

LIST OF ACRONYMS

The following acronyms are widely used by CARB

BRAC	Bangladesh Rural Advancement Committee
BADC	Bangladesh Agriculture Development Corporation
BMDA	Barind Multipurpose Development Authority
CARB	Centre for Action Research-Barind
CEO	Chief Executive Officer
CIDA	Canadian International Development Agency
CPF	Contributory Provident Fund
FDR	Fixed Deposit Reserve
FLFP	Farm Labour to Farmer Programme
FO	Field Officer
GO	Government Organization
HRD	Human Resource Development
ICT	Information & Communication Technology
LRP	Livelihood Restoration Programme
MEL	Micro Enterprise Loan
MFMSFP	Micro Finance for Marginal and Small Farmer Project
MIS	Management Information System
MRA	Micro-credit Regulatory Authority
NBL	National Bank Limited
NGO	Non-Government Organization
OHP	Overhead Projector
PKSF	Palli Karma-Sahayak Foundation
RAKUB	Rajshahi Krishi Unnayan Bank
RDA	Rural Development Academy
RMC	Rural Micro Credit
TIN	Tax Identification Number
UNDP	United Nation Development Programme
UP	Ultra poor
AERCP	Agricultural Enterprise Rural Credit Program



Message from the Chairman and Founder of the CARB

Barind tract located in the north-western part of Bangladesh covering a vast area and about 75% of the total populations are engaged in Cultivation. But on account of dry, draught prone hard, reddish soil with undulated land, erratic behaviour of rainfall during the monsoon, limited source of surface water, etc. Yield from agricultural land is not satisfactory. Moreover, most of the farmers are marginal and landless. Although the problem of irrigation was partially solved by the Deep-tube-wells, installed by B.M.D.A., the irrigation water market is controlled by institutional organizations like BADC, BMDA, BWDB, LGED, and non-institutional sources like individual owners of DTW and shallow Tube wells etc. Water is an important ingredient for optimum yield no doubt. But besides water, quality seeds, fertilizers, other chemicals and insecticides are no less important ingredients for better yield. And for the procurement of these ingredients, the farmers need cash money. For cash money they are bound to go to the greedy money lenders, who are locally known as Mohazons, at a very unusual high rate of interest. Sometimes they have to pay 30% to 50% of their crops to the money lenders. As a result, they cannot come out of the circle of poverty. For this reason, they are always ill-fed and ill clad. They cannot send their children to school; they do not get proper medical facilities during their illness. Above all, the socio-economic condition of the landless and marginal farmers is far beyond the normal standard. They have no social status.

Understanding these suffering of the ill-fated farmers of the Barind tract I had a close discussion along with my friends, associates and several elites of the locality. The result of this discussion is the creation of Centre for Action Research-Barind "CARB".

CARB is a non-government organization created with government approval from Social Welfare Department, Joint Stock Companies & Firms and Microcredit Regulatory Authority (MRA) of Bangladesh. The main goal of CARB is to support the landless and marginal farmers with technical and financial support through agricultural sector microcredit during their need in the cultivation period. CARB has been operating its program with three adjacent districts Rajshahi, Naogaon and Chapai Nawabgonj. By learning the success of agriculture sector microcredit CARB intend to expand program to all over the country. But it wants to act as a think tank of good practices so that other NGO's feel comfortable for replication of the mode of operation of CARB with a view to save the poor farmers from poverty, malnutrition, illiteracy and above all from the grasp of greedy money lenders. From its inception it is slowly advancing towards its goal. For the last 25 years CARB has been trying sincerely to extend its helping hand to enable the poor farmers to fight against poverty, malnutrition, stringency, illiteracy and hopelessness. Bangladesh is the pioneer of NGO's activities but almost none of them include agriculture sector microcredit under their loan coverage. Commonly worldwide known largest organization in Bangladesh like BRAC, Grameen and ASA perhaps do not intend to take the risk of recovery of agriculture sector loan in time.

Initially we had started agriculture sector microcredit by the help of my family members and fellow friends. By its grand success of operation more farmers became interested to take help from the organization. Consequently, we applied to PKSF for financial assistance. By getting our application PKSP had visited our program and intended to help us but unfortunately, they didn't have agriculture sector loan product at that time. Initially they have approved fund for agriculture sector loan under rural microcredit loan program. For a long track of program success and inevitable demand of farmers for enhancing agriculture production PKSF added agriculture sector loan in their loan products. Later on, National Bank Limited, South-East Bank Limited came forward to assist CARB and pave the path of our forwarding march.

As a founder and adviser of the organization I would like to express my deep gratitude for guidance, support, and help that I have received from the General and Executive Committee members of the organization and all partners especially the PKSF, Southeast Bank Limited and Bangladesh Bank. We are thankful to them all. I intend to express my sincere gratitude to staff members of all categories who render their sincere and untiring service to achieve the ultimate mission and vision of CARB to alleviate poverty and to raise the socio-economic condition of the landless and marginal farmers of Barind tract. May Allah bless us all so that we can utter the Holy Saying "To serve the creature is to serve the creator"

June 2024

Dr. M. Asaduzzaman
Chairman & Founder



Message from the Chief Executive Officer (CEO)

It is a great pleasure to convey the good news. I am happy to present the 2023-2024 annual report, reporting on activities that we have done in the meantime but that will have an impact well into the future. A great team takes to build a great organization. As I review the details of this report, it is clear the accomplishments recounted within it are the result of extraordinary collaboration by the all team members and its beneficiaries. At every layer of our organization, each individual plays a valued roll in moving the organization sustainable. A glean through the CARB Annual Report 2023-2024 would include the diversity of activities and financial statement that the organization has been engaged in.

During the past year, we have collectively embarked on a journey to advance our vision and mission through ensuring tailor made financial and technical assistance of its 25 years journey. CARB has been trying to eradicate poverty through providing financial and technical assistance to the small and marginal farmers on the barind tract in north-west region of Bangladesh. Agriculture is an important sector of the economy of Bangladesh. The contribution of Agricultural sector to the overall GDP of the country is almost 19%. Food security for the huge population of Bangladesh is directly related to the development of farmers and agricultural sector. Accordingly, an approach towards supporting small and marginal farmers through credit had been advocated by Dr. M. Asaduzzaman, who is Chairman and founder of this organization. He felt dream how to help the farmers to provide agricultural credit support.

The lack of access to finance has always been one of the major constraints for the farmer's communities, in particular small and marginal farmers. Even, microfinance didn't include the agriculture sector under its coverage purposely for a long time in Bangladesh. Higher degree of risk, subsequent failure records of the financial organizations working in the agriculture sector and the rigid microfinance operational modality hindered the inclusion of the farmers into the financial system. Therefore, the development of the farmers and the agricultural sector has always been deferred. Considering all the diversified needs and constraints of this particular sector, CARB has exclusively designed its Crop Credit program from its inception. As we are facing many constraints to run agricultural credit program even in the meanwhile, we have proved CARB is a sustainable MFI. The quality of loan portfolio is formidably high. We have ensured cumulative rate of recovery 99.28% and on-time loan recovery rate is 97.81%.

Finally, the work we do at the CARB, thanks to all of you who have trusted us over the years and lent us your financial, technical and moral support in all of the many and varied ways described in this report. We hope you will continue to trust us in the upcoming years ever. I would like to acknowledge my gratitude to Palli Karma-Sahayak Foundation (PKSF), Southeast Bank limited (SBL), Bangladesh Bank and not least to the government of Bangladesh for their continued support which has helped to smoothly run and deepen CARB's programs. It is also important to say a few words about General Committee (GC) and Executive Committee (EC) and Dr. M. Asaduzzaman Founder & Chairman of CARB for their guiding the CARB management for running its program smoothly. With your help, our dedicated and energetic team will continue to make a difference on the road to a more prosperous and responsible organization.

