence rate in BRAC areas is now about 30%. BRAC believes it can increase this to 50%. There is increasing awareness now in the media of family planning issues, but services seldom reach the rural poor.

The proposed activities link with other BRAC activity : for example, there are modules on population issues within its NFPE (PEOC) programme, and these issues are included in the 17 promises recited in village organization meetings. The proposed system has been tested in the WHDP.

Within the context of health awareness training, a village level family planning service will be provided. A VO woman member in each village will act as a "depot holder" to stock and distribute contraceptives and prenatal dietary supplements (iron, folic acid, calcium). These supplies will be obtained from the government, and the programme will link with the activities of the Family Welfare Assistant (FWA), a government employee, at the ward level. If government supply is undependable, BRAC will obtain the inputs.

The inputs will be sold at cost with a small service charge paid to the depot holder. This woman will be trained to link her activity with the government's family welfare services. In addition, the FWA will be trained to build the link with the village organizations.

In each RDP, RCP Area, one health GS will be trained as a family planning worker who will supervise the depot holders. There will be one PO in each Region to supervise the GSs, and assure the supply of inputs. Periodic workshops will be held at the Union level for the GS, depot holders and FWA's.

This programme will be extended to all areas of RDP and RCP over the term of RDP III, 1993-95.

## **5 TRAINING AND STAFF DEVELOPMENT**

RDP III envisages horizontal expansion of field level activities such as institution building and development of human resources of the organised landless poor. It will be necessary to

expand BRAC training programme and strengthen staff development efforts to match increased volume of field activities.

The objectives of the BRAC training programme, pursued through operation of six Training and Resource Centres (TARCs), are three fold: (a) raising awareness and developing skills of landless group members, for BRAC staff and workers of government and NGOs; (b) development and dissemination of ideas, methods and technologies for socio-economic uplift of the poor; and (c) provision of continuous follow-up to training through field extension activities.

#### Training and Resource Centres (TARCs)

The existing 6 TARCs are offering courses to meet the training needs of village organization members and BRAC staff.

Each of the 6 TARCs, distributed throughout the BRAC areas in Bangladesh, has a Chief Trainer and 10 to 15 trainers. While TARCs provide residential facilities, TARC trainers also conduct courses in Area or Regional Office facilities.

#### Curriculum

The present curriculum of TARC includes 7 courses for BRAC staff, and 8 courses for VO members. They develop occupational and technical skills, and a common set of values and insight about the way class and economic systems, rather than fate, create poverty. These support the VO institutional building and income and employment generation projects.

Curricula changes are decided collectively in quarterly meetings of all TARC trainers where programme personnel also participate. The Curricula Review Committee comprising senior BRAC managers review the curricula.

#### Changes in Training Policies and Courses

BRAC has brought about certain changes in its training policy to make the training more cost effective, need based, and cover larger clientele.



- (a) BRAC has so far built TARCs with a capacity of 100 seats each. A smaller size training centre having 50 seat capacity is envisaged in RDP III. This will have several advantages. Each new TARC will cover 10 RDP area offices, instead of 20 offices being covered by the existing TARCs. This will save the time in movement on the part of the group members, GS and trainers. Cost of training at the TARCs will also be reduced due to lower costs in travel.
- (b) A major change has been effected in respect of the Functional Education (FE) and Consciousness Raising (CR) Courses and their coverage. These two courses have been merged into one. Previously only 2 members from each VO used to participate in CR training. Now all members of a VO will be covered under the comprehensive FE & CR Course. Twenty teachers, selected from each RDP area and trained at TARC, will impart this training to the VO members at the field level.
- (c) Modifications in the existing Planning and Management Course have been made. Credit Management and VO Management has been incorporated in the course.
- (d) New course on Planning and Management training for VO members has been designed for each sector, viz, Sericulture, Deep Tubewell, Fish, Poultry and Livestock. This training will be conducted at field location rather than in TARC. This system will improve the management skill of the group members in operating schemes and minimizing cost as the training will be held at field location.

#### **Training Needs in RDP III**

A projection of the training needs in RDP III is shown in Table 5.1A. This relates to the training courses which will be held at TARCs only. Training to be imparted at the field level is not included in this projection.



During 1993-95 the total demand for TARC-based training, for Group Members, Staff and Gram Sheboks is estimated at 457,281 participant days. The existing TARCs cannot accommodate the increased training need. BRAC, therefore, proposes to set up 6 additional TARCs with 50 capacity each.

**Table 5.1A: TARC Capacity: Space Available for RDP III  
(in participant days)**

Participants	1993	1994	1995	Total
1. Group Member	1,11,595	1,33,870	1,50,925	3,96,390
2. Staff	14,965	18,296	18,850	52,111
3. Gram Shebok	2,450	2,940	3,430	8,820
Total	1,29,010	1,55,106	1,73,205	4,57,281

Considering that 3 new TARCs will be operational in January 1994 and another 3 in January 1995, BRAC will be able to meet the training need of the above groups in RDP III.

TARC CAPACITY	Participant Days			
	1993	1994	1995	Total
@90% Occupancy Rate	156,758	192,398	228,038	578,094
80% TARC space for RDP	125,406	153,918	182,430	462,474

Development of human resources (HR) is a major component of BRAC training programme. HRD training is primarily intended to raise consciousness and leadership development of the group member and to enhance the capacity of the para-professional teachers of BRAC's NFPE schools. Table 5.1B provides a brief view of the HR training needs in RDP III.

Table 5.1B: RDP III : 1993-95

## Human Development Training for the Group members &amp; NFPE Teachers

Name of the Course	Duration	Venue	1993		1994		1995		Total	
			No. of Participants	Participant days	No.	Day	No.	Day	No.	Day
1. CR & FE Teachers Training	13 days	TARC	700	9100	800	10400	800	10400	2300	29900
2. VO Management (Credit & Operational Management)	6 days	TARC	7400	51800	9800	68600	11000	77000	28200	197400
3. Para Legal	30 days	TARC	210	6300	140	4200	140	4200	490	14700
4. NFPE	13 days	TARC	2500	32725	3000	39000	3500	46500	9000	118525
5. Leadership	5 days	Field	7800	39000	9000	45000	10800	54000	27600	136000
6. Planning & (Sectoral Programme)	3 days	Field	25000	75000	25000	75000	25000	75000	75000	225000
			43610	213925	47740	242200	51240	267400	142590	723525

## 5.2 MANAGEMENT DEVELOPMENT PROGRAMME

BRAC has taken steps to assure that there is sufficient management capacity for future growth. The idea of a management development programme gained strength out of this realization of BRAC.

Started in January 1990, the Management Development Programme (MDP) is one of the more recent BRAC initiatives, and funded largely within RDP II. Operating out of two Management Training Centres (MTCs), one rural and one in Dhaka, it provides training for senior and mid-level BRAC staff, and other organizations. In addition, it organizes workshops and seminars, and conducts consulting services to other organizations.

Over the period Jan 90 - Dec 91, it has provided 12,750 participant days of training to 680 people in courses such as: (a) Management of Development, (b) Financial Management, (c) Monitoring and Evaluation, and (d) Training of Trainers. Short refresher courses follow some of these.

New courses are being designed, for example in: (a) Credit

Management, (b) Enterprise Development, (c) Women in Development, and (d) Branch Operations Management.

A new Dhaka based MTC will be constructed in 1992.

By the beginning of RDP III the MDP will be fully operational. It is proposed to start evening courses at the Dhaka centre, to continue curriculum and case study development, and to start a quarterly newsletter. Long duration (3 months) courses will be offered only once a year.

It is proposed that the RDP III budget will cover about 50% of the costs of the MTCs. Other BRAC programmes, and services to other organizations will cover the remainder.

The proposed clientele in RDP III are shown in Table 5.2A. The majority of participant days (65%) are for BRAC personnel, and within these most of the time is spent training RDP or RDP-related (RCP, NFPE, TARC) personnel.

The MDP has identified three strategic issues to address in RDP III: (a) Becoming self-financing, (b) Providing courses for Regional (South Asian) participants; and (c) Offering more long duration (3 months) courses. Discussions on the feasibility of these has already started.

**TABLE 5.2A: MDP-PROPOSED CLIENTELE (1993- 95)**

PROGRAMME	NO OF PERSONS	PARTICIPANTS DAYS	% (P. DAYS)
RDP	1205	8195	25
RCP	630	5350	16
WHDP (1993-94)	280	2940	9
NFPE	250	3200	10
TARCS	75	975	3
HEAD OFFICE OTHER DEPTS.	75	975	3
BRAC SUB TOTAL	2515	21,635	65
NON-BRAC TRAINEES	525	11,700	35
TOTAL	3035	33,335	100

### 5.3 Staff Housing Loans

BRAC's main resource is its staff. They have continuously explored new ideas, refined strategies, and systematically adjusted procedures. In spite of significant horizontal and vertical expansion, programme quality and administrative efficiency has been maintained.

BRAC employees work long hours, predominantly in difficult remote locations. From the organization's side, BRAC has always been responsive to the needs of its staff. It has provided a unique opportunity for learning and self-development and a moderate compensation plan.

To maintain the quality of its programming, BRAC must continue to retain its experienced staff. These are the people who train and guide the newcomer. Academic or professional institutions cannot produce the personnel BRAC needs. BRAC staff training is highly dependent on in-house training, both formal and on-the-job.

BRAC staff are in high demand in the market. While BRAC will continue to train development workers for other organizations, it should retain some key staff to maintain its capacity.

To help maintain the low turnover rate of experienced staff, it is proposed in RDP III to include staff housing loans for staff with more than 10 years experience, as of January 1993.

