Internship Report on

The Relationship Between Outreach Program and Financial Performance of Grameen Bank

Submitted By :

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Submitted To :

Dr. Md Azizur Rahman

Assistant professor and Associate Head

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Date of Submission :

Letter of Transmittal

To

Dr. Md Azizur Rahman

Assistant professor and Associate Head

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

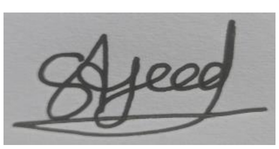
Subject : Submission of Internship Report on "The Relationship Between Outreach Program and Financial Performance of Grameen Bank."

Dear Sir,

I respectfully submit my internship report on "The Relationship Between Outreach Program and Financial Performance of Grameen Bank " For the sake of finishing my BBA. To make sure my report was thorough and helpful, I worked really hard. With Dr. Md. Azizur Rahman, I worked as an intern from April 23, 2025, to July 23, 2025.

This report helped me better understand how Grameen Bank's outreach program connects to its financial performance. I believe it will support my professional growth. I worked hard to make the report accurate and useful for academic understanding.

Thank you for your help and for giving me the chance to participate to this report.



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Acknowledgement

Firstly, I want to express my gratitude to Almighty Allah for providing me with the perseverance, patience, and underlying strength that allowed me to finish this internship report on schedule.

My sincere gratitude for the kind assistance in compiling this report is extended to my Prof. Dr. Md. Azizur Rahman, supervisor. His ongoing direction has also been very beneficial in planning and carrying out this project. It was a life-changing educational experience that I will always treasure, and I am grateful to Daffodil International University's BBA Program for providing me with the chance to comprehend and experience the actual corporate world.

I am extremely grateful to Grameen Bank, Corporate Branch, Mirpur 02, for giving me the opportunity to do my internship there, and I am delighted to have someone like that as my supervisor. Of course, being employed by such a reputable company was an honor. Last but not least, I want to sincerely thank K.M. Tipu Sultan, Head Office Grameen Bank's head of the international program department, for his unwavering support throughout my internship.

And I want to sincerely thank everyone of the Grameen Bank's officials, managers, and employees for their support and encouragement. They assisted me in learning about and adjusting to the many practical facets of the finance industry.

All things considered, this entire experience has expanded my understanding and perspective on the business world.

Letter of Approval

I'm happy to announce that Sayeed, ID: 213-11-1342, a student in Daffodil International University's Department of Business Administration, Faculty of Business and Entrepreneurship, has finished the internship report. under my direction, "The Relationship Between Outreach Program and Financial Performance of Grameen Bank."

He put a lot of effort into writing this report, which makes me happy. The report, which is based on his internship experience, seems to be factual.

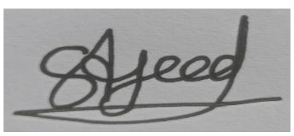
I agree with the study and suggest that it be incorporated into the BBA curriculum.

Dr. Md Azizur Rahman
Assistant professor and Associate Head
Department of Business Administration
Faculty of Business and Entrepreneurship
Daffodil International University

Declaration

I hereby certify that I completed this internship report, which is titled "The Relationship Between Outreach Program and Financial Performance of Grameen Bank," when I was an intern there. Dr. Md. Azizur Rahman, an associate head and assistant professor in the Department of Business Administration at Daffodil International University's Faculty of Business and Entrepreneurship, oversaw the intern.

Additionally, I guarantee that this report is entirely original with no prior use to pass a professional exam or earn an academic degree.



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Executive Summary

This internship report explores the intricate connection between Grameen Bank's (GB) outreach program and financial success, focusing on the bank's contribution to the advancement of financial inclusion for women and other disadvantaged and rural areas. Nobel Laureate Professor Muhammad Yunus founded GB in 1983, and by establishing the concept of a loan without collateral, it transformed rural banking in Bangladesh and elsewhere.

The major objective of this study was to ascertain the effects of outreach initiatives on the bank's operational efficacy, sustainability, and profitability. These initiatives included expanding branch networks, lending to marginalized populations, promoting women's empowerment, and incorporating social development components. The study employed both qualitative and quantitative data to evaluate this relationship.

