

# COAST Foundation

## Core Program review 2022

Team Member:

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Mizan, & Core program staff



# Objectives and expectation:

1. To provide a clear assessment of program's strengths and weaknesses and to develop a guide for the program's future direction.
2. To improve the program's effectiveness, quality and accountability.



# Methodology

## Primary Data Sources

- In-depth interview
- FGD and
- KII from all relevant stakeholders

Survey	No's
Region	06
Branch	18
Group	180
Member	525
Drop out member	60
People's Organization	60
Union Parishad/Pourashava	30
Govt. officer	06
Staff	144



# Primary Data Sources



## Consultation with Govt stakeholders:

- Upazila Nirbahi Officer (Bhola, Charfashion, Ramgati, and Boalkhali)
- AC land (Charfashion)
- District Fisheries Officer (Barishal)
- Statistical Officer (Kutubdia)
- Vice-Chairman (Dasminda, Noakhali)

## Onsite appraisal: Gathered data through participatory approach from

- Beneficiaries both Existing and drop out
- Sampled response program beneficiaries like fisherman, agriculture producers;
- Local community
- Program staffs (CDO, BA, BM, AM, RPC, HCO and HQ officials).





# Secondary sources

**Different secondary materials have been reviewed from the following sources:**

- Review of Coast Foundation program documents.
- Review of reports and learning document.
- Validation of findings, lessons and recommendation.
- Microfinance program documents of CDIP, PMK, and BURO Bangladesh.
- MRA rules and regulations 2010
- CDF & MRA Publications



## About Consultant:

Livelihood specialist and Microfinance professional both Conventional and Islamic; seasoned in digital financial service takes up programs experienced in next-gen solution use by rural and non-urban population. As a consultant Mr. Moin is well experienced in project evaluation, impact studies, base line and end line survey, organizational strategic planning, program review, capacity building for staff and beneficiary, and Agricultural sector value chain and market system development as side of other research activities.





# Program Review Workshop

Venue : Bhola Center

Dated 20-21 February 2022



Type of Participant	No's
CDO	4
BA	2
BM	4
AM	4
PC	2
RPC	6
SC	2
PO Staff	5
Total	29



# Governance

## COAST

EC member 07, (05 male 02 female)

General Committee member 19 ( 12 male 07 female)

Tenor Executive committee 3 years (26 June'21 to 25 June 2024)

4 Meeting per year in Executive Committee

01 Meeting per year in General Committee

Established 1998

Certificate no S-13496/2021, Registered Authority RJSC

MRA registration 68 dated 29 November 2007

NGO Bureau registration certificate 1242 dated 28 February 1998

HQAI certified

### Strength

- MRA compliant
- RJSC compliant
- Committed board member
- Clint centric
- Social commitment

### Weakness

- Female member not in pipeline

### Opportunity

- Taking knowledge support

### Threats

- If there is no committee, the license will be canceled.



# Comparison Matrix

Component	2000	2005	2010	2015	2020	Present status (January'22)
Branch	21	35	54	64	96	107
Staff	120	354	415	509	647	718
Member	31,027	53,379	82,357	92,477	130326	146849
Savings Balance (crore)	04	06	12	37	95	138
Savings component	01	01	01	03	03	03
Portfolio (crore)	08	17	39	95	257	378
Loan component	01	03	03	05	05	05
Capital fund (crore)	-0.14	01	04	09	37	50
Non-financial issue	NIFS	MFTS, Primary health	CITEP, Primary health	Ujjibito, Health, Enrich, PACE,	CITEP, Primary health, Enrich, PACE & SEP	CITEP, Primary health, Enrich, PACE & SEP
Partnership		PKSF, SF	PKSF, SF	PKSF, SF, Bank	PKSF, SF, Bank	PKSF, SF, Bank
Branch support	-	Honda, Mobile	Honda, Mobile, Own software, computerizatio n & Internet	Honda, Mobile, computerization & Internet, MF software	Honda, Mobile, computerization, Tab & Internet, MF & HR software	Honda, Mobile, computerization, Tab & Internet, MF & HR software

# Savings Program SWOT Analysis

Strength	Weakness	Opportunity	Threats
<ul style="list-style-type: none"> <li>• Strong savings mobilization policy</li> <li>• Client centric multi dimensional products</li> <li>• Standard rate of profit.</li> <li>• Secured management</li> <li>• Paid savings interest regular basis</li> <li>• Helps in fund formation</li> </ul>	<ul style="list-style-type: none"> <li>• Not return as per need</li> <li>• Difficult return policy</li> <li>• Absent of return policy for the dropout member</li> <li>• Low collection</li> <li>• Weak staff motivation</li> <li>• Loan installment not adjust with savings</li> <li>• No awareness about savings deposit</li> </ul>	<ul style="list-style-type: none"> <li>• Include un bank people in Financial Inclusion</li> <li>• Design more savings product</li> <li>• High demand in the market</li> <li>• Low cost capital sourcing</li> </ul>	<ul style="list-style-type: none"> <li>• Staff financial irregularities or corruption</li> <li>• COVID-19 effect to the client</li> <li>• High inflation rate</li> <li>• High savings return rate</li> </ul>