Providing housing loans at an earlier stage would have had a significant impact on BRAC's well established cost efficiency. After 20 years of operation, BRAC has grown to the point where the capital requirements of a staff housing loan fund are a small proportion of its overall budget.

Staff loans for housing are a feature of benefits packages in large organizations in Bangladesh. The banking system, because of credit ceilings and restrictions, provides very few loans to individuals to buy or build houses. It is therefore difficult for BRAC staff, like its target group, to acquire the resources to own a home.

Given its established capabilities in credit operations, BRAC has the skills to manage staff housing loans.

#### Costs of Staff Housing Loans

BRAC has projected the costs of such a programme based on the following assumptions and criteria :

- Maximum loan: determined by persons gross salary - monthly payments up to one third of gross.
- Interest rate: 7 to 10% per annum, varying according to inflation rates.
- Eligibility : staff with 10 or more years of experience, January 1993.
- No. of loans : assume that 50% of those eligible each year will acquire a loan.
- Term of loan: 15 years.

Interest recovered will offset inflation.

The following is a summary of the housing loan budget within RDP III.

	1993	1994	1995
No of staff completing 10 years and above	177	244	353
No. of borrowers	89	77	94
Average housing assistance per person (Taka)	367,000	371,000	358,000
Total disbursement (Taka million)	32.7	28.6	33.7
Repayments (Taka million)	1.1	3.1	5.2
Net Requirement (Taka million)	32.7	27.5	30.5

## 6 PROGRAMME SUPPORT AND MANAGEMENT SERVICES

Included in this chapter are the necessary services to support BRAC's village level and management activity: rural enterprise project, marketing, monitoring, research and evaluation, and head office facilities. A new Marketing Unit is proposed, and the restructured REP will focus on research and development of opportunities in small enterprise development.

### 6.1 Rural Enterprise Project

BRAC established a Rural Enterprise Project (REP) in 1985, with the assistance of the Ford Foundation, to provide vital research and development of technologies which the target group could, with BRAC credit, invest in and profit from. Some of the technologies developed have now become part of the RDP, eg., in sericulture, social forestry, fisheries, irrigation, poultry and livestock.

The responsibility for ongoing research and development (R&D) within these sectors will be transferred to the RDP sectoral programmes. An RDP base is in a better position to deal with the village-based management for these sectors.

The remaining functions of REP, to develop new target group



enterprise opportunities, will be retained in the restructured REP.

REP will conduct R&D on new enterprises which if proven feasible can be included in future RDP or RCP activity. The following types of enterprise have been identified as possible candidates for investigation:

- \* poultry feed mills
- \* small poultry hatcheries
- \* apiculture and honey processing
- \* food processing
- \* pearl culture

Feasibility studies, including the technical, financial and management (software) aspects and experimentation, will be conducted in pilot projects in RDP or RCP areas which are suitable for a particular enterprise. If proven feasible, the methodology for establishing the enterprises will be transferred to RDP and RCP for dissemination.

The present REP staff consists of 8 persons in the head office (manager, economists, management specialist, technical specialists) and 27 in the field. A core unit of 6 persons will be retained in the head office to manage REP. Additional staff to conduct the field research will be recruited, or temporarily assigned from other sections of BRAC as required.

## 6.2 Marketing Unit

In RDP III, BRAC will establish a Marketing Unit to service the producers in the income and employment generation activities. It will be staffed with 6 persons (manager, marketing officer, researcher, and 3 POs) and will use some local consultants.

The Unit will address situations where the local market for produce is insufficient and wider market links are required (e.g. urban areas). This will help to maintain producer prices, and expanding production. The products may include: poultry, eggs, meat, milk, fish and vegetables.

In RDP III, the Sericulture Programme, given its proposed major expansion which will include export markets, will have a separate

marketing facility within it to focus on the unique requirements of silk marketing.

BRAC already has significant experience in marketing, both locally and internationally, through the local retail outlets, and international markets of Aarong, in handicrafts, textiles, and garments.

### 6.3 Monitoring Department

BRAC set up a monitoring cell in 1988 to assist in developing a management information centre, which was upgraded to the status of a department in 1990. The Department monitors both RDP and RCP. NFPE has its own monitoring unit which the Monitoring Department has assisted to define its activities.

The Department has 3 staff at the head office and 2 staff in each Region Office.

Following are among the important outputs: (a) quarterly and monthly monitoring reports, (b) half-yearly narrative reports, (c) institution building (village organisation) monitoring reports and (d) issue-specific reports at the request of Programme Directors.

These reports have a variety of clients from area offices to donor agencies. The field staff are now requesting more analysis and information.

Report formats and contents are periodically modified to improve their quality for all clients. Increasing computer use in the Head Office is easing the tasks of monitoring a multi-dimensional programme.

BRAC emphasizes the continual development of an information-based management culture, right down to the weekly planning at the PO and GS levels. The monitoring system thus becomes a comprehensive function rather than just a headquarters management function.

During RDP II, emphasis has been placed on assuring that the definitions of the key concepts are the same throughout the organization. In addition, the field data is verified through

periodic field visits, and by cross-checking monitoring data and accounts department data.

In RDP III the indicators will include those already used, and new or improved ones. The areas of monitoring will include:

- a) Institution Building of Village Organisation: VOs which are at least one year old will be monitored once a year, with an overall sample of about 25%.
- b) Credit: Tracking the performance of each loan on a monthly basis to identify and follow-up on loans in arrears. This system has already started.
- c) Deep Tubewells (DTW): Improved monitoring is required for this collective income-generating activity. BRAC will improve on this activity to improve data on repayment and performance of DTW loans, acreage covered, operational costs per acre and crop yields per acre, return to members on DTW investment.
- d) IGVGD and Poultry/Livestock Activity: These activities will be monitored more closely for which indicators are to be developed.
- e) Sericulture: A major expansion of this component is planned in RDP III. To support management of this expansion, the Monitoring Department will provide data and analysis based on a variety of indicators.

Monitoring Department staff will require a combination of on-the-job and formal training to improve their data collection and analysis skills. Training in computer use will also be included.

#### 6.4 Research and Evaluation Division (RED)

With about 120 staff in the head office and field, RED assists BRAC in evaluating and designing programmes, and in providing the necessary research on how rural, economic and social processes operate. Since its inception in 1975, it has completed over 200 studies. RED's research in the 1970's was instrumental in guiding

BRAC towards its present strategies of empowering the rural poor.

Each year RED plans this activity in conjunction with BRAC programme staff (eg RDP, RCP, NFPE, WHDP) to match its own preferences with the priorities of the programme staff. RED also conducts related research for, or in conjunction with, external clients (eg. GOB, World Bank, research institutions, other NGOs).

About 40% of RED's current budget comes from RDP, 10 to 15% from outside consultancies, and the remainder from other BRAC programmes, predominantly the WHDP. For budgeting purposes, RED and the Monitoring Department combined receive 1% of the total RDP funding.

Summaries of the extensive RED activity are available in RED's Annual Reports and RDP Reports.

RED activity in RDP III will continue its existing lines of research. Notable among these are :

Village Study Project - a longitudinal study of village life covering a wide range of variables in education, human resources, employment, incomes and expenditure, gender, ideology, social structures and health. To date, a baseline and some initial studies have been completed.

Review Studies - for example, determining the response of programme managers to RED research finding, and on going evaluation and diagnostic studies of RDP and NFPE programme.

Collaborative Studies with : (a) the International Centre for Diarrhoeal Disease Research, Bangladesh, Helen Keller International, London School of Hygiene and Tropical Medicine, (b) the Bangladesh Institute of Development Studies and the World Bank to determine impact of credit. (c) the Institute of Development Studies, University of Sussex, on rapid rural appraisal.

In its programme RED will continue to emphasize :

- increasing the skills of its staff through training in-house and overseas, particularly in methodology and presentation

- improvements in the quality of its reports by using internal and external reviewers
- dissemination of its findings to field staff and internationally, through summaries in Bengali, and local and international journal articles.

### **6.5 Head Office Facilities**

BRAC's operations have outgrown its present head office in Dhaka which it built 10 years ago. Additional space for RED and MDP is now leased nearby, and also warehouse space. Given the future expansion, additional space is needed. It is proposed that a new facility be built by 1995. This would allow BRAC to reintegrate all its head office operations under one roof. Rather than leasing new facilities, BRAC has found that building its own facilities is still more cost-effective.

BRAC will build the new head office using its own funds. Funding for furniture, equipment and fittings is included in the budget for RDP III.

## **7 Budget**

A budget summary for RDP III is presented here. The detailed budget is shown in Chapter-10. To illustrate how RDP recovers some of its costs, there is also a description of the cost recovery elements built into the programming and included in the budget.

### **7.1 Budget Summary**

The proposed budget for RDP III is \$64 million, over the three year period, 1993-95. This amount represents a 30% increase over the donor consortium funding for RDP II and new RCP branches will continue to evolve from RDP operations during RDP III.

A summary budget for RDP III is shown in Table 7.1A.