June 2024

Md. Abdur Raquib
Chief Executive Officer (CEO)

BACKGROUND OF THE ORGANIZATION



CARB- Centre for Action Research-Barind a non-government organization came into being in the year 1998. Now its Head Office is at Holding No-35, Terokadia, Cantonment Road, Rajshahi Cantonment Raipara, Rajshahi. For much of the past 45 years, agriculture in Bangladesh has been dominated by efforts to increase production of food grain to ensure food security. As a result of public and private investments in irrigation, dissemination of improved technology, and a favorable policy environment, food grain production reached and, in fact, exceeded targeted availability during the time, which is a major milestone for Bangladesh. This breakthrough has coincided with a period of sustained economic growth, rising incomes, and rapid urbanization that has fostered widespread changes in customers demand for food. Consumers throughout Bangladesh are buying more high value foods, including fish, meat, fruits, vegetables and processed products. These structural changes in domestic food demand provide enormous new opportunities both on and off of the farm. At the initial stage the think tank of CARB Dr. M. Asaduzzaman, founder of this organization and the then Executive Director of Barind Multipurpose Development Authority (BMDA) discussed with some likeminded philanthropic people for how to help the disadvantaged poor small and marginal farmers to raise their socio economic condition. After having a detail discussion with some benevolent social thinkers like Mr. Irsadul Haque (former secretary, Bangladesh), Sayed Rashid Ahmed join-puri (a spiritual leader), Dr. David Sutherland, Prof, John Gladwell, Prof: Ken Rushton and Mrs. Nusrat Razee some conceived ideas were reinforced to chalk out plans for the elevation of socio-economic condition of poor peasants of the Barind tract. Barind tract consists of an area of 34,654 sq. km of greater Dinajpur, Rangpur, Bogra, Pabna, Rajshahi and Chapai Nawabganj. As a result of the tectonic movement of the earth the bottom of the Tethys Sea was elevated in the Pleistocene era and this peculiar land with undulated soil-structure formed the Barind tract. In ancient times Barind tract was very fertile. It was covered by dense forest, green grassland and very fertile crop-fields. Farmers could produce maximum crops with minimum labour and the yield was beyond their expectations.

The reputation of the fertility of land invited people from neighboring areas. People from Assam, Bihar, Santal Pargana, Meghalaya etc. rushed in groups in the Barind tract. The population was increased. To meet, the necessity of this highly increased population lofty trees were being cut down indiscriminately. As a result the fertile Barind tract was transferred from a fertile crop field to a desert-like area. Rainfall came down, temperature became too high and everywhere the claws of desertification were expanding. This horrible nature of climate alarmed the government. Several foreign experts were invited to test the possibility of extraction of underground water for the purpose of irrigation. The efforts of foreign experts became futile. They opined that the extraction of underground water for the purpose of irrigation would be too expensive. In the last decade of 20th century an energetic young Agricultural Engineer of BADC, namely Dr. M. Asaduzzaman took his stand against the opinion of the foreign experts. He was of opinion that the extraction of underground water

of Barind tract is quite possible and the use of this water for the purpose of irrigation is economic. At that time a new institution namely Barind Multi-purpose Development Authority (BMDA) was formed with a group of some dedicated officers of Bangladesh Agricultural Development Corporation (BADC). Dr. M. Asaduzzaman and his associates installed the first Deep Tube-well of Barind tract at Amtoli; Godagari of Rajshahi District. In course of time Dr. M. Asaduzzaman was promoted to the post of Executive Director, BMDA. Dr. M. Asaduzzaman fully used his innovative ideas. Within a time span of twenty years Dr. A. Zaman and his associates successfully installed about ten thousand Deep tube-wells. The dry desert-like Barind tract became green-Barind. The farmers of this area now cultivate their land thrice a year. Massive afforestation programme of BMDA under the leadership of Dr. Zaman covered the whole Barind tract with lofty trees of various species, Now a network of about 1700 km. long pucca-road communicate the scattered areas of Barind tract with one another. Road-communication has become a blessing to the poor-farmers. Now a days they can transport their crop to various local markets. The pipeline distribution of pure drinking water from overhead tanks connected with Deep tube-wells has saved the poor farmers from water borne diseases.

People of Barind tract love Dr. Zaman as their kith and kin. Reasonably they call Dr. Zaman as the maker of green barind but alas! Time does not wait for anybody. Several year before his retirement Dr. Asaduzzaman was in a fix. He has passed most of his service life among the farmers and the wellbeing of the farmers of Barind was his long felt dream. What he would do for them after his retirement from government service? This question puzzled him. He discussed with his better half Nusrat Razee. Both of them had a close and sincere discussion with some benevolent social thinkers. All of them have noticed that the landless poor farmers of Barind tract face lots of hardships during their cultivation season.

To minimize their hardships and to elevate their socio-economic condition, all of social thinkers chalked out a plan to establish an NGO. As a result of this benevolent discussion Centre for Action Research-Barind "CARB" came into being in 1998 at Village Amtoli under Godagari Upazila of Rajshahi District. And then that CARB has been developed through a synthesis of ideas from professionals working in many disciplines within Bangladesh and from abroad. CARB is a non-government organization created with government approval from Social Welfare Department, Joint Stock Companies & Firms and Microcredit Regulatory Authority (MRA) of Bangladesh.

Vision statement of CARB's:

It wishes the minimization of poverty stringency among the poor, landless cultivators and marginal peasants. CARB dreams of a society which is free from hunger, poverty and the oppression of the local moneylenders. Its aim is to save the farmers from any sort of interest imposed by well to do moneylenders who encircle the poor by the curse of high rate of interest. The main features of CARB's activities are the elevation of socio economic condition of the poor farmers, minimization of environmental degradation by massive afforestation, removal of all sorts of exploitation based on age, sex, religion and ethnicity. It also wants the empowerment of female and sex-equality. To achieve its goal CARB invites co-operation from like-minded organization.

Mission statement of CARB:

CARB works with people who face a lot of hardships in running their day to day life. Among these people there are landless farmers, farmers with a very scanty amount of lands, agricultural labour's and people living under poverty line. Very often their lives are dominated by extreme poverty. During the cultivation season they are incapable of buying seeds, fertilizers irrigation water, pesticides etc. As a result they are bound to take loan from moneylenders at a very high rate of interest. After harvest they awfully realize that more than 50% of their crops have been exhausted to repay the loan and its interest. So their permanent companion is poverty and stringency. There is no way out this curse. CARB has come forward to tear this net of curse. CARB sincerely wish to elevate the socio-economic condition of the farmers. CARB is always in search of friends and organizations that are eager to expand their helping hands for the eradication of poverty and elevation of socio-economic status of the poor farmers of Barind tract.

CARB's Goal:

Agricultural reform and rural development through a process of developing, communicating, practicing and then implementing innovative ideas.

CARB's Principles:

It is unquestionably easier to write about what should be done in development than to follow, practice and implement ideas in the field. The vision of CARB is to synthesize concepts, to put them into action in the field, and to practice and encourage sustainable rural development to the greatest extent possible.

CARB's Working Method:

CARB will aim to act as a 'seed bed' and field laboratory' to use, and cultivate, good ideas and see that they are put into practice. CARB has local field staff and access to many national and international advisers to assist in the development and carrying out of action research.

Scope of CARB's Actions Research:

CARB has many long-term objectives and is keen and equipped to work with organizations in Agro-environmental schemes, agronomy, water management, energy use, social development, gender issues, health and education.

Objectives:

The key objectives of CARB are to assist farmers in developing ideas in commercial Irrigated agriculture:

- ❖ Water management
- ❖ Crop diversification
- ❖ Crop insurance
- ❖ Agricultural product marketing
- ❖ Adoption of appropriate technology in agricultural reform and rural development
- ❖ Conservation of natural resources
- ❖ Income generation
- ❖ Welfare of the poor and handicapped
- ❖ Sanitation and water supply.
- ❖ Greater employment of women.

OVERVIEW OF THE ORGANIZATION



CARB- Centre for Action Research-Barind is a not-for-profit organization which came into being on August 6, 1998 with a view to work for the small and marginal farmers for raising their socio economic conditions through agricultural credit support. It is a specialized micro-finance institution that provide high quality flexible financial service to small and marginal farmers. To meet their needs it has launched Jagoron, Agrosor, Sufolon, Agriculture and Housing all these five loan products, general and special savings, member welfare and crop insurance scheme. The organization has also a disaster mitigation program for the affected people in the microfinance. It has been achieving milestones of success and eventually attained financial sustainability.

Beneficiaries:

There are three categories of customers who are selected based on some specific criteria:

1. Small and Marginal Farmers

- Small and marginal productive farmers aged between 18 to 60 years of age.
- Are involved in agricultural activities.
- Have other sources of income.
- Have highest 1 acre own land, in some cases of leasing land.
- Lack credit to buy agricultural inputs for enhancing production.
- Were involved in Agricultural production or Poultry Livestock & Fish Culture activities.