The results show that Grameen's outreach programs and financial performance are closely linked. It maintained high payback rates and reduced risks through regular meetings, group-based funding, and a strong field presence. Women make up over 97% of borrowers, therefore concentrating on them promoted trust and societal growth.

However, the report also points to issues like political interference, the demands of group lending dynamics, regional differences in outreach, a lack of service diversification, and a lack of digital infrastructure. GB was prompted to innovate in digital banking and provide flexible payback options, even as the COVID-19 epidemic further hindered field operations, created repayment delays, and exposed technological weaknesses.

Grameen Bank's outreach program is a strategic asset that improves financial performance in addition to being an instrument for social development, the report says. The bank is a world leader in sustainable microfinance because of its capacity to strike a balance between financial restraint and social objectives. According to the study's findings, microfinance institutions can have a lasting effect without jeopardizing their financial stability if they keep investing in inclusive policies, digitalization, and high-quality outreach.

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Chapter - 1
Introduction

1.1 Background

Every BBA student must finish an internship at a relevant company as part of the program. Beyond only being a formality, this is a chance to put what we have learned in the classroom into practice. This job gave me the opportunity to learn more about the operations of financial institutions, particularly as they relate to rural development, a topic I've always been interested in. Given that finance is my major, I wanted to pick a company that would allow me to study financial operations and how they affect people's lives.

I choose Grameen Bank because it is a development-focused organization that is essential to reducing poverty in addition to being a financial institution. It offers small, collateral-free loans in contrast to traditional banks, focusing on rural women who are typically shut out of official financial services. By means of its group-based lending strategy, the bank enables women to participate in activities that generate income, enhance the welfare of their households, and acquire more decision-making authority within their communities and families. The way Grameen Bank encourages self-reliance, entrepreneurship, and gender equality among underprivileged groups is what most impressed me about their integration of financial services with social effect. It distinguishes itself as more than just a bank with its special fusion of social development and financial inclusion.

This internship was beneficial since the activities of Grameen Bank strongly correlated with my business administration coursework, particularly in the areas of ethics, financial management, and microfinance. Real-world examples that were closely related to our study were presented to me, such as weekly meetings and loans without collateral.

My three-month internship at Grameen Bank was centered on the relationship between financial performance and outreach initiatives. Along with a description of the bank and an analysis of its financial statistics, I also provided insights from a field trip to a rural area. I also examined how the bank strikes a balance between money and social objectives. Strong outreach can really enhance a bank's financial performance, as this paper demonstrates.

1.2 Statement of the Problem

Grameen Bank was not an exception to the unanticipated challenge that the COVID-19 outbreak presented to financial institutions worldwide. Lockdowns and gathering restrictions seriously hampered the bank's outreach initiatives, which typically rely on weekly group meetings to establish direct contact with rural borrowers. Due to market closures and decreased mobility, many borrowers found it impossible to continue their small companies or other revenue-generating endeavors.

In rural Bangladesh, the COVID-19 epidemic caused significant economic shocks by upsetting the lives of local traders, day laborers, and small business owners through extended market closures and decreased consumer demand. Almost abruptly, many debtors' sources of income disappeared, making it impossible for them to maintain consistent cash flows. As a result, there were more loan defaults and repayment delays, particularly among clients whose fundamental needs such as food, medical care, and other necessities took precedence over financial obligations. This situation not only threatened the bank's long-term survival but also weakened Grameen Bank's decades-old repayment culture. Changes in repayment patterns and liquidity problems hindered the bank's ability to maintain regular lending and operations, and the growing number of non-performing loans increased portfolio risk.

As a result, the bank's overall financial performance declined, new loan disbursements slowed, and repayment plans were thrown off. Poor families who depended on these loans to make ends meet, however, discovered that they required microcredit even more at that time. Making a compromise between maintaining the bank's financial stability and achieving its social mission of aiding the poor became difficult as a result.

This issue emphasizes the significance of comprehending how outreach initiatives and financial success can be impacted by external shocks like COVID-19, as well as how organizations like Grameen Bank can adjust to maintain their dual goals.

1.3 Significance of the Study

This study is important because it demonstrates how Grameen Bank's efforts to expand its customer base particularly among those from underprivileged or impoverished communities affect its development and financial stability. It illustrates the connection between the bank's social objectives, such as aiding the underprivileged, and its capacity to remain a robust and sustainable enterprise.