Table 7.1A

BANGLADESH RURAL ADVANCEMENT COMMITTEE  
RURAL DEVELOPMENT PROGRAMME PHASE III  
BUDGET SUMMARY: 1993-1995

	1993	1994	1995	Total	%
I. Institution Building	21,774,192	29,290,252	36,422,709	87,487,153	3.41
II. Income and Employment Generation	99,281,848	146,086,935	158,249,292	403,618,074	15.72
III. Income Generation for Vulnerable Group Development	28,043,224	23,151,946	28,395,341	79,590,511	3.10
IV. Health and Family planning	8,692,035	11,294,201	14,329,879	34,316,114	1.34
V. Branch Operating Cost	104,785,395	137,772,113	175,350,000	417,907,507	16.27
VI. Regional Office Operating Cost	8,276,400	10,924,848	14,020,222	33,221,470	1.29
VII. Staff Training & Development	6,360,849	7,313,978	9,648,214	23,323,041	0.91
VIII. Loan Fund Requirement	101,209,000	128,510,800	204,325,280	434,045,080	16.90
IX. Capital Investment Requirement	62,040,000	66,671,000	71,408,150	200,119,150	7.79
X. Non Formal Primary Education	198,347,623	279,312,616	407,701,092	885,361,332	34.48
XI. Management development Program	9,309,960	8,551,070	9,610,352	27,471,382	1.07
XII. Training and Resource Centre	26,400,000	29,040,000	0	55,440,000	2.16
XIII. Market Development Program	2,907,570	3,198,326	3,518,159	9,624,055	0.37
XIV. Research, Monitoring & Evaluation	8,834,821	11,781,106	15,923,558	36,539,486	1.42
Total: Taka	686,262,917	892,899,192	1,148,902,247	2,728,064,355	106.24
Less Net Interest Income on loan	44,255,000	48,770,780	67,173,448	160,199,228	6.24
Net Requirement in Taka	642,007,917	844,128,412	1,081,728,799	2,567,865,127	100.00
Net Requirement in US \$ (Exchange rate US \$ 1=Taka 40.0 )	16,050,198	21,103,210	27,043,220	64,196,628	

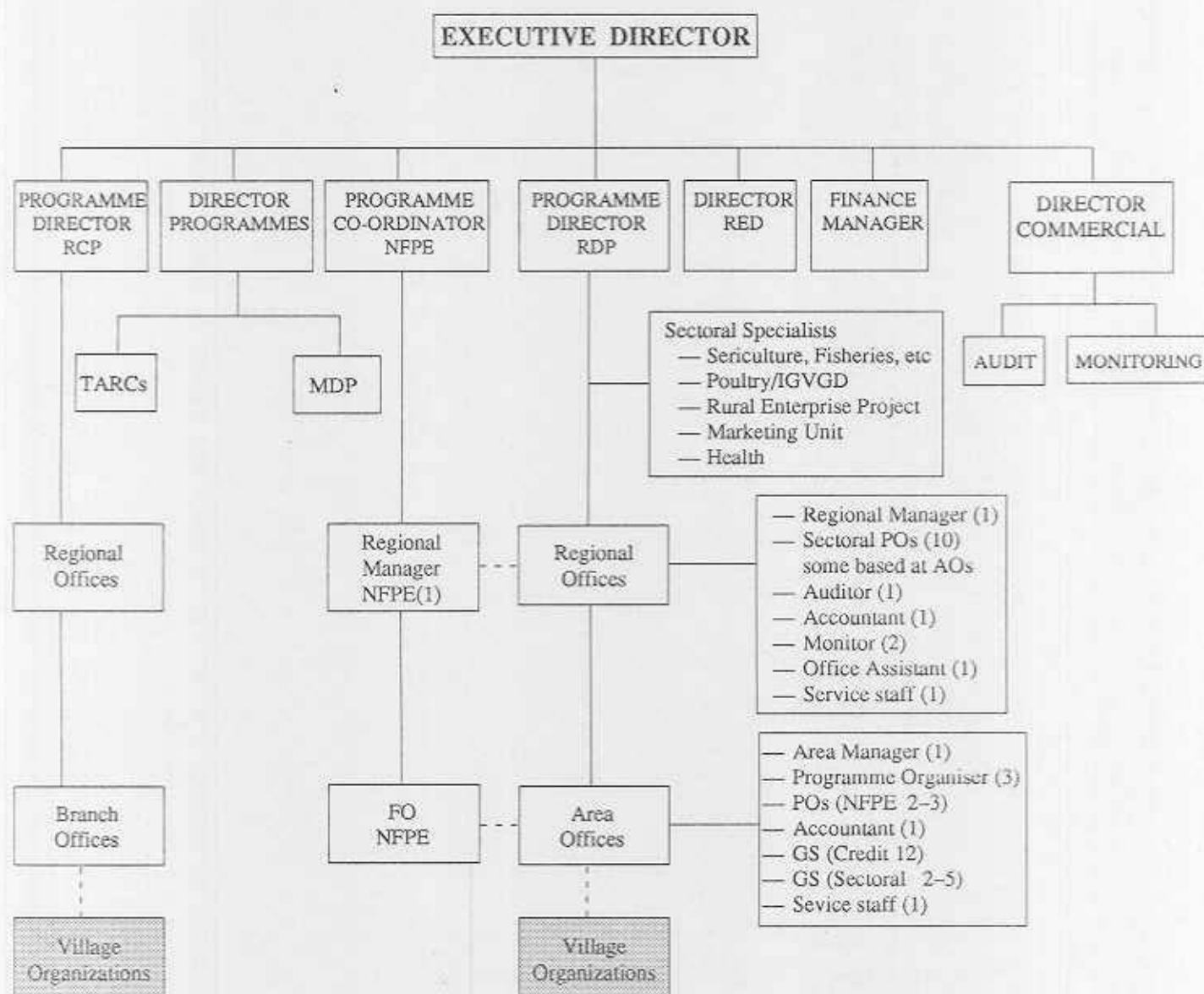
## 7.2 Sustainability and Cost Recovery

BRAC emphasizes sustainability and cost recovery to the extent that is feasible. As noted above, RCP is now self-financing through interest earned from loans, and requires no further donor funding. Within RDP III, BRAC will continue to recover some of the programme costs, mainly through the interest income from its RDP loan operations, service charges within the poultry, livestock, irrigation and sericulture components, and services to other organizations by the Management Development Programme. The costs to be recovered in RDP III are included in the detailed budget, as credit entries.



As in any country, the other components such as village organization training and development, primary education or health, are inherently difficult to operate without subsidies if the target groups are the poorest members of society. After the initial subsidy for training and loans, many of the BRAC members implement small enterprises which allow them to pay interest on loans and service fees.

Table 8.1 A : Management Structure for RDP III



### 8.1 Management of RDP III

BRAC will continue to manage the implementation of RDP III using a flat management structure. Key management personnel in RDP, primary education and village level staff are delegated significant responsibility and authority to coordinate and implement the programme in liaison with RCP, and with the support of a network of field staff in Regional and Area Offices. Included in this network are officers providing monitoring, evaluation, financial, and internal auditing services.

The management structure for RDP III is shown in table 8.1A. At the field level there are area offices or branches comprising of

- Area Manager (1)
- Programme Organisers (3)
- Programme Organisers (NFPE, 2-3)
- Accountant (1)
- GS (Credit) (12)
- GS (Sectoral) (2-5)
- Service Staff (1)

In addition, in some area offices there is one NFPE Field Officer who looks after 3-4 areas.

The Area Manager is responsible for all activities of his branch. Briefly he is in charge of

- overall supervision
- development of all activities e.g. institution building, income and employment, credit, sectoral programmes etc.
- monitoring and instituting remedial measures where required.
- planning expansion

The Programme Organiser is responsible for

- VO formation
- institution building activities
- planning credit proposal for group members
- preparing feasibility studies for income generating activities of group members

- supervising the work of GS
- supervising and monitoring sectoral activities
- conducting issue based meetings

The Gram Sheboks are responsible for

- loan realisation and disbursement
- weekly savings collection
- conducting VO meetings

while the sectoral GS are responsible for the sectoral activity assigned to them.

The area offices are under the jurisdiction of a Regional Manager who operates from a Regional Office. Each Regional Office consists of

- Regional Manager (1)
- Sectoral POs (10 - some are based at nearest area offices)
- Auditor (1)
- Accountant
- Monitor (2)
- Office Assistant (1)
- Service Staff (1)

In addition, 2 of the Regions have an NFPE Regional Manager at the Regional Office.

The Regional Manager is responsible for all activities in the area assigned to him, i.e. 12-15 area offices.

The Area Managers report to him and policy planning, expansion, monitoring, volume of loan portfolios, problems and remedial measures are all taken care of by the Regional Manager in consultation with the Area Managers.

The Regional Managers report to the Programme Director, RDP.

## 9. RELATED ISSUES

### 9.1 Gender and Development

BRAC will continue to emphasize the gender dimension of development. The project will have a major impact on women who comprise over 70% of the beneficiaries. The proportion of women

staff members is now about 24%, representing a significant increase in the last few years. In addition, about 80% of the non formal primary education teachers are women. Definite steps have been taken, through a women's advisory committee, to remove gender related constraints on the field work of women staff, and to assure that they have the same opportunities for advancement as men.

## 9.2 Environmental Impacts

Although BRAC's village activities are extensive, the individual interventions are very small in scale. The project will have a positive impact on the environment. Examples include the extensive tree planting in the sericulture and social forestry programmes, the health and environment issues discussed in the primary school curriculum, the development of under-utilized land in the fisheries programme, and latrine construction as a condition for obtaining a housing loan. In order to safeguard against environmental impacts, all RDP financed schemes will undergo a pre-check to examine its negative impact on the environment, if any. Any scheme thought to be potentially hazardous for environment will not be supported.