# Recommendation

- Redesign the savings return amount.
- Deduction of DPS charge review.
- DPS & Open savings coverages need to be increased.
- Re-fixing deposit amount of Security & DPS savings.
- Staff wise saving return register
- Adolescent girls savings
- Consider staff DPS





# Loan Program SWOT Analysis

<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• Strong functional Loan policy.</li><li>• Availability of fund.</li><li>• Various appropriate products</li><li>• Client centric Loan disbursement policy.</li><li>• Good loan repayment</li><li>• MRA and PKSF compliant program.</li><li>• Reaching to the right people for loan.</li><li>• Active internal audit and control.</li><li>• Effective monitoring and supervision.</li></ul>	<ul style="list-style-type: none"><li>• Loan processing difficulties in case of 2<sup>nd</sup> Guarantor.</li><li>• Absent of Competitive loan product.</li><li>• Insurance premium is high</li></ul>	<ul style="list-style-type: none"><li>• Potential to scale up members in the coverage area in coastal belt.</li><li>• Administrative and community Support.</li></ul>	<ul style="list-style-type: none"><li>• Natural disaster</li><li>• Political unrest</li><li>• Client migration</li><li>• Misappropriation</li><li>• Impact of COVID-19</li><li>• Clients dual ID and SMART card.</li></ul>

# Recommendation

- New Loan Product design.
- Agroshor loan ceiling should increase.
- Reconsider the micro insurance premium to a lower price. Death support increased 2K to 5K.
- Avoid repetition of NID and photograph.
- Drug license can be taken for medicine shop.
- Recruit skilled staff for ME loan management.
- Loan approval power of BM should increase.
- Duration of loan can be increased to 1.5 years for 2 lac and above loan size.



# Staff Management

Strength	Weakness	Opportunity	Threats
<ul style="list-style-type: none"> <li>• Staff friendly HR policy.</li> <li>• Gender policy.</li> <li>• Female staff recruited and transfer in own Upazila .</li> <li>• Staff transfer cost</li> <li>• Maintain standard male and female ratio</li> <li>• Residence facility in branch level.</li> <li>• 6 months maternity leave.</li> <li>• Travel and childcare allowance during pregnancy period.</li> <li>• Staff financial benefits in case of death of a family member.</li> <li>• Open Communication with senior staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff dropout in provision period.</li> <li>• Original certificates and blank cheque.</li> <li>• Low educated staff recruitment.</li> <li>• Absent of staff promotion policy.</li> <li>• Recruitment process is complicated.</li> <li>• No residence and travel facilities for female staff.</li> <li>• Lengthy process in staff final payment.</li> <li>• Fastest staff transfer (2 years)</li> <li>• Baisakhi bonus</li> </ul>	<ul style="list-style-type: none"> <li>• Employment opportunities for local people.</li> <li>• Staff capacity building.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff positioning in his own area.</li> <li>• Political influence</li> <li>• Unknown employment is threats for program</li> </ul>



# Recommendation

- To provide foundation training to new recruited staff
- Recruiting staff by maintaining certain academic benchmark.
- Avoid complexity in staff recruitment process.
- Arrange residence and transportation facilities for female staff
- Accelerated final payment process.

# Fund Management

Strength	Weakness	Opportunity	Threats
<ul style="list-style-type: none"> <li>• Skilled human resource</li> <li>• Scope for Saving accumulation</li> <li>• Appropriate utilization policy.</li> <li>• Good repayment behavior</li> <li>• Increase capital fund gradually</li> <li>• Audit conduct by renowned audit firm</li> <li>• Good revolving culture.</li> <li>• Low cost fund accumulation.</li> <li>• Credit rating, Long term-A, Short term-ST-3</li> </ul>	<ul style="list-style-type: none"> <li>• Fund shortage as per demand.</li> <li>• Fund not received in due time</li> <li>• On time repayment schedule to Bank and PKSF hampers regular loan program.</li> <li>• High cost of fund</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilizing scope from member savings accumulation.</li> <li>• Foreign fund</li> <li>• Introduce new savings product</li> <li>• Introduce new loan product</li> </ul>	<ul style="list-style-type: none"> <li>• Natural disaster</li> <li>• Political instability</li> <li>• Overdue increase</li> <li>• Uncertainty bank loan</li> </ul>
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>• Alternative low cost fund sourcing</li> <li>• Introduce different loan product</li> <li>• Increasing DPS coverage</li> </ul>		