From an academic perspective, this study clarifies how microfinance organizations can deliver social benefits and preserve financial stability. It contributes useful insights to the body of existing research by drawing on actual experiences and field observations at Grameen Bank. Researchers, policymakers, and students can all benefit from this information.

When it comes to developing outreach strategies that empower the poor while preserving financial stability, Grameen Bank and associated groups can benefit from the study's practical recommendations. This balance is required for microfinance companies to have long-term success.

Beyond Grameen Bank, this study affects society more broadly. In Bangladesh and other nations, it demonstrates how outreach initiatives support important concerns including poverty alleviation, women's empowerment, and rural development.

Finally, this study establishes the foundation for additional research. It makes room for more research and comparative studies across various institutions and regions by highlighting the intersections between outreach and financial performance. This will promote ongoing education and creativity in the microfinance industry.

1.4 Objectives

❖ Broad Objectives

The main objective of the study is to investigate how Grameen Bank's outreach initiatives affect its financial results, with an emphasis on the connection between social inclusion initiatives and long-term financial viability.

❖ Specific Objective

- To measure the Relationship Between Outreach Program and Financial Performance.
- To find the impact of political intervention & covid-19 in the Relationship Between Outreach Program and Financial Performance.

The study finds that the outreach program of Grameen Bank and its financial performance are strongly connected. The more the bank expands its outreach by bringing new members into groups and centers, the more it strengthens its financial base. When poor rural women gain access to credit, they not only improve their livelihoods but also contribute to the bank's stability by making regular repayments. Weekly meetings and a group-based approach promote discipline and reduce the likelihood of loan defaults. The long-term financial benefits of this outreach approach outweigh the significant operational costs, such as hiring field personnel and maintaining constant surveillance. In actuality, rather than conflicting, Grameen Bank's financial soundness and social goal complement one another. By reaching a wider audience, the bank not only fulfills its social objectives but also sustains consistent revenue and loan payments, which bolster its financial expansion.

The relationship between outreach and financial performance is also influenced by political issues. Politicians and government regulations occasionally impede microfinance operations, for example, by limiting interest rates or disparaging microfinance institutions. Both the bank and its customers are frequently confused by these acts. Promises of loan forgiveness by political leaders provide a significant problem. Because debtors begin to anticipate political help rather than feeling accountable for loan payback, such pledges erode repayment discipline. It is also challenging for field officials to hold meetings and promptly retrieve loans due to local constraints and political upheaval. These circumstances erode the bank's financial standing and directly disrupt the outreach program's seamless operation.

The COVID-19 pandemic presented yet another significant obstacle to striking a balance between financial performance and outreach. Interaction between bank officers and borrowers decreased as a result of center meetings being interrupted during the lockdowns. Due to supply chain failures and company closures, many borrowers lost their sources of income, which had a significant impact on their capacity to repay loans. Repayment rates decreased as a result, and the bank's financial performance worsened. At the same time, the crisis forced the bank to reduce the rate at which it disbursed loans. Even though this was a very challenging time, the bank made an effort to be accommodating by rescheduling loans and providing grace periods, which preserved client confidence and long-term relationships. Despite the short-term negative impact on financial metrics, these actions built resilience and set up the institution for recovery when things got better.

Overall, the results indicate that Grameen Bank's financial success is mostly strong due to its outreach. greater loans, greater savings, and a higher rate of payback are all results of a more extensive and robust outreach, all of which contribute to financial sustainability. But political interference erodes this bond by upsetting the payback culture and erecting operational obstacles, and COVID-19 revealed the system's susceptibility to outside shocks. However, when crises are handled with trust and flexibility, the outreach model's resiliency demonstrates that the bank can bounce back.

1.5 Limitation of the Study

This study had certain limitations, which should be noted, just like any other academic research. The research was limited to a particular environment, concentrating solely on the outreach program of Grameen Bank and its relationship to financial performance. The findings might not be entirely generalizable to other microfinance organizations or to other regions as a result.

Another limitation came from the availability and quality of data. Some financial and outreach-related information was not easily accessible, which made the analysis less comprehensive than it could have been. In addition, the study relied on selected methods and tools that may not capture every factor influencing the relationship between outreach activities and financial outcomes.