2. Moderate Poor

- Should be aged between 18 to 60 years of age.
- Hard day laborers, who rent manual labor.
- Who have less than 1 bigha of land.
- Should not belong to any other NGO.
- Small businessmen and traders who run their own business on a daily basis to earn their daily livelihood.

3. Small Entrepreneur

- Mostly agro based entrepreneur and some cases of nonfarm entrepreneur.
- The business must be legal and accepted in the community.
- Must have legal registration.
- The business should have growth potential.
- The location of the business must in a market place with good communication.
- If there is (are) any problem (s) with the business, evaluate it (then, and then give loan accordingly).

LEGAL STATUS

CARB is registered with:

- The department Social Welfare, The people republic of Bangladesh. Regi. No. Rajsa-520/98, dated 19 November, 1998.
- Licensed from Micro-Credit Regulatory Authority (MRA). Licensed No. 02047-00565-00170, dated 16 March, 2008.
- The registered under the societies Registration Act, XXI of 1860. Regi. No. S-10704, dated 21 December, 2009.
- Tax Identification No. 827451501092.

Linkage

CARB has established linkages with

- Credit and development forum (CDF)
- The federation of NGOs in Bangladesh (FNB).

Future Direction

CARB was originally conceived as demonstration model, with the intention of achieving sustainability providing range of high quality financial and technical services to small and marginal farmers. It has initiated an expansion program and it plans to raise the beneficiaries from present position 16376 to 20290 in 2025.

Strengthening Micro-Enterprise program

CARB is financing Micro-Enterprise client since its inception. Organization believes that Micro-Enterprise is an area where more investment should be forthcoming as this has good potential for employment and income generation. The organization wills priorities creating employment opportunities through processing sector enterprises.

Going Extensive Automation

Organization is contemplating full automation of its program in branches and head office level. In the meantime organization has been completed full automation of its all branches and head office.

OUR VALUES

Listening to Customers

- Respect the customers as valued clients.
- The program pivots on customers' choice.
- Change rules and regulations based on customers' liking and disliking.

Customers Empowerment

- Access to flexible and quality financial services for the small and marginal farmers.
- Enhanced money management capacity through savings and loan activities.
- Stress on the financial assets increase of customers.

Right to Access Information

- Customers have reserved every right to comply their saving and loan passbook with branch level transections.
- Customers have right to know what the organization is doing with their savings.

Financial Services is a Right of the Customers

- Customers need a safe place to keep savings.
- Customers have every right to withdraw savings whenever necessary.
- Customers have a right for credit for their development and raising income.

Features of Quality Services

- Service that is provided timely.
- Service that prompt and quick.
- Service the meets the customers' needs.
- Service that the customers can afford.

Financial Prudence

- Cost recovery principle is followed for service delivery to the customers.
- Capacity to mobilize funds from commercial sources or market.
- Capacity for financial management, audit and financial control.

Good Governance

- Strategic vision/mission: A long-term perspective about what is needed by the customers, and CARB.
- Responsiveness: Serving the interests of all stakeholders.
- Transparency: A free flow of information between the organization and concerned stakeholders.
- Accountability: Decision-makers should be answerable to the stakeholders and the organization.
- Compliance: Strictly follows the Microcredit Regulatory Authority (MRA) rules and regulations.

Social and Development Commitment

- Work with a social mission to contribute enhancement of agricultural production and poverty reduction.
- Pursue commercial objective to provide sustainable microfinance service.

Organizational Motto

- Establishment of a poverty free society with sustainable environment.

CORPORATE GOVERNANCE



CARB strictly follows the code of corporate governance by following its constitution of memorandum. Three constitutional bodies make up this organization, namely the General Committee, the Executive Committee and the Advisory Committee.

Members of the General Committee:

The general committee considers all proposals forwarded to it by the Executive Committee whenever that committee has failed to resolve a situation. The General Committee collaborates with the advisory committee in resolving problems. The general committee reviews the progress of CARB project activities, on an annual basis. Extraordinary General Committee meetings may also be held if required. Anyone over eighteen is eligible to apply for membership to the General Committee. Membership is in three categories (General, Donor member, or Life). The decision on membership shall be the full responsibility of the Executive Committee. As per Microcredit Regulatory Authority (MRA) rules the body can have a minimum 15 to maximum 31 members. By following the MRA rules currently it has consisted of 31 members including 7 members of Executive Committee.

The Members of the General Committee (As on June 2024):

Sl. No	Name	Address
01	Suraia	House#237, Kazihata,GPO-6000, Rajpara, Rajshahi.
02	Md. Ohidul Alam	House # 23/3, Upashahar, Rajshahi.
03	Prof. Md. Hayatuzzaman	Kellabaroipara, Godagari, Rajshahi.
04	Md. Mizanur Rahman	House # 276/2, Upashahar, Supara, Rajshahi.
05	Most. Nasimatul Ala	413.Kadirgonj,Dorikhorbona, Boalia, Rajshahi.
06	Soumitra Kumar Biswas	8/A, Ranibazar, Ghoramar, Boalia, Rajshahi.
07	Sayd Murtoza Ali	223, Kadirgonj, Dorikhorbona, Boalia, Rajshahi.
08	Md. Habibur Rahman	House # 563/1, Upashahar, Rajshahi.
09	Most. Fozilunnesa	Bosua,Utorpara, Miapur-6201,Poba, Rajshahi.
10	Md.Rezul Karim	Paramanandupur, Godagari, Rajshahi.
11	Proff. Dr. Md. Abdul Motin	Nosidanpur, Narayanpur, Godagari, Rajshahi
12	Md. Abid Hasan	House # 117, Seroil, Ghoromara, Rajshahi.
13	Advocate Jannatul Ferdous	53/A, Profesora Para, Shalbagan, Sopura, Chandrima, Rajshahi.
14	Md. Nazmul Hossain	Ramnagar, Godagari, Rajshahi.
15	Md. Abdur Rahman	Shrimantopur, Godagari, Rajshahi.
16	Md. Tariqul Islam	Sarmongla, Godagari, Rajshahi.
17	Md. Abdul Hannan	Kellabaroipara, Godagari, Rajshahi.

18	Md. Monayam Ali	Kellabaroipara, Godagari, Rajshahi.
19	Proff. Afia Sultana	Kellabaroipara, Godagari, Rajshahi.

Sl. No	Name	Address
20	Dr. M. Asaduzzaman	Kellabaroipara, Godagari, Rajshahi
21	Md. Ataur Rahman	Kellabaroipara, Godagari, Rajshahi.
22	Md. Monowar Hossain	Chowbari, Kamarkhondo, Sirjgonj.
23	Md. Abdur Rahman	Kellabaroipara, Godagari, Rajshahi.
24	Most.Fahmida Karim	Holding#560, Dorikhorbana, GPO-6000, Boalia, Rajshahi.
25	Nusrat Razee	Kellabaroipara, Godagari, Rajshahi.
26	Sahed Tariq Md. Monirul Islam	53/A, Profesor Para, Shalbagan, Sopura, Chandrima, Rajshahi.
27	Shabina Yeasmin	Bujruk-rajarampur, Godagari, Rajshahi.
28	Nawrin Nujhat	Kellabaroipara, Godagari, Rajshahi.
29	Mst. Masuda Khatun	354, Bohorompur, Rajpara, Rajshahi.
30	Md. Mozammel Hoque	Kadirgonj, Darikharbana, Bowaliya, Rajshahi.
31	Md. Ali Azam	Ramnagor, Godagari, Rajshahi.

The Members of the Executive Committee:

Executive Committee comprises of seven members, elected by the General Committee for three-year terms. This committee is responsible for the preparation of work plans; budgets, project implementation and maintaining proper accounting all financial transactions. The committee prepares the Annual Final Report, and proposes new projects and other activities to the General Committee. The Committee is responsible for executing the functions of the organization. It provides the directions and determines the action its inherent goal. All Executive Members elected by the General Committee Members for 3 years and Chief Executive Officer (CEO) is appointed by the Executive Committee in consultation with General Committee. As of June 2024, there are 7 members in the executive committee apart with Chief Executive officer, who is member secretary of executive committee, all others members are non-executive.