## 10. Budget

### BANGLADESH RURAL ADVANCEMENT COMMITTEE RURAL DEVELOPMENT PROGRAMME PHASE III BUDGET SUMMARY: 1993-1995

	1993	1994	1995	Total	%
I. Institution Building	21,774,192	29,290,252	36,422,709	87,487,153	3.41
II. Income and Employment Generation	99,281,848	146,086,935	158,249,292	403,618,074	15.72
III. Income Generation for Vulnerable Group Development	28,043,224	23,151,946	28,395,341	79,590,511	3.10
IV. Health and Family planning	8,692,035	11,294,201	14,329,879	34,316,114	1.34
V. Branch Operating Cost	104,785,395	137,772,113	175,350,000	417,907,507	16.27
VI. Regional Office Operating Cost	8,276,400	10,924,848	14,020,222	33,221,470	1.29
VII. Staff Training & Development	6,360,849	7,313,978	9,648,214	23,323,041	0.91
VIII. Loan Fund Requirement	101,209,000	128,510,800	204,325,280	434,045,080	16.90
IX. Capital Investment Requirement	62,040,000	66,671,000	71,408,150	200,119,150	7.79
X. Non Formal Primary Education	198,347,623	279,312,616	407,701,092	885,361,332	34.48
XI. Management development Program	9,309,960	8,551,070	9,610,352	27,471,382	1.07
XII. Training and Resource Centre	26,400,000	29,040,000	0	55,440,000	2.16
XIII. Market Development Program	2,907,570	3,198,326	3,518,159	9,624,055	0.37
XIV. Research, Monitoring & Evaluation	8,834,821	11,781,106	15,923,558	36,539,486	1.42
Total: Taka	686,262,917	892,899,192	1,148,902,247	2,728,064,355	106.24
Less Net Interest Income on loan	44,255,000	48,770,780	67,173,448	160,199,228	6.24
Net Requirement in Taka	642,007,917	844,128,412	1,081,728,799	2,567,865,127	100.00
Net Requirement in US \$ (Exchange rate US \$ 1=Taka 40.0 )	16,050,198	21,103,210	27,043,220	64,196,628	

BANGLADESH RURAL ADVANCEMENT COMMITTEE  
RURAL DEVELOPMENT PROGRAMME PHASE III  
BUDGET :1993-1995

1. Institution Building				
1. Functional Education & Consciousness raising				
1.1 Teachers Training (700,800,800 Nos) Tk.125 per day per trainee for 13 days	1,137,500	1,300,000	1,300,000	3,737,500
1.2 Refreshers Course (700,800,800 Nos) Tk.30 per day per trainee for 3 days	63,000	72,000	72,000	207,000
1.3 Education Materials (700,800,800 Nos) Tk.300 per trainee	210,000	240,000	240,000	690,000
1.4 Teachers Salary (1750,5500,7750 Nos) Tk.400 per course	700,000	2,200,000	3,100,000	6,000,000
2. VO Management training (7400,9800,11000 Nos) Tk.90 per day per trainee for 7 days	4,662,000	6,174,000	6,930,000	17,766,000
3. Paralegal				
3.1.Sectoral Specialist salary (1,1,1 Nos) Tk.12000 per month	144,000	144,000	144,000	432,000
3.2.PO Paralegal (30,40,50 Nos) Tk.5000 per month	1,800,000	2,400,000	3,000,000	7,200,000
3.3.Travelling & Transportation 35% of 3.1.& 3.2	680,400	890,400	1,100,400	2,671,200
3.4.Staff training and development 7.5% of 3.1 & 3.2	145,800	190,800	235,800	572,400
3.5.Paralegal Teachers Training (210,140,140 Nos) Tk.125 per day per trainee for 30 days	787,500	525,000	525,000	1,837,500
3.6.Education Material (210,140,140 Nos) Tk.500 per trainee per course	105,000	70,000	70,000	245,000
4. Planning & management training (25000,25000,25000 Nos) Tk.40 per day per trainee for 3 days (Poultry,Fishculture,Sericulture)	3,000,000	3,000,000	3,000,000	9,000,000
5. Leadership training (7800,9000,10800 Nos) Tk.40 per day per trainee for 5 days	1,560,000	1,800,000	2,160,000	5,520,000
6. Institutional Support (60,60,60 Nos) 4 years and above areas for 3 years Tk.50000 per areas	3,000,000	3,000,000	3,000,000	9,000,000
7. H O Logistics and Management support	1,799,520	2,200,620	2,487,720	6,487,860
Total of 1	19,794,720	24,206,820	27,364,920	71,366,460
Inflation adjusted cost	21,774,192	29,290,252	36,422,709	87,487,153

## II. Income and Employment Generation

1. Poultry and Livestock				
1.1. Sectoral specialist (1,1,1 Nos) Tk.12000 per month	144,000	144,000	144,000	432,000
1.2. PO Poultry & Livestock (35,43,51 Nos) Tk.5000 per month	2,100,000	2,580,000	3,060,000	7,740,000
1.3. Travelling & transportation 35% of 1.1 & 1.2	785,400	953,400	1,121,400	2,860,200
1.4. Staff training and development 7.5% of 1.1 & 1.2	168,300	204,300	240,300	612,900
1.5. Poultry worker training (1750,2000,2000 Nos) Tk.20 per day per trainee for 14 days	490,000	560,000	560,000	1,610,000
1.6. Key rearer training (47500,65000,77500 Nos) Tk.20 per day per trainee for 3 days	2,850,000	3,900,000	4,650,000	11,400,000
1.7. Chick rearer training (550,750,800 Nos) Tk.90 per day per trainee for 7 days	346,500	472,500	504,000	1,323,000
1.8. Feed producer training (35,40,40 Nos) Tk.90 per day per trainee for 10 days	31,500	36,000	36,000	103,500
1.9. Paravet training (375,375,400 Nos) Tk.90 per day per trainee for 30 days	1,012,500	1,012,500	1,080,000	3,105,000
1.10. Cow rearer training (4750,6500,7750 Nos) Tk.20 per day per trainee for 4 days	380,000	520,000	620,000	1,520,000
1.11. Goat rearer training (3000,4500,5750 Nos) Tk.20 per day per trainee for 4 days	240,000	360,000	460,000	1,060,000
1.12. Gram Shebok (175,215,255 Nos) Tk.2000 per month	4,200,000	5,160,000	6,120,000	15,480,000
1.13. Poultry Worker Refresher course 1993 = 3200 nos of 1990 for 2 days 5000 nos of 1991 for 4 days 2000 nos of 1992 for 6 days 1994 = 5000 nos of 1991 for 2 days 2000 nos of 1992 for 4 days 1750 nos of 1993 for 6 days 1994 = 2000 nos of 1992 for 2 days 1750 nos of 1993 for 4 days 2000 nos of 1994 for 6 days Tk.20 per day per trainee	768,000	570,000	420,000	1,758,000
1.14. Chick rearer refresher (550,750,800 Nos) Tk.20 per day per trainee for 3 days	33,000	45,000	48,000	126,000
1.15. Paravet refresher (375,375,400 Nos) Tk.20 per day per trainee for 10 days	75,000	75,000	80,000	230,000
1.16. Cow rearer refresher (4750,6500,7750 Nos) Tk.20 per day per trainee for 1 days	95,000	130,000	155,000	380,000

1.17 Goat rearer refresher (3000,4500,5750 Nos) Tk.20 per day per trainee for 1 days	60,000	90,000	115,000	265,000
1.18 H O Logistics and Management support	1,377,920	1,681,270	1,941,370	5,000,560
1.19 Service charge realised from group				
1.19.1 Chicks	(1,800,000)	(3,000,000)	(3,600,000)	(8,400,000)
1.19.2.Feed	(500,000)	(700,000)	(1,000,000)	(2,200,000)
1.19.3.Medicine	(400,000)	(500,000)	(700,000)	(1,600,000)
Total	12,457,120	14,293,970	16,055,070	42,806,160
Inflation adjusted cost	13,702,832	17,295,704	21,369,298	52,367,834
2. Irrigation				
2.1.Salaries and benefits				
2.1.1 Sector specialist (1,1,1 Nos) Tk.12000 per month	144,000	144,000	144,000	432,000
2.1.2 Agronomist (20,22,24 Nos) Tk.5000 per month	1,200,000	1,320,000	1,440,000	3,960,000
2.1.3 Engineer (20,22,24 Nos) Tk.5000 per month	1,200,000	1,320,000	1,440,000	3,960,000
2.1.4.Mechanics (50,55,60 Nos) Tk.3500 per month	2,100,000	2,310,000	2,520,000	6,930,000
2.2. Travelling and transportation 35% of salary (2.1.1 to 2.1.3)	890,400	974,400	1,058,400	2,923,200
2.3. Staff training and development 7.5% of salary (2.1.1 to 2.1.3)	190,800	208,800	226,800	626,400
2.4. Irrigation training & Supplies				
2.4.1 DTW Driver (500,100,150 Nos) Tk.90 per day per trainee for 10 days	450,000	90,000	135,000	675,000
2.4.2 G.S Mechanics (100,150,250 Nos) Tk.90 per day per trainee for 21 days	189,000	283,500	472,500	945,000
2.4.3 Water management (800,200,200 Nos) Tk.20 per day per trainee for 5 days	80,000	20,000	20,000	120,000
2.4.4 Crops training and supplies (800,200,200 Nos) Tk.20 per day per trainee for 3 days	48,000	12,000	12,000	72,000
2.5. Gram Shebok salary (250,275,300 Nos) Tk.2000 per month	6,000,000	6,600,000	7,200,000	19,800,000
2.6 H O Logistics and Management support	1,249,220	1,328,270	1,466,870	4,044,360
2.7. Service charge realised from group	(7,350,000)	(9,600,000)	(11,250,000)	(28,200,000)
Total	6,391,420	5,010,970	4,885,570	16,287,960
Inflation adjusted cost	7,030,562	6,063,274	6,502,694	19,596,529
3. Fisheries				
3.1. Salaries and benefits				
3.1.1 Sector specialist (1,1,1 Nos) Tk.12000 per month	144,000	144,000	144,000	432,000