An additional restriction was geographic coverage. The study was conducted primarily at Grameen Bank’s head office, mirpur 2, and brance Center 21 in Yusufpur, Joypara village, Dohar. This branch’s performance, borrower behavior, and operational style may not fully represent the bank’s activities in other districts where socio-economic conditions, borrower demographics, and cultural factors differ significantly. Regions with different loan demands, repayment capacities, or market challenges might yield different results.

The study offers valuable insights in spite of these drawbacks, but it also leaves space for further research to broaden the analysis using larger datasets, various methodological techniques, and more varied scenarios.

Chapter - 2
Overview of Grameen Bank

2.1 Overview of Grameen Bank

Founded in Bangladesh with the goal of ending poverty by offering financial services to the rural poor, particularly women, who are generally shut out of regular banking systems, Grameen Bank is a well-known microfinance organization. The word "Grameen" signifies "village" in Bangla, signifying the bank's primary emphasis on rural, grassroots communities.

❖ Historical Background :

Professor Muhammad Yunus started Grameen Bank in 1976 as a small effort by lending 856 taka to forty-two people in Jobra village. As a result of its success, a government statute officially established it in 1983. Yunus and the bank were awarded the Nobel Peace Prize in 2006. Grameen Bank is currently a world leader in microfinance.

❖ Nobel Laureate Dr. Muhammad Yunus, the bank's founder:

Grameen Bank was established in 1983 by Nobel Laureate Dr. Muhammad Yunus and provides small, collateral-free loans to the impoverished in rural areas. Its outreach program serves unbanked people, particularly women, through weekly village meetings and group loans. These initiatives guarantee a high loan recovery rate while empowering communities. The concept encourages both financial sustainability and social benefit.

Grameen Bank's financial performance increased as it spread throughout Bangladesh. It maintained above 95% payback while increasing revenue through additional services and a rising clientele. This indicates that outreach has the potential to have a lasting effect. Dr. Yunus's idea of fusing social effect with financial services revolutionized contemporary banking. By remaining dedicated to inclusive development, Grameen Bank has managed to flourish despite obstacles including growing expenses and the transition to digital technologies. Its outreach initiatives and financial results are closely linked, which demonstrates the efficacy of socially responsible banking.

2.2 Mission, Vision and Values of the Organization.

- **Mission:**

Grameen Bank wants to empower the poor, particularly women, by providing them with microcredit and financial services without requiring collateral. The bank aims to lessen poverty by helping people become self-sufficient and improve their standard of living through sustainable revenue generating endeavors.

- **Vision:**

Grameen Bank envisions a future devoid of poverty where everyone can prosper. The group wants to establish a world where empowerment and financial access promote long-term growth and human dignity.

- **Core Values:**

Grameen Bank's core values include social responsibility, trust, and a commitment to community development. In all aspects of its business, the bank prioritizes openness, responsibility, and equity. Additionally, it places a high importance on women's empowerment, as it is thought that empowering the most marginalized members of society promotes both social advancement and economic stability.

2.3 History and Current Operations of the Organizations.

Professor Muhammad Yunus established a modest microcredit program in Zobra village in 1976, providing loans to underprivileged women so they could launch their own enterprises. Its accomplishment demonstrated that the cycle of poverty might be broken by having access to small loans. As a result, GB was formally established in 1983. The bank is founded on the idea that, given the opportunity, even the most impoverished people can handle money sensibly.

The majority of the rural poor were women, and Grameen Bank provided them with loans without collateral because they were typically unable to access regular banking services. Due to the program's high level of popularity among rural inhabitants, it was transformed into a well-established microfinance bank. Grameen Bank has expanded its customer base significantly since its founding. Presently, it offers services to over 10.3 million active borrowers, the majority of them (97%) are women, and has more than 2,568 branches across all districts of Bangladesh. Its decentralized nature makes it simple to connect to rural areas and provide clients with quick financial services.

Along with savings accounts, loans, life insurance, and pension plans, Grameen Bank also offers microcredit. It also advocates for environmental protection, clean energy, healthcare, and education through its sibling organizations.GB original strategy has altered worldwide perspectives on poverty alleviation and community development while demonstrating that lending to the impoverished is feasible. Microfinance institutions have been founded in more than 100 countries as a result of its accomplishments.