The Members of the Executive Committee (As of June 2024):

Sl. No	Name	Designation	Address
01	Dr. M Asaduzzaman	Chairman	Kellabaroipara, Godagari, Rajshahi.
02	Md. Ataur Rahman	Vice-Chairman	Kellabaroipara, Godagari, Rajshahi.
03	Proff. Md. Hayatuzzaman	General Secretary	Kellabaroipara, Godagari, Rajshahi.
04	Most. Masuda Khatun	Joint Secretary	354, Bohorompur, Rajpara, Rajshahi..
05	Md. Abdur Rahman	Treasurer	Kellabaroipara, Godagari, Rajshahi.
06	Suraya	Executive Member	House#237, Kazihata, GPO-6000, Rajpara, Rajshahi.
07	Advocate Jannatul Ferdous	Executive Member	53/A, Profesor Para, Shalbagan, Sopura, Chandrima, Rajshahi.
08	Md. Abdur Raquib	CEO & Member Secretary	Village: Jogonnathpur, Post: Monakasha, Upazila: Shibgong, Dist: Chapai Nawabgong

Profile of the Executive Committee

Fourteen meetings of the Executive Committee and one meeting of the general body were held in 2023-2024 where members passed special regulations to properly implement the programs and rules and regulation of CARB.



Dr. M. Asaduzzaman
Chairman



Md. Ataur Rahman
Vice-Chairman



Md. Hayatuzzaman
General Secretary



Most. Masuda Khatun
Joint Secretary



Md. Abdur Rahman
Treasurer



Suraya
Executive Member



Advocate Jannatul Ferdous
Executive Member



Md. Abdur Raquib
CEO & Member Secretary

CARB Management

CARB management is comprised of three broad divisions which are Administration, Microfinance and Finance & Account:

Administration:

This division deals with day-to-day General Administration, alongside responsible for others Development Program, training, Information and Communication Technology (ICT), Logistic support, communication, maintenance, and legal support program. Mrs. Nahid Parvin, Director (Admin) is head of this division, who is reportable to Chief Executive Officer (CEO).

Microfinance:

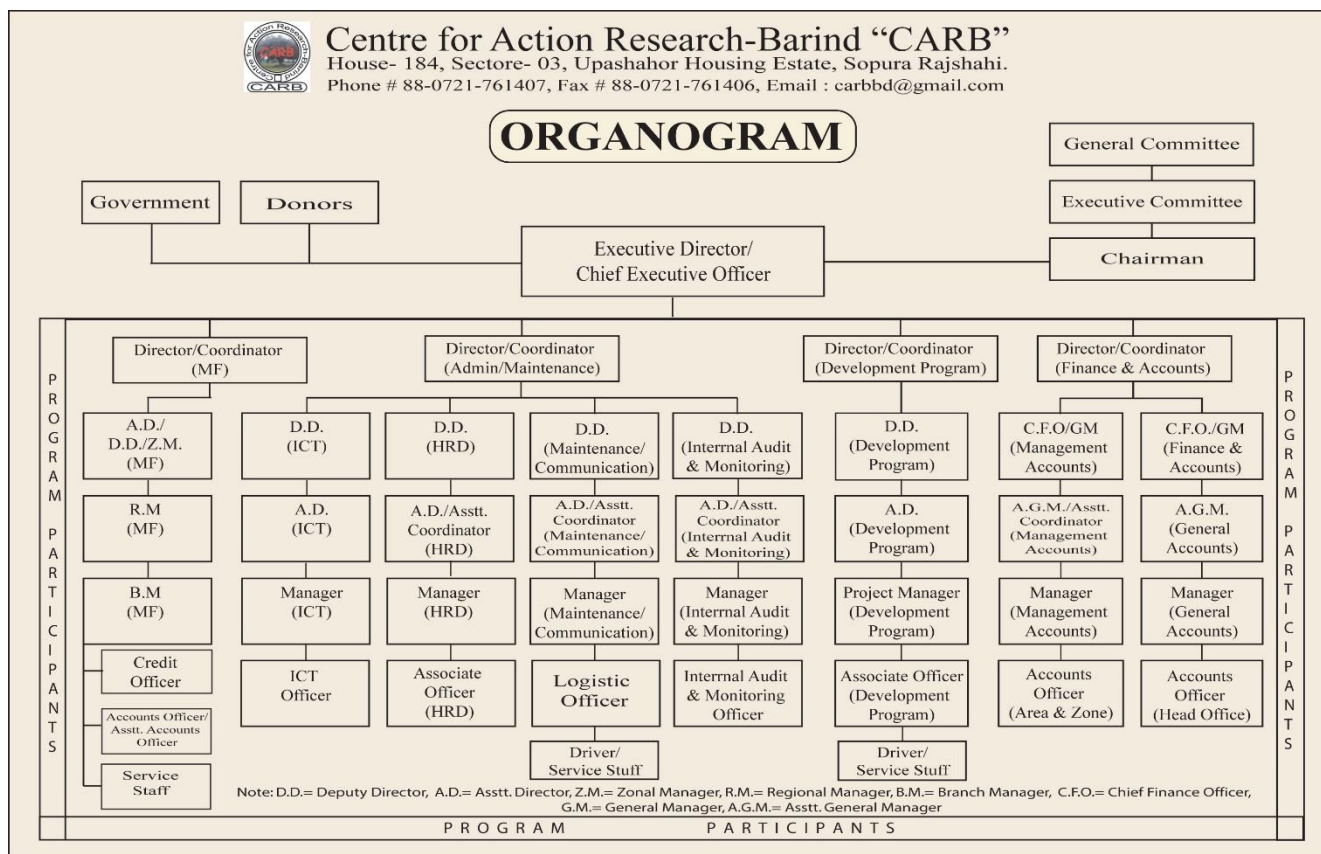
This division fully concentrates on Microcredit program operation in the field. Mr. Shohel Ahamed Coordinator & Head of Microfinance is responsible for this division. He is reportable to Chief Executive Officer (CEO).

Finance & Accounts:

This division deals with day-to-day accounts keeping, prepare monthly, quarterly & yearly financial report, prepare annual financial budget and to face Internal & External Audit. Mr. Md. Abdul Malik, Asst Coordinator (Finance & Accounts) is head of this division, who is reportable to Chief Executive Officer (CEO).

As of June-2024 CARB Management team is supported with 127 regular staffs. CARB is highly focused on recruiting individuals with skill and strong academic background. All new recruits are given enough time to gather knowledge from senior colleague and provide training by the support of PKSf and also own arrangement.

ORGANOGRAM



Working area of CARB:

CARB has been working in the following geographical areas. CARB has different projects that are running separately or together in these project locations.

Name of District	Name of Upazilla	No. of Branch	No. of Unions	No. of Villages
Rajshahi	Godagari	05	08	90
	Tanore	04	10	92
	Bagmara	01	04	23
	Paba	03	08	50
	Durgapur	01	07	34
	Mohonpur	01	03	30
Chapai-Nawabgonj	Chapai Nawabganj	01	07	45
	Nachole	01	06	36
	Gomastapur	01	04	24
Naogaon	Mohadebpur	02	10	40
	Manda	01	04	18
	Neamotpur	05	11	90
	Porsha	02	07	57
	Patnitola	01	08	13
	Badalgachi	01	06	13
Total	15	30	103	655

ON GOING PROGRAMS OF CARB

CARB has been implementing the following programs:

- Jagoron Loan Program
- Agrosor Loan Program
- Agriculture Sector Loan Program
- Sufolon Loan Program
- Housing Loan Program
- Groundwater Monitoring, Resource Assessment & Management Unit
- CARB village Sub-Project
- Pure Drinking Water Supply Program
- Agriculture unit and Fisheries & Livestock unit Program.
- Learning and Innovation Fund to Test New Ideas (LIFT) Cuchia Program.