# SPM (Social Performance Management)

Strength	Weakness	Opportunity	Threats
<ul style="list-style-type: none"><li>• Client resilience</li><li>• Complaint mechanism system</li><li>• Transparent (Client and staff)</li><li>• Reached targeted people</li><li>• Agent banking</li><li>• Remittance service</li></ul>	<ul style="list-style-type: none"><li>• No reporting system.</li></ul>	<ul style="list-style-type: none"><li>• The mission statement is clear to all stakeholders.</li><li>• Good networking.</li><li>• Organizational environment in favor of social activities.</li></ul>	<ul style="list-style-type: none"><li>• Client and staff are not aware about SPM</li><li>• Not balancing with social and financial</li></ul>

Recommendation	To prepare SPM report regularly
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# Credit Plus (CITEP, Health, PACE, SEP)

Strength	Weakness	Opportunity	Threats
<ul style="list-style-type: none"> <li>• Clients getting agriculture, Fisheries, livestock's technical support</li> <li>• Adolescent program</li> <li>• Cluster base enterprise dev.</li> <li>• Provided disaster relief</li> </ul>	<ul style="list-style-type: none"> <li>• All members not getting health service</li> <li>• Staff shortage</li> <li>• Adolescent program not integrated with core program</li> <li>• Less interest of core staff</li> <li>• Cluster base business</li> </ul>	<ul style="list-style-type: none"> <li>• To Create business cluster</li> <li>• Increased client income</li> <li>• More integration with microfinance program.</li> </ul>	<ul style="list-style-type: none"> <li>• Less inter coordination.</li> <li>• Farmer's digital literacy rate is low</li> <li>• Absent of proper market linkage</li> <li>• Market demand</li> </ul>

<p>Recommendation</p>	<ul style="list-style-type: none"> <li>• Deploy adequate staff</li> <li>• Staff and client capacity building</li> <li>• Provide refrigerator for vaccination</li> <li>• Appoint female midwife</li> <li>• Keep necessary equipment</li> <li>• Introducing long term loan</li> </ul>
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# DFS & MFS (Digital & Mobile Finance service)

<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• Software and device availability.</li><li>• Internet connectivity in all field offices.</li><li>• Own server, (email, HR)</li><li>• MF SMS system</li></ul>	<ul style="list-style-type: none"><li>• Staff digital literacy is required</li><li>• Office not fully paperless</li><li>• Absent of Mobile Finance System (MFS)</li><li>• High cost .</li></ul>	<ul style="list-style-type: none"><li>• Scopes of MFS</li><li>• Introduce CIB system</li><li>• Reduced money misappropriation due to cash less system</li></ul>	<ul style="list-style-type: none"><li>• Security system.</li><li>• Data backup system.</li><li>• Program might hamper due to software error.</li><li>• Balancing Hitch &amp; High touch</li></ul>

<b>Recommendation</b>	<ul style="list-style-type: none"><li>• Conduct digital literacy capacity building program for staff and client.</li><li>• Paper less policy introduce</li></ul>
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# Peoples Organization

Strength	Weakness	Opportunity	Threats
<ul style="list-style-type: none"> <li>• Members empowerment.</li> <li>• Negotiating capacity.</li> <li>• Budget allocation for social action</li> <li>• Social action report</li> </ul>	<ul style="list-style-type: none"> <li>• Regularize coordination meeting</li> <li>• The election system needs to be regularize.</li> <li>• Many members are not aware of their responsibilities.</li> <li>• Staff have less contact with members of people's organization.</li> </ul>	<ul style="list-style-type: none"> <li>• ID card for members of people's organization</li> <li>• Giving more importance to child marriage and dowry.</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate cooperation is not available from local government representatives</li> <li>• Member's negative influence to society.</li> <li>• More empowerment</li> </ul>

<p>Recommendation</p>	<ul style="list-style-type: none"> <li>• Organizing training for members of people's organization</li> <li>• Need regular election</li> <li>• Increase budget for social activities</li> </ul>
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# Let's review PESTEL

## Political

- Govt plays active role in MF
- No political influence in the industry
- Political stability

## Economical

- Country's economic growth 6.9% projected in 2022-23 (WB)
- Boosted rural economy
- Clients strong loan utilization capacity.
- Adverse situation might seen due to European crisis

## Social

- Positive behavioral shift to the rural and urban people
- Increased employment generation opportunity
- Significant women development in society
- Structured social infrastructure
- Huge unbanked people

# Let's review PESTEL

## Technological

- Available technology and digitized system
- Uninterrupted internet connectivity
- Associated apps for Agriculture and social business
- DFS and MFS are in place