3.1.2 PO Fisheries (15,18,21 Nos) Tk.5000 per month	900,000	1,080,000	1,260,000	3,240,000
3.1.3. Gram Shebok (100,120,145 Nos) Tk.2000 per month	2,400,000	2,880,000	3,480,000	8,760,000
3.2. Travelling and transportation 35% of 3.1.1 & 3.1.2	365,400	428,400	491,400	1,285,200
3.3. Staff training and development 7.5% of 3.1.1 & 3.1.2	78,300	91,800	105,300	275,400
3.4. Carp culture training (3000,2000,2000 Nos) Tk.20 per day per trainee for 3 days	180,000	120,000	120,000	420,000
3.5. Thai sarputy training (8000,8000,8000 Nos) Tk.20 per day per trainee for 2 days	320,000	320,000	320,000	960,000
3.6. Fish Nurserar training (60,60,75 Nos) Tk.90 per day per trainee for 7 days	37,800	37,800	47,250	122,850
3.7. Small Hatchery training (20,20,25 Nos) Tk.90 per day per trainee for 13 days	23,400	23,400	29,250	76,050
3.8 H O Logistics and Management support	444,890	512,540	599,720	1,557,150
3.9. Service charge realised from group	(1,700,000)	(1,600,000)	(2,700,000)	(6,000,000)
Total	3,193,790	4,037,940	3,896,920	11,128,650
Inflation adjusted cost	3,513,169	4,885,907	5,186,801	13,585,877
4. Social Forestry and Horticulture				
4.1. Salaries and benefits				
4.1.1 Sector specialist (1,1,1 Nos) Tk.12000 per month	144,000	144,000	144,000	432,000
4.1.2 PO Social forestry (12,14,16 Nos) Tk.5000 per month	720,000	840,000	960,000	2,520,000
4.1.3. Gram Shebok (120,140,160 Nos) Tk.2000 per month	2,880,000	3,360,000	3,840,000	10,080,000
4.1.4. Travelling and transportation 35% of 4.1.1 & 4.1.2	302,400	344,400	386,400	1,033,200
4.1.5. Staff salary and development 7.5% of 4.1.1 & 4.1.2	64,800	73,800	82,800	221,400
4.2. Horticulture Nursery training (800,500,450 Nos) Tk.20 per day per trainee for 7 days	112,000	70,000	63,000	245,000
4.3. Horticulture Worker (800,500,450 Nos) Tk.20 per day per trainee for 5 days	80,000	50,000	45,000	175,000
4.4 Horticulture Growers (10000,7500,9250 Nos) Tk.20 per day per trainee for 3 days	600,000	450,000	555,000	1,605,000
4.5 H O Logistics and Management support	490,320	533,220	607,620	1,631,160



4.6. Service charge realised from group	(100,000)	(200,000)	(300,000)	(600,000)
Total	5,293,520	5,665,420	6,383,820	17,342,760
Inflation adjusted cost	5,822,872	6,855,158	8,496,864	21,174,895
5. Other skills training				
5.1. Crafts training (500,500,500 nos) Tk.1000 per course	500,000	500,000	500,000	1,500,000
5.2. Supplies (500,500,500 nos) Tk. 200 per trainees	100,000	100,000	100,000	300,000
5.3. Production Center (10,10,10 Nos) Tk.50000 per center	500,000	500,000	500,000	1,500,000
5.4 Skill training Support (60,60,60 Nos) 4 years and above branches Tk.50000 per branch	3,000,000	3,000,000	3,000,000	9,000,000
5.5 H O Logistic and management support	410,000	410,000	410,000	1,230,000
Total	4,510,000	4,510,000	4,510,000	13,530,000
Inflation adjusted cost	4,961,000	5,457,100	6,002,810	16,420,910
6. Sericulture and Silk Development				
6.1. Salaries and benefits:				
6.1.1.Sector specialist (1,2,4 Nos) Tk.12000 per month	144,000	288,000	576,000	1,008,000
6.1.2.Regional program supervisor (10,15,20 Nos) Tk.7500 per month	900,000	1,350,000	1,800,000	4,050,000
6.1.3.Program organiser (50,75,100 Nos) Tk.5000 per month	3,000,000	4,500,000	6,000,000	13,500,000
6.1.4.Grainage officer (0,1,1 Nos) Tk.15000 per month	0	180,000	180,000	360,000
6.1.5.Grainage Technician (0,1,1 Nos) Tk.5000 per month	0	60,000	60,000	120,000
6.1.6.Grainage assistant (0,8,8 Nos) Tk.2000 per month	0	192,000	192,000	384,000
6.1.7.Gram Shebok (170,250,300 Nos) Tk.2000 per month	4,080,000	6,000,000	7,200,000	17,280,000
6.1.8.Plantation worker (175,200,225 Nos) Tk.1000 per month for 3 months	525,000	600,000	675,000	1,800,000
6.1.9.Watchmen (1,1,1 Nos) Tk.1800 per month	21,600	21,600	21,600	64,800
6.1.10.Seed Crop Supervisor (0,4,4 Nos) Tk.3000 per month	0	144,000	144,000	288,000

6.1.11.Plantation assistant (6,12,12 Nos) Tk.1500 per month	108,000	216,000	216,000	540,000
6.1.12.Plantation assistant (6,12,12 Nos) Tk.1500 per month	108,000	216,000	216,000	540,000
6.1.13.Rearing labour (16,32,48 Nos) Tk.1000 per month	192,000	384,000	576,000	1,152,000
6.1.14.Travelling and transportation 35% of salary (6.1.1 to 6.1.5)	1,415,400	2,232,300	3,015,600	6,663,300
6.1.15.Staff training and development 7.5% of salary (6.1.1 to 6.1.5)	303,300	478,350	646,200	1,427,850
<b>6.2. Training</b>				
6.2.1.Gram Shebok (75,100,100 Nos) Tk.100 per trainee per day for 40 days	300,000	400,000	400,000	1,100,000
6.2.2.Chawki rearer (300,500,1000 Nos) Tk.40 per trainee per day for 10 days	120,000	200,000	400,000	720,000
6.2.3.Training supplies (300,500,1000 Nos) Tk.100 per trainee	30,000	50,000	100,000	180,000
6.2.4.Progressive Farmer (1000,1000,1000 Nos) Tk.40 per trainee per day for 45 days	1,800,000	1,800,000	1,800,000	5,400,000
6.2.5.Nursery Worker (230,267,300 Nos) Tk.40 per trainee per day for 3 days	27,600	32,040	36,000	95,640
6.2.6.Rearers (2500,2500,2500 Nos) Tk.20 per trainee per day for 3 days	150,000	150,000	150,000	450,000
6.2.7.Training supplies (2500,2500,2500 Nos) Tk.30 per trainee	75,000	75,000	75,000	225,000
6.2.8.Program organiser (Rajshahi) (25,25,25 Nos) Tk.5000 per course	125,000	125,000	125,000	375,000
6.2.9.Program organiser (10,10,10 Nos) Tk.50000 per course for 6 weeks training in Bangalore	500,000	500,000	500,000	1,500,000
6.2.10.Program organiser (4,4,6 Nos) Tk.75000 per course for 12 weeks training in Bangalore	300,000	300,000	450,000	1,050,000
6.2.11.Program organiser Travelling to other country (China,Japan,India)	400,000	400,000	400,000	1,200,000
6.3. Sapling (3.5, 4.0, 4.5 million) Tk.2 per sapling	7,000,000	8,000,000	9,000,000	24,000,000

6.3.1.Replacement (1.8, 2.0, 2.3 million) Tk.2 per sapling	3,600,000	4,000,000	4,600,000	12,200,000
6.3.2.Bamboo Sticks & Manure (3.5,4.0,4.5 million ) Tk.4 per sapling	14,000,000	16,000,000	18,000,000	48,000,000
6.3.3.Bush Plantation (50,100.100 acres) Tk.1600 per acres	80,000	160,000	160,000	400,000
6.4. Chawki Centres (5,5,5 Nos) Tk.36000 per centre	180,000	180,000	180,000	540,000
6.5. Reeling machines (2,3,5 Nos) Tk.300000 per machine(10 basin)	600,000	900,000	1,500,000	3,000,000
6.6. Reeling Shed (2,3,5 Nos) Tk.200000 per machine	400,000	600,000	1,000,000	2,000,000
6.7. Working capital (2,3,5 Nos) Tk.375000 per reeling machine	750,000	1,125,000	1,875,000	3,750,000
6.8. Twisting machine (0,1,0 Nos) Tk.2000000 per machine	0	2,000,000	0	2,000,000
6.9. Power loom (0,20,0 Nos) Tk.20000 per loom	0	400,000	0	400,000
6.10.Power loom House (0,1,0 Nos) Tk.500000 per house	0	500,000	0	500,000
6.11.Silk testing Equipment (0,0,1 Nos) Tk.800000 per equipment	0	0	800,000	800,000
6.12.Training Centre (2,3,5 Nos) Tk.1500000 per centre	3,000,000	4,500,000	7,500,000	15,000,000
6.13.Grainage Centre (0,1,0 Nos) Tk.2500000 per Grainage	0	16,500,000	0	16,500,000
6.14.Dryers (5,5,5 Nos) Tk.60000 per Dryers	300,000	300,000	300,000	900,000
6.15.Market Development Unit				
6.15.1.Marketing Manager (1,1,1 Nos) Tk.12000 per month	144,000	144,000	144,000	432,000
6.15.2.Designer (2,2,2 Nos) Tk.7500 per month	180,000	180,000	180,000	540,000
6.15.3.Market Researcher (1,1,1 No) Tk.7500 per month	90,000	90,000	90,000	270,000
6.15.4.Quality Controller (1,1,1 No) Tk.7500 per month	90,000	90,000	90,000	270,000