TIMELINE

Year	CHRONICLE OF MAJOR EVENTS
Foundation Phase (1998-1999)	• CARB Started Groundwater quality and level monitoring program.
	• CARB Initiated Soil Testing for application of proper doses of fertilizer
	• CARB Started Command Area Development
	• CARB lunched Supply of quality seeds
	• CARB started Afforestation on Ayl (Bund) of irrigated land
	• Education Program launched
Reformative Phase (2000-2001)	<ul style="list-style-type: none"> • Pilot Agricultural Loan Program • CARB piloted Farm Labour to Farmer Program: (FLFP)
Financial Products specialization Phase (2001- till date)	<ul style="list-style-type: none"> • CARB started Jagoron Loan Program • CARB started Agrosor Loan Program • CARB started Agriculture Loan Program • CARB started Mechanization Loan Program
Others (2002-2009)	<ul style="list-style-type: none"> • CARB starts Village Farm Forestry Project (VFFP) • CARB setup Deep tube-well for Supply of Pure Drinking Water • CARB jointly starts with PKSF Micro Finance for Marginal & Small Farmers Project
2011- till date	Commence Housing Loan for the landless poor people by the financial assistance of Bangladesh Bank.
2014- till date	CARB commence Sufolon Loan program by the financial assistance of PKSF.
2017-2022	Agriculture unit and Fisheries & Livestock unit program launched by the financial assistance of PKSF.
2018-2021	Learning and Innovation Fund to Test New Ideas (LIFT) Cuchia Program launched by the financial assistance of PKSF..

Microfinance Scenario with Special Reference to Agricultural Credit in Bangladesh



Poverty alleviation is one of the most important objectives of developing countries. A promising strategy to reach these objectives seems to be access to credit for the poor, so that new opportunities can be created to improve incomes. Microfinance programs, which are specifically targeted on the poor, constitute a major tool improving the standard of living without creating dependency and encourage them to take part in the economic process. The concept of microfinance is not new in Bangladesh. Its origin lies in the numerous traditional and informal systems of credit that have existed in developing economies since centuries. Many of the current microfinance practices derive from community-based mutual credit transactions that were based on trust, Peer-based non-collateral borrowing and repayment.

Non-government organizations (NGO) and international donor organizations see microfinance as a mean for providing more efficient aid to poor families in rural areas. In Bangladesh the sources of loan fund are from mainly financial institutions, Bangladesh Bank, Commercial Bank, Palli Karma-Sahayak Foundation (PKSF), Beneficiaries savings, revolving capital fund and Donors to specialized intermediaries can be transform into small credits extended to the poor, allowing them to develop activities. Credit is no regarded as an input but rather as an engine for growth. Basically microfinance is the provision of a broad range of financial services such as deposits (Savings), loans, payment services, money transfers and insurance to poor and low-income households and their enterprises. Microfinance goes beyond the access to and the distribution of money. It enters into the deeper issue of how money is used, invested and how savings are done. Microfinance is even more than the supply of financial services. It is a way to give people access to new opportunities. Together with the ability to increase their income, they receive information and training and learn how to manage their money. Microfinance therefore also encloses issues as: organizational and operational aspects, leadership development, trust building, small enterprise management, education and information transfer. Empowering the people improves their self-confidence and will make them feel more confident to enter into the economic, social and political life of the society. These non-financial service define the specific character of microfinance and make microfinance programs so valuable.

The Bangladesh micro-finance sector is regarded as the largest and most efficient in the world. The cost per borrower in Bangladesh is also much lower than in other Asian countries. Considering the 160 million population and the 24.3% living below the poverty line, there is still abundant scope for growth. Bangladeshi Microfinance Institutions (MFIs) have advanced from being development partner-supported entities towards self-sufficient institutions supported by commercial financing. A majority of the loan portfolio of the MFIs is targeted towards agriculture. The present government is also very pro-poor and the Central Bank has directed all banks to provide credit directly to agri-business or

through MFI-linkage at competitive rates. The directive was followed by a few large syndications in the market for the MFIs. However, the primary sources of financing for smaller MFIs still remain members' deposits and Palli-Karma Sahayak Foundation (PKSF) funds.

Now that Bangladesh has established the Microcredit Regulatory (MRA) Act 2006 and a Microcredit Regulatory Authority (MRA) Act 2010, we expect uniform reporting requirements and performance assessment procedure, proper policy guidelines, a central database of micro-borrowers, and active support for MFIs to become more vibrant for the greater interest of social and economic emancipation. The micro-finance industry is now at a crossroads, and to take it to the next trajectory we have to increase our standards of reporting as well as processing, ensure wider coverage with timely recovery, integrate micro-finance into the mainstream financial system and, in the process, set global standards for others to follow.

CARB Micro finance Programme

CARB has been focused agricultural credit disbursement to the small and marginal farmers for enhancing agricultural production than its other microfinance products from its inception. To bring the small & marginal farmers and rural poor women into mainstream development, CARB focuses on institution building as a strategy. Organization believes that a common platform that is created and owned by the beneficiaries is a prerequisite through which the members can make themselves count in the development process. The group is an association of the small & marginal farmers and poor women, who come together with the help of CARB to try and improve their socio economic position. CARB's approach to economic and social development of the poor, especially small & marginal farmers, involves three interrelated strategies: service delivery, institution building and wider social mobilization.

With regard to institution building, the groups are the primary organizations that CARB seeks to help establish and strengthen. Each group is constituted of several small groups that vet applications and provide group guarantee for CARB loans. The group members will meet regularly (weekly, biweekly and monthly). During those meetings the proposed loan used of new borrowers will be screened and it will be decided in group whether the proposal are acceptable. Once the loan has been given to borrower, the group will follow up the profit of the investment made, repayment are collected individually, but per group. If one borrower can't pay, the group has to take care of the repayment by dividing the debt among the group members. New loans depend on good repayment rates for the entire group, so that there is an incentive to timely reimburse installments of all group members. This leads to social pressure between group members and functions as social collateral. In many cases prospective members are asked to form groups by themselves. By making their own selection of trustworthy individuals, the chances of having contribute for other group members diminishes and repayment rates increase.

CARB offers various types of credits and savings to its members in the rural as well as urban areas. About 16367 members are enjoying CARB's flexible financial services for 25 years. CARB's tailor made credit support to the specific target group help them to increase their production and buildup confidence for sustainable development. Lack of access to the formal banking system, CARB provides micro-finance support services to the small & marginal farmers for increasing agricultural production. Through this process CARB's microfinance programme works to create a self-sustaining and reliable financial service program for the poor. CARB microfinance program has some key features which assist its program beneficiaries in their efforts to come out of poverty. The features include the provision of the savings, loan, death benefits, management information system, and administrative efficiency. Let us briefly see the first six features below.

1. Savings

The Integration of a saving component in microfinance program has different functions:

- By linking a savings product to microfinance program, people learn the principles of savings and money management, and acquire the habit of savings. Savings are a safe guard for households recovering from poverty to face unexpected events and dramas.
- Savings are a relatively cheap source of funds for microfinance program, as the interest rates to attract savings are usually less than those that have to be paid to borrow funds commercially. With these extra funds, new borrower can be attracted, who in their turn generate capital by depositing savings. The accumulation of capital for loans is of major importance for the sustainability of a program. There is danger that introducing a credit model without a saving mechanism may induce undesirable dependency on external funds.
- Since there is a higher motivation of the borrowers to pay back loans that are partly financed by the savings of the people of community, a bigger involvement and as a consequence, a higher repayment rate can be expected.
- Savings contribute to the accumulation of capital in community.
- All beneficiaries have the opportunity to save with CARB, which will give them 6% benefit at the end of the year. This savings fund will act as a security fund for the beneficiaries during the time of their needs. CARB has given special emphasis on the member savings as it will raise their self-esteem and empower them. At the same time, there is a better opportunity for getting a larger amount of loan if the member has much more amount of savings.
- CARB has two types of savings for its beneficiaries that are regular savings and voluntary savings. The amount of savings deposit varies from 50.00 to 300.00 tk. in different loan product. Usually members deposit their savings in the meeting day.

2. Loan:

The general objective of CARB microfinance programs is to tackle poverty but every programs has its specific objective(s). CARB is implementing 6 (Six) types of microfinance programs which are 2.1. Jagoron, 2.2. Agrosor, 2.3. Agriculture, 2.4. Sufolon, 2.5. Housing & 2.6. Farm and Irrigation Equipment Loan to cater to the needs of poor people with different occupations. Credit services offered in these six loan products differ in terms of employment opportunities, and certain conditions apply during loan applications.