## Environmental

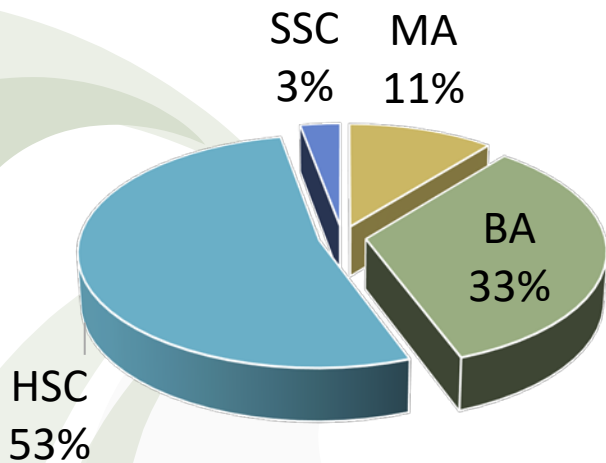
- Favorable agriculture/ aquaculture and livestock produce opportunity
- MF requires less physical infrastructure thus no negative impact on environment
- Adverse condition due to climate change

## Legal

- Strong regulatory authority
- Positive legal frame

# Staff Qualification

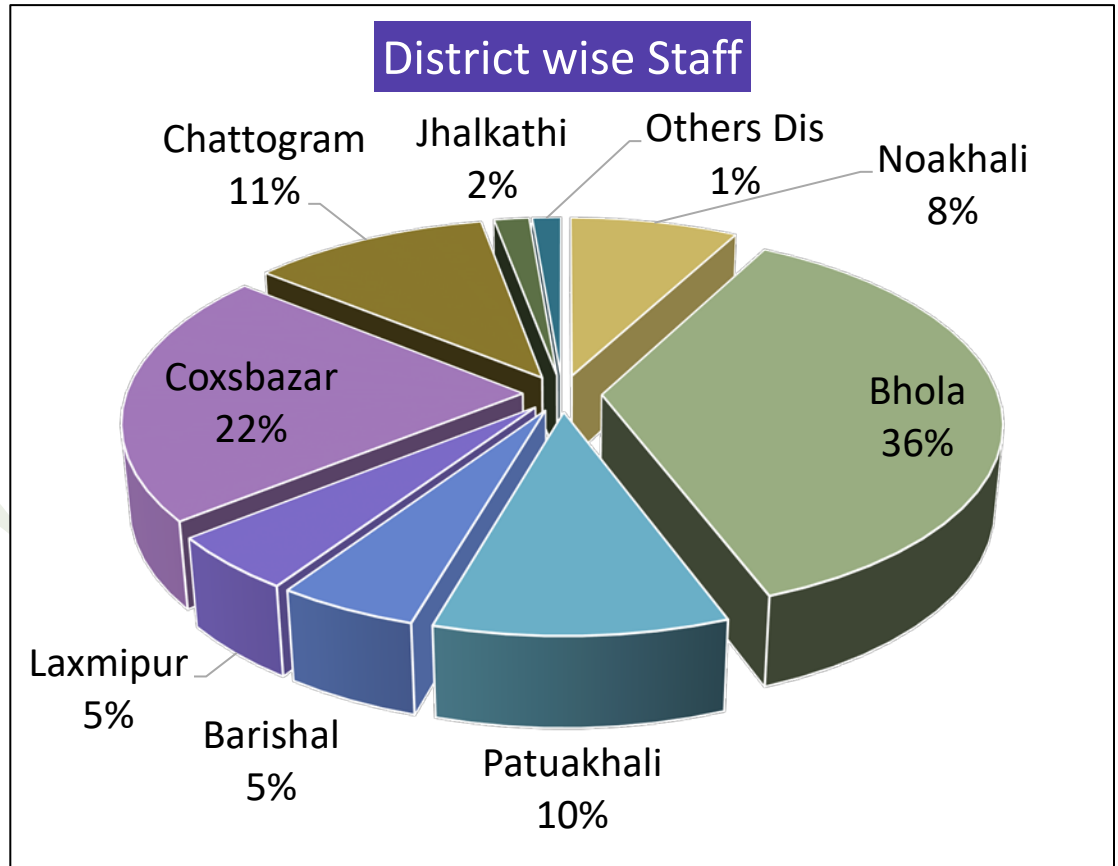
Ed. Qualification



Designation	MA	BA	HSC	SSC	Total
CDO	38	145	245	15	443
BA	15	34	49	3	101
BM	16	39	49	2	106
AM	3	7	7	0	17
RPC	1	1	4	0	6
<b>Total</b>	<b>73</b>	<b>226</b>	<b>354</b>	<b>20</b>	<b>673</b>

# District wise Staff

Name of District	No of Staff
Noakhali	53
Bhola	245
Patuakhali	69
Barishal	33
Laxmipur	32
Cox'sbazar	146
Chattogram	75
Jhalkathi	11
Others Dist.	9





Q.A  
Thanks