6.15.5. Market officer (1,1,1 No) Tk.5000 per month	60,000	60,000	60,000	180,000
6.15.6. International Consultant (1,1,1 No) Tk.100000 per month for 4 month	400,000	400,000	400,000	1,200,000
6.15.7. Travelling and transportation 35% of salary (6.14.1. to 6.14.5)	197,400	197,400	197,400	592,200
6.15.8. Staff training and development 7.5% of salary (6.14.1. to 6.14.5)	42,300	42,300	42,300	126,900
6.15.9. Foreign travel cost 4 visit X 200000	800,000	800,000	800,000	2,400,000
6.15.10. Revolving fund	1,000,000	1,000,000	1,000,000	3,000,000
6.16. Furniture and fixtures	200,000	200,000	200,000	600,000
6.17. Motorcycle (30,30,50 Nos) Tk.55000 per motorcycle	1,650,000	1,650,000	2,750,000	6,050,000
6.18. Vehicles (1,0,1 Nos) Tk.1200000 per vehicles	1,200,000	0	1,200,000	2,400,000
6.19. HO logistics and management support 10% of above cost (Except 6.4 to 6.14 & 6.16. to 6.18)	4,230,860	5,205,799	6,071,810	15,508,469
6.20. Service charge realised	(2,000,000)	(4,000,000)	(6,000,000)	(12,000,000)
Total	52,819,460	82,118,789	78,094,910	213,033,159
Inflation adjusted Cost	58,101,406	99,363,735	103,944,325	261,409,466
7. Rural Enterprise Project:				
7.1. Salaries and benefits				
7.1.1. Program Manager (1,1,1 No) Tk.12000 per month	144,000	144,000	144,000	432,000
7.1.2. Economist (1,1,1 No) Tk.7500 per month	90,000	90,000	90,000	270,000
7.1.3. Program organiser (2,2,2 Nos) Tk.5000 per month	120,000	120,000	120,000	360,000
7.2. Travelling & Transportation 35% of 1.1 to 1.3	123,900	123,900	123,900	371,700
7.3. Staff training and development 7.5% of 1.1 to 1.3	26,550	26,550	26,550	79,650
7.4. Local Consultant	400,000	400,000	400,000	1,200,000
7.5. Small hatchery training (10,10,10 Nos) Tk.90 per day per trainee for 15 days	13,500	13,500	13,500	40,500
7.6. Feed mill (10,10,10 Nos) Tk.90 per day per trainee for 15 days	13,500	13,500	13,500	40,500
7.7. Duck hatchery training and development (30,40,35 NOs) Tk.5,000 for each	150,000	200,000	175,000	525,000

7.8.Small hatchery Development (5,5,5 Nos) Tk.100,000 for each	500,000	500,000	500,000	1,500,000
7.9.Feed mill development (5,5,5 Nos) Tk.100,000 for each	500,000	500,000	500,000	1,500,000
7.10.Mill collection and marketing training (20,20,25 Nos) Tk.20 per day per trainee for 3 days	1,200	1,200	1,500	3,900
7.11.Apiculture (lump sum)	1,000,000	500,000	500,000	2,000,000
7.12.Research and development	2,000,000	2,000,000	2,000,000	6,000,000
7.13.H O Logistics and management support	508,265	463,265	460,795	1,432,325
Total	5,590,915	5,095,915	5,068,745	15,755,575
Inflation adjusted cost	6,150,007	6,166,057	6,746,500	19,062,563
Total of II (employment and income generation)	99,281,848	146,086,935	158,249,292	403,618,074
III. Vulnerable group development program				
1. Salaries & benefits				
1.1 Sectoral Head (1,1,1 No) Tk.12000 per month	144,000	144,000	144,000	432,000
1.2 Area Manager (4,4,4 Nos) Tk.7500 per month	360,000	360,000	360,000	1,080,000
1.3.Upa Zilla P O (36,36,36 Nos) Tk.5500 per month	2,376,000	2,376,000	2,376,000	7,128,000
1.4 Trainer (144,144,144 Nos) Tk.3500 per month	6,048,000	6,048,000	6,048,000	18,144,000
1.5 Travelling and Transportation 35% of 1.1 to 1.4	3,124,800	3,124,800	3,124,800	9,374,400
1.6 Staff training and development 7.5% of 1.1 to 1.4	669,600	669,600	669,600	2,008,800
1.7 Service staff (36,36,36 Nos) Tk.1500 per month	648,000	648,000	648,000	1,944,000
2. Training supplies to VGD cardholders (60000,20000,60000 Nos) Tk.50 per person	3,000,000	1,000,000	3,000,000	7,000,000
3. Stationeries & supplies (36,36,36 Nos) Tk.1000 per month	432,000	432,000	432,000	1,296,000
4. Rent & Utilities (36,36,36 Nos) Tk.5000 per month	2,160,000	2,160,000	2,160,000	6,480,000
5. General Exp. & Maintenance (36,36,36 Nos) Tk.1000 per month	432,000	432,000	432,000	1,296,000



6. Capital Expenditure				
6.1 Furniture & fixtures (36,0,0 Nos) Tk.10000 for each	360,000	0	0	360,000
6.2 Motorcycle (36,0,0 Nos) Tk.50000 per motorcycle	1,800,000	0	0	1,800,000
6.3.Vehicle (Pickup) (2 Nos) Tk.1000000 per pickup	2,000,000	0	0	2,000,000
7 H.O. Logistics & Management support	1,939,440	1,739,440	1,939,440	5,618,320
Total	25,493,840	19,133,840	21,333,840	65,961,520
Inflation adjusted cost	28,043,224	23,151,946	28,395,341	79,590,511

#### IV. Health and Family Planning

1.1. Program Organiser (17,21,25 Nos) Tk.5000 per month	1,020,000	1,260,000	1,500,000	3,780,000
1.2. Travelling & Transportation 35% of salary	357,000	441,000	525,000	1,323,000
1.3. Staff training and development 7.5% of salary	76,500	94,500	112,500	283,500
1.4. GS salary (175,215,255 Nos) Tk.2000 per month	4,200,000	5,160,000	6,120,000	15,480,000
1.5. Health awareness training (4250,4250,4250 Nos) Tk.40 per day per trainee for 4 days	680,000	680,000	680,000	2,040,000
1.6. Supplies (4250,4250,4250 Nos trainees) Tk.200 per trainees	850,000	850,000	850,000	2,550,000
1.7 H.O. Logistics & Management support	718,350	848,550	978,750	2,545,650
Total	7,901,850	9,334,050	10,766,250	28,002,150
Inflation adjusted cost	8,692,035	11,294,201	14,329,879	34,316,114

#### V. Branch operating cost

	Per Month	Per Year		
1 Manager	7,500	90,000		
3 Program Organiser	5,000	180,000		
1 Accountant	4,500	54,000		
12 Gs	2,000	288,000		
1 Service staff	1,500	18,000		
Travelling & transportation 35% of salary of Manager & PO	4,375	94,500		
5% Salary of Accountant	225	5,400		
Other costs	6,000	72,000		
H.O. Logistics and Management support (10%)		80,190		
Total		882,090		
	1993	1994	1995	
	882,090	882,090	882,090	2,646,270
No. of branch	105	125	145	
	92,619,450	110,261,250	127,903,050	330,783,750
Rent for (35,40,40 branches) Tk.4000 per month for 2 Years	2,640,000	3,600,000	3,840,000	10,080,000
Total	95,259,450	113,861,250	131,743,050	340,863,750
Inflation adjusted cost	104,785,395	137,772,113	175,350,000	417,907,507

# VI. REGIONAL OFFICE OPERATING COST

Regional Manager	12,000			
Auditor	5,500			
Accountant	5,500			
Monitor 2	11,000			
Office assistant	2,500			
Service staff	1,500			
Rent	6,000			
Transportation	7,000			
Other Cost	6,000			
HO Logistic and management support	5,700			
Total/month	62,700			
No of region	10	12	14	
Total	7,524,000	9,028,800	10,533,600	27,086,400
Inflation adjusted cost	8,276,400	10,924,848	14,020,222	33,221,470

# VII. Staff Training and Development

Manager	90,000			
P.O	180,000			
Accountant	54,000			
Total Salary per area	324,000			
No of Area	324,000	324,000	324,000	972,000
Total Salary of total areas	34,020,000	40,500,000	46,980,000	121,500,000
Regional Manager	144,000			
Accountant	66,000			
Auditor	66,000			
Monitor	132,000			
Total for each region	408,000	408,000	408,000	1,224,000
No of region	10	12	14	
Total Salary of total region	3,672,000	4,080,000	4,488,000	12,240,000
Total Salary (Area + Region)	37,692,000	44,580,000	51,468,000	133,740,000
HO Logistic and management support	3,769,200	4,458,000	5,146,800	13,374,000
7.5% of total salary	3,109,590	3,677,850	4,246,110	11,033,550
5% of Gram Shebok salary	1,663,200	2,178,000	2,779,128	6,620,328
5% of Gram Shebok salary	1,009,800	188,760	223,608	1,422,168
Sectoral(765,130,140 Nos)				
Total staff training and development	5,782,590	6,044,610	7,248,846	19,076,046
Inflation adjusted cost	6,360,849	7,313,978	9,648,214	23,323,041