2.1. Jagoron:

Jagoron loan program is a tool for the alleviation of poverty and empowering the poor. Lack of access of the formal banking deprives them of the facilities to borrow, save, and invest in productive activities. Making credit available to the rural poor enables them to become involved in income generating activities, which in return, allows them to be economically self-reliant. Through this process CARB Jagoron program works to create a self-sustaining and reliable financial service program for the poor, especially women. CARB provides to its group members to initiate different income generation activities. While loans for individual do not require collateral, members must have some savings with CARB before they are eligible for loans. Credit operations are carried out through a revolving loan Fund (RLF). This RLF consists of loan from commercial bank, member's savings, Palli Karma-Sahayak Foundation (PKSF) loan and other loans. Loans realized are credited to and form part of the RLF for extending further credit. Loan loss reserve is kept to cover the risk of bad debts and death risk. Regular borrowing and payments allow the borrower to take higher loans. It has Vision in the society where:

- The poor and the disadvantaged will be able to achieve sustainable improvement in their livelihoods,
- Attain a high degree of self-reliance and manage their own affairs with dignity and freedom.

❖ **Target Group Selection:**

Field officer select the target group from the survey forms CARB has a set criteria as to who can be considered as a member for this program. The criteria for the proper target selection are:

- Should be aged between 18 - 60 years
- Hard day laborers, who rent manual labor (non-farm)
- Farmer laborers who have less than 100 decimal of land.
- Should not belong to any other NGO.
- Small businessmen and traders who run their own business on a daily basis to earn their daily livelihood.

❖ **Member Selection:**

Member are selected according to the member selection criteria set by CARB. The MF staff must follow this guideline as the sustainability of the Program lies with the members and their repayment pattern. The member selection criteria set forth by CARB are:

- Should be aged between 18 - 60 years
- Only one member per household
- Must be a resident of the village/area for at least for 5 years
- Information about the prospect member's past (behavior, law, Character, etc.)
- Prospects with land area of 0 - 50 decimal are preferred.
- Prospects must not belong to any other NGO(s).
- Prospective members should be living within the 500 meter boundary of the groups.
- Windows are encouraged to join a group.

❖ **Key Features of Jagoron Loan Program :**

Loan range	: 5,000/- to 99,000/- Tk.
Service Charge	: 12.80% (Flat rate)
Mode of Payment	: Weekly
Repayment period	: 1 (One) Year (equal 45 instalments and no of 46 installment per thousand 5 tk. only as service charge).
Loan products	: Mostly crop and non-crop agriculture, small trading, transport and other family-based small business.
Savings	: Weekly 50/- tk Monthly 200/- tk.
Death benefits	: This provision states that when an existing member or key earning person in his/her family member passes away, then the organization will pay the deceased members family a some of amount which is equal to his/her present loan outstanding.

Cumulative loan has been disbursed as of June 2024, number of loans 31196 and taka 108,30,15,000/-, against of this disbursement cumulative realization is number of loans 25239 and taka 94,76,87,271/-. Loan outstanding as of June 2024, number of borrowers 5957 and taka 13,53,27,729/-.

2.2 Agrosor

Agrosor loan program was initiated to provide loans to small enterprises with growth potential. The program aims to generate income and create new employment through enterprise development in the rural and urban area. The working area of Agrosor program is usually 8 km. from branch office. With a 8 km. radius Field Officer has ground to cover in search for potential

clients. Entrepreneur selection is very significant for this program to operate smoothly. The field officer has to conduct a survey in community to find out facts needed to run the program. At the same time, the Field Officer should make a list of all prospective clients and maintain a register. In this register, the names of potential clients, their address, name of the business, investment, and a probable amount of Agrosor loan needed are noted. The program extends loans on individual basis. In other words, the loan is given to business rather than an individuals the loan is for the individual for use in their specific business, like Stationary, Grocery, Metal works, Furniture etc.

❖ **Objectives of the program**

CARB has been started this program with the following aims and objectives:

- Provide credit facilities and technical assistance to existing business whose access to formal financial institutions is limited.
- Provide loan through a simple loaning process that encourage rural people to come forward and take loan without delay.
- Provide opportunity to the small and medium enterprise that fall within the working area of the CARB others microfinance loan products.
- Motivate small and medium entrepreneurs in the rural and urban areas to do better, thus creating jobs opportunities.
- Provide valuable information about production and marketing of products.
- Motivate small and medium enterprises to produce better products that are of good quality.
- Provide financial assistance to those individuals who do not fall in the Microfinance target group or do not have the access to the formal financial institutions.

❖ **Enterprise selection criteria**

It is very essential that the Field Officer selects the proper borrower as the loan amount is much higher and timely repayment is essential.

- The business must be legal and accepted in the community.
- The business must be legally registered.
- The business should have growth potential.
- The location of the business must be in a market place with good communication.
- If there is (are) any problem(s) with the business, evaluate it (them), and then give loan accordingly.

❖ **Entrepreneur / Borrower selection criteria**

- The entrepreneur has to be organized.
- The entrepreneur has to be efficient and capable.
- The entrepreneur has to be ambitious.
- The entrepreneur must be aged between 25 to 60 years.
- The entrepreneur has to be experienced and knowledgeable of the business.

❖ **Guarantor selection criteria**

The guarantor is extremely important in order for the Agrosor loan program to operate smoothly and the guarantee of the loan repayment. The following criteria must be verified before any loan is approved.

- The guarantor must be a socially accepted person.
- The guarantor must have a clear concept about Agrosor loan program.
- The guarantor must have the ability to pay the loan (or installments) if the borrower defaults.
- The guarantor must be aged between 25 to 60 years.
- The guarantor cannot be from the same household as the applicant.
- The guarantor must be permanent resident of the community.

- If the business operates in a rented or leased property, then the owner of the property can be guarantor.

❖ **Key Features of Agrosor Loan Program**

Loan range	:	50,000/- to 10,00,000/- Tk.
Service Charge	:	13% (Flat rate)
Mode of Payment	:	Monthly/Weekly
Repayment period	:	1 - 2 Years (equal 12 - 24 instalments).
Loan products	:	Legal small and medium enterprises.
Savings	:	Monthly 250/- tk.
Death benefits	:	This provision states that when an existing member or key earning person in his/her family member passes away, then the organization will pay the deceased members family a some of amount which is equal to his/her present loan outstanding.

Cumulative loan has been disbursed as of June 2024, number of loans 8457 and taka 87,67,02000/-, against of this disbursement cumulative realization is number of loans 5490 and taka 73,64,27,976/-. Loan outstanding as of June 2024, number of borrowers 2967 and taka 14,02,74,023/-.

2.3 **Agricultural Sector Loan Program**

Bangladesh is an agricultural country and more than 85 percent population of the country lives on it. The organization has taken different types of programs for developing the agricultural sector as well as the small and marginal farmers from the very beginning. CARB has launched this programme, along with PKSF, National Bank Limited and Southeast Bank Limited, to introduce further development in this sector in 2002. Duration of this loan is highest six months and loan size is tk. 5,000/- - 60,000/-. In the cultivation time CARB sanction this loan to cultivators for buying seeds, fertilizers, insecticide etc. and meet the irrigation costs from this loan. They repay only service charge in weekly basis with a very low rate of interest and principal amount after crop harvesting.

❖ **Objectives of the program**

CARB has been started this program with the following aims and objectives:

- To generate income and create employment opportunities, thus the increasing farm level income.
- To develop existing agro based enterprises by providing technical assistance and financial support.
- To increase agricultural production.
- To enhance agricultural practices.
- Living standard improvement and capacity development of the farmer families, and
- To support agricultural activities in order to reduce scarcity of food in Bangladesh through increased production, cost effectiveness and overall efficiency in agriculture sector.

❖ **Target group selection**

A set guideline would be followed when the target group for agriculture loan product are identified, those include.

- Small and marginal productive farmers aged between 18 to 60 years.
- Are involved in agricultural activities.
- Have others sources of income.
- Own land maximum 33 decimal, in some cases leasing land or crop sharing land up to 2 acre.
- Lack credit to buy inputs or enhancing production.
- Were involved in agricultural activities.

❖ **Member selection**

- The target members should have maximum 33 decimal own land, in some cases leasing land or crop sharing land up to 2 acre.
- The member's age should be between 18 to 60 years and a permanent residence of the CARB working area for at least 5 years.
- The main earning member of the family can be member of this program. Basically who are involved with agricultural production.
- Only one person per household is allowed to be a member.
- Should not belong to any other MFI.