# VIII. LOAN FUND REQUIREMENT:

	1993	1994	1995	
Proposed outstanding at year end:				
1st yr.branch 680,000 x 35,40,40 Nos	23,800,000	27,200,000	27,200,000	78,200,000
2nd yr.branch 2,192,000 X 20,35,40 Nos	43,840,000	76,720,000	87,680,000	208,240,000
3rd yr.branch 4,476,000 x 20,20,35 Nos	89,520,000	89,520,000	156,660,000	335,700,000
4th yr.branch 7,307,000x20,20,20 Nos	146,140,000	146,140,000	146,140,000	438,420,000
Total	303,300,000	339,580,000	417,680,000	1,060,560,000
Inflation adjusted cost	333,630,000	410,891,800	555,932,080	1,300,453,880
Expected outstanding at year beginning	193,960,000	172,876,000	234,062,400	600,898,400
Requirement	139,670,000	238,015,800	321,869,680	699,555,480
Less : Sale Proceeds from RCP	146,140,000	160,754,000	176,829,400	483,723,400
Net Requirement	(6,470,000)	77,261,800	145,040,280	215,832,080

Housing loan outstanding for  
group member :  
1st yr. branch Q

2nd yr. branch Tk.250,000X 20,35,40 Nos	5,000,000	8,750,000	10,000,000	23,750,000
3rd yr. branch Tk.500,000 x20,20,35 Nos	10,000,000	10,000,000	17,500,000	37,500,000
4th yr. & above branch Tk.1000000 X90,110,130 Nos	90,000,000	110,000,000	130,000,000	330,000,000
Total	105,000,000	128,750,000	157,500,000	391,250,000
Expected outstanding at year beginning	30,000,000	105,000,000	128,750,000	263,750,000
Requirement	75,000,000	23,750,000	28,750,000	127,500,000
Housing Loan for Staff	32,679,000	27,499,000	30,535,000	90,713,000
Total requirement	101,209,000	128,510,800	204,325,280	434,045,080

#### IX. CAPITAL INVESTMENT

Cost per branch				
Land	250000			
Building	1000000			
Furniture fixture & Equipment	120000			
Total	1370000			
	1,370,000	1,370,000	1,370,000	4,110,000
No. of branches	35	40	40	115
Sub Total	47,950,000	54,800,000	54,800,000	157,550,000
Motor Cycle for POs Tk.50000 X 140,160,160 Nos	7,000,000	8,000,000	8,000,000	23,000,000
Motor Cycle for Sectoral POs Tk.50000 X 105,34,35 Nos	5,250,000	1,700,000	1,750,000	8,700,000
Total	60,200,000	64,500,000	64,550,000	189,250,000
Less: Sale proceeds to bank Tk.1280000 X 20,20,20 Nos branches	25,600,000	25,600,000	25,600,000	76,800,000
Net requirement for branch	34,600,000	38,900,000	38,950,000	112,450,000
Regional Office: Furniture (3,2,2 Nos new Region)	300,000	200,000	200,000	700,000
Vehicle (7,4,3 Nos Region)	10,500,000	6,000,000	4,500,000	21,000,000
Total for Regions	10,800,000	6,200,000	4,700,000	21,700,000
Head office: Furniture & Fixtures and equipment	5,000,000	10,000,000	10,000,000	25,000,000
Vehicles (4 Nos)	6,000,000	0	0	6,000,000
Total for Head office	11,000,000	10,000,000	10,000,000	31,000,000
Grand Total	56,400,000	55,100,000	53,650,000	165,150,000
Inflation adjusted cost	62,040,000	66,671,000	71,408,150	200,119,150

#### X. Non Formal Primary Education:

	1st year School Start up Cost	School Variable Cost	2nd year School Start up Cost	School Variable Cost	3rd year School Start up Cost	School Variable Cost	Total
1. Teacher cost:							
1.1. Teachers Training (basic training) Tk.1800 per teacher per course	1,800	0	0	0	0	0	1,800

1.2. Teachers refresher course 5 days Tk.160 per person per course	0	0	160	0	0	0	160
1.3. Refresher course 1 day (field base)	0	220	0	220	0	220	660
1.4. Salary of P O Tk.5000 per month (1/3 time spent for training & refresher) for 16 school	0	1,250	0	1,250	0	1,250	3,750
1.5. Travelling and transportation 35% of 1.4	0	438	0	438	0	438	1,313
1.6. Staff accommodation, Utilities & Stationeries Tk.50 per month (1/3 for Teacher) for 1 school	0	200	0	200	0	200	600
1.7. Teachers salary Tk.450 per month per school	0	5,400	0	5,400	0	5,400	16,200
1.8. Teachers aids and supplies once in a cycle	440	0	0	0	0	0	440
2.0. Students books and supplies:							
2.1. book part-I once in a cycle	1,110	0	0	0	0	0	1,110
2.2. book part-II once in a cycle	0	0	1,830	0	0	0	1,830
2.3. book part-III once in a cycle	0	0	0	0	2,835	0	2,835
2.4. Learners supplies							
2.4.1. Learners supplies (Once in cycle)	690	0	0	0	0	0	690
2.4.2. Learners supplies (Yearly)	0	1,140	0	1,140	0	1,140	3,420
2.5. Reading materials							
2.5.1. Journal	0	0	0	432	0	432	864
2.5.2. Story book				600			
2.6. Class room supplies							
2.6.1. Classroom supplies (Once in a cycle)	974	0	0	0	0	0	974
2.6.2. Classroom supplies (Yearly)		126	0	126	0	126	378
2.7. School rent/vision & maintenance	3,600		900		900	0	5,400
2.8. Salary of P O Tk.5000 per month (1/3 time for Student Books & supplies) 16 school	0	1,250	0	1,250	0	1,250	3,750
2.9. Travelling and transportation 35% of salary	0	438	0	438	0	438	1,313
2.10. Staff accommodation, Utilities & Stationeries Tk.50 per month (1/3 for Student books & supplies)	0	200	0	200	0	200	600
3. Management and Supervision:							
3.1 Salary of P O Tk.5000 per month (1/3 time for 16 school)	0	1,250	0	1,250	0	1,250	3,750

3.2 Salary of Field officer Tk.7500 per month for 300 school	0	300	0	300	0	300	900
3.3 Travelling and transportation Tk.35% of 3.1 & 3.2	0	543	0	543	0	543	1,628
3.4 Staff training and Development Tk.10% of total salary	0	405	0	405	0	405	1,215
3.5 Staff accommodation, Utilities & Stationeries Tk.50 per month (1/3 for Management)	0	200	0	200	0	200	600
3.6 Furniture and Fixtures Tk.20,000 for 64 school	313	0	0	0	0	0	313
3.7 Motor cycle Tk.50,000 for 16 school	3,125	0	0	0	0	0	3,125
3.8 Regional+ HO management & Support service 10% of total cost	861	1,336	349	1,379	374	1,379	5,678
Total cost per school	12,913	14,694	3,839	15,170	4,109	15,170	65,894
Total cost per school for reopening	7,891	14,694	3,839	15,170	4,109	15,170	60,872
No of school 1993 - 1995		1993		1994			1995
Opening new schools		2500		3000			3500
Re-Opening		1629		1141			3413
Carry forward		6183		8683			11683
Closing		-1629		-1141			-3413
Total in operation		8683		11683			15183
1st year school		4129		4141			6913
2nd year school		3413		4129			4141
3rd year school		1141		3413			4129
Total		8683		11683			15183
Year wise cost for Nonformal Primary Edu		1,993		1,994			1,995
	Start up Cost	Variable Cost	Start up Cost	Variable Cost	Start up Cost	Variable Cost	
No of school							
1st year school (4129,4141,6913 Nos)	2500X12913 1629X7891 45,136,939	1629X14694 2500X14694X.5 42,304,026	3000X12913 1141X7891 47,742,631	1141X14694 3000X14694X.5 38,806,854	3500X12913 3413X7891 72,127,483	3413X14694 3500X14694X.5 75,865,122	
2nd year school (3413,4129,4141 Nos)	3413X3839 13,102,507	3413X15170 51,775,210	4129X3839 15,851,231	4129X15170 62,636,930	4141X3839 15,897,299	4141X15170 62,818,970	
3rd year school (1141,3413,4129 Nos)	1141X4109 4,688,369	1141X15170 17,308,970	3413X4109 14,024,017	3413X15170 51,775,210	4129X4109 16,966,061	4129X15170 62,636,930	
Total	62,927,815	111,388,206	77,617,879	153,218,994	104,990,843	201,321,022	
		1993	1994	1995	Total		
Year wise total cost		174,316,021	230,836,873	306,311,865	711,464,759		
Vehicles (4 Nos)		6,000,000	0	0	6,000,000		
Inflation adjusted cost		180,316,021	230,836,873	306,311,865	717,464,759		
		198,347,623	279,312,616	407,701,092	885,361,332		

#### XI. Management Development Program

##### A. Principal Unit

##### 1. Salaries and benefits

1.1 Faculty (2,3,4 Nos) Tk. 18000 per month	432,000	648,000	864,000	1,944,000
---	---------	---------	---------	-----------



1.2 Research assistant (1,1,2 Nos) Tk. 7500 per month	270,000	270,000	180,000	720,000
1.3 Accountant (1,1,1 No) Tk. 7500 per month	90,000	90,000	90,000	270,000
1.4 Computer operator (1,1,1 No) Tk. 5000 per month	60,000	60,000	60,000	180,000
1.5 Translator (1,1,1 No) Tk. 5000 per month	60,000	60,000	60,000	180,000
2. Maintenance and Service Staff				
2.1 Logistics Manager (1,1,1 No) Tk. 7500 per month	90,000	90,000	90,000	270,000
2.2 Driver (4,5,6 Nos) Tk. 3500 per month	168,000	210,000	252,000	630,000
2.3 Waiter (1,1,1 No) Tk. 2500 per month	30,000	30,000	30,000	90,000
2.4 Cook & assistant (2,2,2 Nos) Tk. 4000 per month	96,000	96,000	96,000	288,000
2.5 Typist cum office assistant (1,1,1 No) Tk. 3500 per month	42,000	42,000	42,000	126,000
2.6 Cleaner and House Keeper (2,2,2 Nos) Tk. 2000 per month	48,000	48,000	48,000	144,000
2.7 Peon (1,1,1 No) Tk. 2500 per month	30,000	30,000	30,000	90,000
3. Recurring Expenses				
3.1 General expenses				
3.1.1 Electricity Tk. 20000 per month	240,000	240,000	240,000	720,000
3.1.2 Telephone Tk. 10000 per month	60,000	60,000	60,000	180,000
3.1.3 Gas and Water Tk. 2000 per month	24,000	24,000	24,000	72,000
3.1.4 Transport running cost (4,5,5 Nos) Tk. 10000 per month per vehicles	480,000	600,000	720,000	1,800,000
3.1.5 Printing stationeries and supplies Tk. 20000 per month	240,000	240,000	240,000	720,000
3.1.6 Maintenance Tk. 10000 per month	120,000	120,000	120,000	360,000
4. Programme Development				
4.1 Education material & supplies	300,000	300,000	300,000	900,000