❖ **Key Features of Agriculture Loan Program**

Loan range	: 5,000/- to 60,000/- Tk.
Service Charge	: 24% (Reducing balance method)
Mode of Payment	: Only service charge in weekly basis and principal amount after crop harvesting.
Repayment period	: Maximum 26 weeks.
Loan products	: Mostly Rice, Maize, Tomato, Vegetables, Potato, etc.
Savings	: Weekly 50/- tk.
Death benefits	: This provision states that when an existing member or key earning person in his/her family member passes away, then the organization will pay the deceased members family a some of amount which is equal to his/her present loan outstanding.

Cumulative loan has been disbursed as of June 2024, number of loans 95054 and taka 145,078,4,000/-, against of this disbursement cumulative realization is number of loans 92954 and taka 135,73,82,737/-. Loan outstanding as of June 2024, number of borrowers 2100 and taka 9,34,01,263/-.

2.4 Sufolon

Bangladesh's rural economy, and specifically agriculture, have been powerful drivers of poverty reduction in Bangladesh since 2000. Indeed, agriculture accounted for 90 percent of the reduction in poverty in Bangladesh. More than 70 percent of Bangladesh's population and 77 percent of its workforce lives in rural areas. Nearly half of all of Bangladesh's workers and two-thirds in rural areas are directly employed by agriculture, and about 87 percent of rural households rely on agriculture for at least part of their income. Bangladesh's growing middle-class Agriculture farmers who are involved with commercial agricultural productions. A growing middle-class has spurred demand in food consumption, food marketing promotions and activities. Bangladesh produces a variety of agricultural products such as rice, wheat, corn, legumes, fruits, vegetables, chicken meat, fish etc. Rice is considered the main staple in the Bangladeshi diet. Bangladeshi agricultural products, such as vegetables, spices and fruits, could potentially supply these local businesses as they expand operations. The lack of access to finance has always been one of the major constraints for the farmers, in particular the middle class agro based entrepreneurs. Even, microfinance didn't include the agricultural sector under its coverage purposely for a long time in Bangladesh. Higher degree of risk, subsequent failure records of the financial organizations working in the agriculture sector and the rigid microfinance operational modality hindered the inclusion of the farmers into the financial system. Therefore, the development of the farmers and the agricultural sector has always been deferred. Considering all the diversified needs and constraints of this particular sector, Organization has exclusively designed its Sufolon loan program by the financial assistance of Palli Karma-Sahayak Foundation (PKSF). Many borrowers are moving ahead in Agricultural businesses by producing high value crops production very faster than others for many favorable reasons, such as vast and proximity

to the market, presence of experienced farmers for a long time etc. CARB provides larger loans, called Sufolon loan program for these fast moving farmers.

❖ Objectives of the program

CARB has been started this program with the following aims and objectives:

- To generate income and create employment opportunities, thus the increasing farm level income.
- To develop existing agro based enterprises by providing technical assistance and financial support.
- To increase agricultural production.
- To enhance agricultural practices.
- Living standard improvement and capacity development of the farmer families, and
- To support agricultural activities in order to reduce scarcity of food in Bangladesh through increased production, cost effectiveness and overall efficiency in agriculture sector.

❖ Member selection

- The target members should have maximum 5 acre own land, in some cases leasing land or crop sharing land up to 10 acre.
- The member's age should be between 18 to 60 years and a permanent residence of the CARB working area for at least 5 years.
- Commercial agriculture farmers, who are basically involved with commercial agriculture production and marketing.
- This is an individual loan only one person per household is allowed to be a member.
- Should not belong to any other MFI.

❖ Key Features of Sufolon Loan Program:

Loan range	:	30,000/- to 60,000/- Tk.
Service Charge	:	24% (Reducing balance method)
Mode of Payment	:	Only service charge in monthly basis and principal amount after crop harvesting.
Repayment period	:	Maximum 6 to 9 months.
Loan products	:	Mostly Rice, Maize, Tomato, Vegetables, Potato, Beef fattening, Goat rearing, Poultry rearing, Fish culture, Cow rearing, Agro-machinery, etc.
Savings	:	Monthly 250/- tk. .
Death benefits	:	This provision states that when an existing member or key earning person in his/her family member passes away, then the organization will pay the deceased members family a some of amount which is equal to his/her present loan outstanding.

Cumulative loan has been disbursed as of June 2024, number of loans 25771 and taka 267,55,31,000/-, against of this disbursement cumulative realization is number of loans 24147 and taka 261,21,58,621/-. Loan outstanding as of June 2024, number of borrowers 1624 and taka 6,33,72,379/-.

2.5 Housing

The housing situation in Bangladesh has never been satisfactory. The majority of dwelling units are temporary, sub-standard, unsafe and overcrowded. The ancillary physical, social and economic facilities and services essential for the development of healthy and harmonious community life are highly inadequate both in the urban and rural areas. Many of our beneficiaries does not have sufficient housing for safe living and protect their agricultural products and cattle. Considering their basic needs CARB introduced housing loan by financial assistance of Bangladesh Bank from 2012. It became a very attractive program for the borrowers.

❖ Objectives of the program

CARB has been started this program with the following aims and objectives:

- To help the safe houseless finally to build a safe house.
- To improve the living standard of houseless family.
- To protect safe living and protect their agricultural products.
- To develop a healthy and harmonious community.

❖ **Member selection**

- The target members should have safe house.
- Own land at least 5 decimal.
- Member should be involved with CARB others loan programs.
- Member should have ability to repay this loan by his/her other source of income.
- Should not belong to any other MFI.

❖ **Key Features of Housing Loan Program:**

- Loan range : 1,30,000/- Tk.
- Service Charge : 5.50% (Reducing balance method)
- Mode of Payment : Monthly.
- Repayment period : Monthly equal 36 installments.
- Savings : Monthly 250/- tk.
- Death benefits : This provision states that when an existing member or key earning person in his/her family member passes away, then the organization will pay the deceased members family a some of amount which is equal to his/her present loan outstanding.

Cumulative loan has been disbursed as of June 2024, number of loans 317 and taka 2,23,25,000 /- , against of this disbursement cumulative realization is number of loans 260 and taka 1,90,32,701- . Loan outstanding as of June 2024, number of borrowers 57 and taka 30,63,098/-.

5. Management Information Systems:

Access to timely, accurate, and detailed information on the overall performance of a microfinance institution is required, if sustainability and self-sufficiency are to be reached. Therefore, management information system (MIS) should be introduced in every program. CARB has been introduced advance computer software program for getting a cost effective MIS both of financial and operation information. Basic clients profile data and financial reporting on the savings and credit activities are important instruments to monitor the program performance. These data are transformed in ratios which indicate to performances. They identify problems, help find solutions and serve as an early warning to allow the management team to react to problems in quick and effective way. CARB has purchased its software program from a renowned software company Data Soft Limited for generating its MIS report. CARB used several measurement systems which are the PEARLS system, CAMEL system or the prudential ratio of CGAP system. These 3 system basically contain the same main categories of indicators: financial sustainability ratio, operating efficiency ratio and portfolio quality ratio.

6. Administrative Efficiency

CARB has managed its administration cost rates ranging from 30 to 40%, regardless the lending methodology. These include aspects such as travel cost reporting system equipment maintenance and salaries. Salary related expenses usually represent a significant bulk of total administrative costs. Staff must perform as productively and efficiently as possible, while maintaining the quality of their work. CARB management are always careful to monitor and measure field staff performance and productivity. Three basic measures are consistently employed to monitor the efficiency of the field staff which are average number of active loan borrowers per filed officer, average loan portfolio per filed office and portfolio at risk.

Others Development Activities:

1. Afforestation on Ayl (Bund) of irrigated land:

- Panel of experts visited the site and recommended a guideline for Ayl/Bund Afforestation.
- All the farmers of One DTW and 15 no. of other 4 DTW planted 15,814 different saplings on Ayl.
- Saplings (good quality) collected and sold among women for plantation in their home stead app. No. 2500

2. Groundwater Monitoring, Resource Assessment & Management Unit:



- Daily water level fluctuation being recorded from 21st October 1998 till to date.
- Groundwater quality tested at SRDI laboratory, Quality Satisfactory, no trace of Arsenic.