4.2. Computer (4,2,2 Nos) Tk. 150000 per PC	600,000	300,000	300,000	1,200,000
4.3. Vehicle (2,1,1 Nos) Tk. 1200000 Per vehicle	2,400,000	1,200,000	1,200,000	4,800,000
5. HO Logistics and Management support	258,000	295,800	324,600	878,400
6. Training income	(1,400,000)	(1,700,000)	(2,000,000)	(5,100,000)
Total Net cost	4,738,000	3,353,800	3,370,600	11,462,400
Inflation adjusted cost	5,211,800	4,058,098	4,486,269	13,756,167
B. Field Unit				
1. Salaries and benefits				
1.1 Faculty (6,7,8 Nos) Tk. 18000 per month	1,296,000	1,512,000	1,728,000	4,536,000
1.2 Research assistant (4,4,5 Nos) Tk. 7500 per month	360,000	360,000	450,000	1,170,000
1.3 Librarian (1,1,1 No) Tk. 5000 per month	60,000	60,000	60,000	180,000
1.4 Service Manager (1,1,1 No) Tk. 7500 per month	90,000	90,000	90,000	270,000
1.5 Administrator (1,1,1 No) Tk. 12000 per month	144,000	144,000	144,000	432,000
1.6 Accountant (1,1,1 No) Tk. 6000 per month	72,000	72,000	72,000	216,000
1.7 Assistant accountant (1,1,1 No) Tk. 4500 per month	54,000	54,000	54,000	162,000
1.8 Office assistant (1,1,1 No) Tk. 3500 per month	42,000	42,000	42,000	126,000
1.9 Telephone operator (1,1,1 No) Tk. 4500 per month	54,000	54,000	54,000	162,000
2. Maintenance and Service Staff				
2.1 Assistant Engineer-Generator (1,1,1 No) Tk. 5000 per month	60,000	60,000	60,000	180,000
2.2 House Keeping supervisor (1,1,1 No) Tk. 4500 per month	54,000	54,000	54,000	162,000
2.3 Electrician (1,1,1 No) Tk. 4500 per month	54,000	54,000	54,000	162,000
2.4 Laundry man (1,1,1 No) Tk. 3500 per month	42,000	42,000	42,000	126,000

2.5 Waiter (3,3,3 Nos) Tk. 2500 per month	90,000	90,000	90,000	270,000
2.6 Room boy (6,6,6 Nos) Tk. 2500 per month	180,000	180,000	180,000	540,000
2.7 Cook (4,4,4 Nos) Tk. 4000 per month	192,000	192,000	192,000	576,000
2.8 Driver (2,2,2 Nos) Tk. 3500 per month	84,000	84,000	84,000	252,000
2.9 Guard (4,4,4 Nos) Tk. 2000 per month	96,000	96,000	96,000	288,000
2.10 Gardener (2,2,2 Nos) Tk. 2000 per month	48,000	48,000	48,000	144,000
2.11 Cleaner (2,2,2 Nos) Tk. 2000 per month	48,000	48,000	48,000	144,000
3. Recurring Expenses				
3.1 General Expenses				
3.1.1 Electricity Tk.20000 per month	240,000	240,000	240,000	720,000
3.1.2 Telephone Tk.15000 per month	180,000	180,000	180,000	540,000
3.1.3 Gas Tk.3000 per month	36,000	36,000	36,000	108,000
3.1.4 Transport running cost Tk.20000 per month	240,000	240,000	240,000	720,000
3.1.5 Printing stationeries and supplies Tk.20000 per month	240,000	240,000	240,000	720,000
3.1.6 Maintenance Tk.20000 per month	240,000	240,000	240,000	720,000
3.2.1 Education material & Supplies	200,000	200,000	200,000	600,000
3.2.2 Professional staff training	1,500,000	2,000,000	2,000,000	5,500,000
3.2.3 News letter/Journal	200,000	200,000	200,000	600,000
3.2.4 Library development	100,000	100,000	100,000	300,000
4. MO Logistics and Management support	629,600	701,200	731,800	2,062,600
6. Training income	(3,200,000)	(4,000,000)	(4,200,000)	(11,400,000)
Total Net cost	3,725,600	3,713,200	3,849,800	11,288,600
Inflation adjusted cost	4,098,160	4,492,972	5,124,084	13,715,216
Total cost of MDP	9,309,960	8,551,070	9,610,352	27,471,382

#### XII. Training and Resource Centre (TARTS)

1. Training and Resource Centre (6 centres) (3 center in 1993 and 3 center in 1994) Land and Land Development (3,3,0 Nos) Tk.1500000 per centre	4,500,000	4,500,000	0	9,000,000
--	-----------	-----------	---	-----------

Building (3,3,0 Nos) Tk.5000000 per centre	15,000,000	15,000,000	0	30,000,000
Furniture and Fixture and equipment (3,3,0 Nos) Tk.1500000 per centre	4,500,000	4,500,000	0	9,000,000
Total	24,000,000	24,000,000	0	48,000,000
Inflation Adjustment	26,400,000	29,040,000	0	55,440,000
Grand Total	26,400,000	29,040,000	0	55,440,000

### XIII. Market development Unit

#### 1. Salaries and benefits

1.1.Sector specialist (1,1,1 No) Tk.12000 per month	144,000	144,000	144,000	432,000
1.2.Marketing officer/Product Manager (4,4,4 Nos) Tk.7500 per month	360,000	360,000	360,000	1,080,000
1.1.Market Researcher (1,1,1 No) Tk.7500 per month	90,000	90,000	90,000	270,000
1.4.Programme Organiser (3,3,3 Nos) Tk.5000 per month	180,000	180,000	180,000	540,000
1.5.Travelling & Transportation 35% of 1.1 to 1.4	270,900	270,900	270,900	812,700
1.6.Staff training and development 7.5% of 1.1 to 1.4	58,050	58,050	58,050	174,150

#### 2. Consultants

2.1.National Consultant (2,2,2 Nos) 12 months TK.25000 per month	600,000	600,000	600,000	1,800,000
--	---------	---------	---------	-----------

#### 3. Material supplies/program cost

3.1.Experimental Material	500,000	500,000	500,000	1,500,000
---------------------------	---------	---------	---------	-----------

4. Training cost & supplies	200,000	200,000	200,000	600,000
-----------------------------	---------	---------	---------	---------

8. H O Logistics and management support	240,295	240,295	240,295	720,885
---	---------	---------	---------	---------

Total	2,643,245	2,643,245	2,643,245	7,929,735
-------	-----------	-----------	-----------	-----------

Inflation adjusted cost	2,907,570	3,198,326	3,518,159	9,624,055
-------------------------	-----------	-----------	-----------	-----------

#### LOAN FUND INTEREST INCOME

Outstanding at year begining	193,960,000	172,876,000	234,062,400	600,898,400
Outstanding at yearend	333,630,000	410,891,800	555,932,080	1,300,453,880
Total	527,590,000	583,767,800	789,994,480	1,901,352,280
16%Interest Income on average outstanding	52,759,000	58,376,780	78,999,448	190,135,228
Less Loan Loss Provision (2% of total disbursement)	8,504,000	9,606,000	11,826,000	29,936,000

NET INTEREST INCOME	44,255,000	48,770,780	67,173,448	160,199,228
---------------------	------------	------------	------------	-------------

#### Calculation sheet for loan loss provision

1st year branch 1120000X35,40,40 Nos	39,200,000	44,800,000	44,800,000	128,800,000
2nd year branch 3300000 X20,35,40 Nos	66,000,000	115,500,000	132,000,000	313,500,000

3rd year branch 6300000X20,20,35 Nos	126,000,000	126,000,000	220,500,000	472,500,000
4th year branch 9,700,000x20,20,20 Nos	194,000,000	194,000,000	194,000,000	582,000,000
Total	425,200,000	480,300,000	591,300,000	1,496,800,000
2% of Disbursement	8,504,000	9,606,000	11,826,000	29,936,000

	1993	1994	1995	Total
Total Project Income				
1.Net Interest Income on loan fund	44,255,000	48,770,780	67,173,448	160,199,228
2.Service charge realised :				
2.1 Poultry and Livestock	2,700,000	4,200,000	5,300,000	12,200,000
2.2 Irrigation	7,350,000	9,600,000	11,250,000	28,200,000
2.3 Fisheries	1,700,000	1,600,000	2,700,000	6,000,000
2.4 Social forestry and horticulture	100,000	200,000	300,000	600,000
2.5 Sericulture	2,000,000	4,000,000	6,000,000	12,000,000
3. Management Development Program	4,600,000	5,700,000	6,200,000	16,500,000
Total Income	62,705,000	74,070,780	98,923,448	235,699,228