3. Soil Testing for application of proper doses of fertilizer:

- Three mobile Laboratories have been procured from SOILSAFE, Dhaka.
- A training programme with 14 candidates having minimum educational qualification of HSC was conducted at the field level with expert from Dhaka on 24th and 25th December '99.
- 4 candidates out of 14 had been in Dhaka for one week training at SOILSAFE, Dhaka under the supervision of Dr. Ishaque, soil fertility specialist.
- 574 number of soil samples of different farmers have been carried out against payment of a fee of Tk. 10-150 per sample, with the intention to follow the recommendation of fertilizer application dose in the subsequent cropping seasons.

4. Green Manuring (GM) Cultivation:

- A processed and packet of seed of Dhaincha (Sesbania) has been undergone of germination test at BADC seed processing centre, these accepted seeds are sold among the farmers for cultivation to improve the organic content of soil. This year 1,500 kg of seeds (G.M- Dhaincha) are sold.

5. Supply of quality seeds:

- Quality seeds procured from different sources and made available to the farmers of the programme area. Especially seeds of paddy, supplied either on cash or on credit.

6. CARB village Sub-Project:

CARB village sub-project has been started with a view to raise the level of socio-economic status of the poor villagers and to supply pure, arsenic free drinking water for them under the assistance of Rural Development Academy, Bogra. Objective of the project is to supply arsenic free pure drinking water and irrigation water through Deep tube-wells of the project area. Beside this another sort of credit-facilities are being given to the stakeholders to engage them in several income generating activities which will help them to elevate their socio-economic status.

7. Major Programmes/Projects in Hand

At present, the following programmes/projects are in operation:

7.1.1 Agriculture Unit

CARB established agriculture unit as its mainstream programme in July 2017 in Mohadebpur Upazila of Naogaon District with technical & financial assistance by Palli Karma-Sahayak Foundation (PKSF) the purpose of this unit is to extend sustainable agriculture technology and capacity building supports to the door-steps of farmers with a view to increasing farming productivity and ensuring food security of the country. This Unit enable the farmer to gain access to resources necessary for boosting crop production. Accordingly, Agriculture Unit has designed its work plan and implementation strategy for crop sub-sector. The objectives of this unit are, (1) to provide useful, modern and environment-friendly agricultural technologies; (2) to establish market linkages of agricultural commodities; (3) to develop skilled manpower on farming technology at farmer level and (4) to assist in providing microfinance services considering the seasonality of agricultural activities.

7.1.2 Fisheries and Livestock Unit

Poverty alleviation through sustainable development programmes for the poor and ultra-poor with appropriate financial services is the main motto of Centre for Action Research-Barind "CARB". In view of this, CARB provides a large amount of financial support to the program participants for livestock and fisheries related farming activities. Sustainable farming, increased income and poverty alleviation through livestock and fish production depend on proper implementation of the related activities.

7.2 Learning and Innovation Fund to test New Ideas (LIFT) Cuchia Project

(1) To develop culture management system of cuchia and conserve the species. (2) to support the breeding of cuchia in pond or ditch by creating natural environment. (3) to popularize the culture of cuchia through ensuring perfect management system to the farmers. This project is running by the financial and technical assistance of PKSF.

Product Wise Loan Operation: At a glance

SL. No	Particulars	Jagoron	Agrosor	Agriculture	Sufolon	Housing
01	Group Size	15 - 25	10 - 25	10 - 20	10 - 25	Individual
02	Meeting Provision	Weekly	Biweekly/ Monthly	Weekly	Weekly/ Monthly	Monthly
03	Rate of Service Charge	12.80% (Flat)	13% (Flat)	24% (Reducing Balance)	24% (Reducing Balance)	5.5% (Reducing Balance)
04	Mode of Payment	Weekly/ Biweekly	Biweekly/ Monthly	Weekly	Monthly	Monthly
05	Grace Period	15 Days	15 Days / 1 Month	15 Days	1 Month	1 Month
06	Death Benefit Fund	Per thousand 10.00 Tk.	Per thousand 10.00 Tk.	Per thousand 10.00 Tk.	Per thousand 10.00 Tk.	Per thousand 10.00 Tk.
07	Loan Duration	1 Year	1-2 Years	Maximum 6 Months	Maximum 9 Months	3 Year
08	Cost of Pass Book	10.00 Tk.	10.00 Tk.	10.00 Tk.	10.00 Tk.	10.00 Tk.
09	Cost of Form Format	5.00 Tk.	5.00 Tk.	5.00 Tk.	5.00 Tk.	5.00 Tk.
10	Admission Fees	10.00 Tk.	10.00 Tk.	10.00 Tk.	10.00 Tk.	10.00 Tk.

CENTRE FOR ACTION RESEARCH-BARIND "CARB"

Holding -35, Terokhadia, Cantonment Road, Rajshahi Cantonment, Raipara, Kashiadanga, Rajshahi

Next One Year Operational Planning of Microfinance Program 2024-2025

Sl. No.	Particular	Financial Year	
		2023-2024	2024-2025
1	No. of Branch	30	30
2	No. of Somity	1068	1091
3	No. of Beneficiaries	16376	20290
4	No. of Borrower	12647	16766
5	Yearly Loan disbursement	749229000	1055263000
6	Yearly Loan Realization	550197681	836613343
7	Cumulative disbursement	6114367000	7169630000
8	Cumulative Realization	5678618398	6515231741
9	Total Loan Outstanding (Principal)	435748602	654398259
10	Total Loan Overdue	41331938	35496117
11	Cumulative Rate of Recovery (CRR)	99.28	99.87
12	On-time Realization (OTR)	97.81	98.01
13	Loan from PKSF	160000000	290000000
14	Loan from Commercial Bank	110000000	150000000
15	Loan from Bangladesh Bank	-	30000000
16	Beneficiaries Savings	104601055	158035111
17	Loan Loss Provision	39110690	
18	Operational Expenses	32770165	63173372
19	Financial Expenses	26303759	37584732
20	Total Expenses	72941118	103230051
21	Service Charge Income	77349416	108154829
22	Others Income	342521	3247585
23	Total Income	78097531	111402414
24	Net Profit	516413	8172364
25	Capital Fund	169154971	177327335
26	Total Staff	127	143

CARB AT A GLANCE MICROFINANCE PROGRAM

As on June-2024

01.	Year of starting the Micro-credit Program		1998
02.	Total No. of Branch Offices		30
03.	Total No. of Staff		127
04.	Total No. of Thana/Upazilla		20
05.	Total No. of Districts		03
06.	Total No. of Samity		1068
07.	Total No. of Members	Jagoron Agrosor Agricultural Sufolon Housing LIFT Total	7846 3868 2606 2211 57 7 16376
08.	Total No. of Borrowers with loan	Jagoron Agrosor Agricultural Sufolon Housing LIFT Total	5957 2967 2100 1624 57 7 12647
09.	Loan Outstanding (Principal)	Jagoron Agrosor Agricultural Sufolon Housing LIFT Total	13,53,27,729 14,02,74,023 9,34,01,263 9,53,19,197 32,92,299 80,908 43,57,48,601
10.	Beneficiaries Savings Balance (Taka)		10,46,01,055
11.	Member Welfare Fund (Taka)		76,53,422
12.	On-Time Recovery (OTR)		97.81%
13.	Cumulative Rate of Recovery (CRR)		99.28%
14.	Rate of Return on Capital		3.05%
15.	Capital Adequacy Ratio		26.56%



Table of Contents

LIST OF ACRONYMS	1
MESSAGE FROM THE CHAIRMAN AND FOUNDER OF THE CARB	2
MESSAGE FROM THE CHIEF EXECUTIVE OFFICER (CEO)	3
BACKGROUND OF THE ORGANIZATION	4
OVERVIEW OF THE ORGANIZATION	7
LEGAL STATUS	8
OUR VALUES	8
CORPORATE GOVERNANCE	10
PROFILE OF THE EXECUTIVE COMMITTEE	12
CARB MANAGEMENT	13
ORGANOGRAM	14
WORKING AREA MAP	15
ON GOING PROGRAMS OF CARB	16
MICROFINANCE SCENARIO WITH SPECIAL REFERENCE TO AGRICULTURAL CREDIT IN BANGLADESH	17
CARB MICRO FINANCE PROGRAMME	18
OTHERS DEVELOPMENT ACTIVITIES:	26
PRODUCT WISE LOAN OPERATION: AT A GLANCE	28
CENTRE FOR ACTION RESEARCH-BARIND "CARB"	29
CARB AT A GLANCE MICROFINANCE PROGRAM	30