2.4 Organization Structure

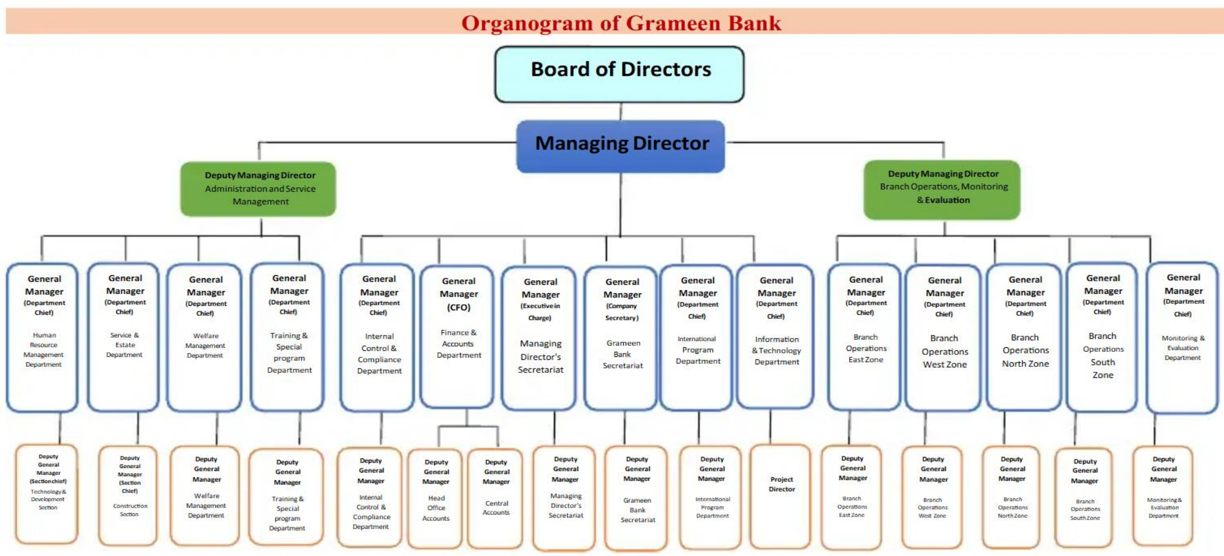


Figure 1: Organization Structure of Grameen Bank

Grameen Bank is set up according to function and hierarchy, which ensures effective coordination across all departments, clear leadership, and appropriate monitoring. The highest position is held by the Board of Directors, which creates corporate policy and supervises major transactions. The Managing Director oversees the administration and accomplishes the company's objectives while answering to the Board. Two Deputy Managing Directors (DMDs) assist the Managing Director. A General Manager (GM) acts as the chief and is in charge of each department under the DMDs. Deputy General Managers are in charge of overseeing various departments, such as head office accounting, building construction, and technological development.

2.5 Outreach Program

The outreach program of Grameen Bank describes its initiatives to increase rural impoverished people's access to financial services and microcredit, particularly for women. It consists of:

- Increasing the quantity of branches and borrowers
- A focus on the empowerment of women
- Providing services in underserved and distant locations
- Providing loans without collateral
- Encouragement of revenue-generating activities

❖ Timeline of Grameen Bank's Outreach Program (1983–2025)

- **1983 – Formal Establishment**
  - ✓ A government ordinance formally formed Grameen Bank.
  - ✓ Outreach began in Jobra village and grew over time.
  - ✓ First priority: Give impoverished villagers small, collateral-free loans.
- **1985–1990 – Early Expansion**
  - ✓ In Bangladesh's other rural areas, branches began to open.
  - ✓ From a few settlements, outreach expanded to several districts.
  - ✓ Participation of women: Women made up over 50% of the borrowers.
- **1990–2000 – National Scaling**
  - ✓ Branch expansion is happening quickly in all 64 districts of Bangladesh.
  - ✓ The number of borrowers rose to 2.3 million by 2000.
  - ✓ Prioritize social development objectives, group-based financing, and the "Sixteen Decisions" to help borrowers make decisions.
- **2000–2010 – Global Recognition and Growth**
  - ✓ Over 7 million borrowers (more than 95% women) were reached.

- ✓ Education loans and special initiatives for beggars were introduced.
- ✓ 2006: Prof. Muhammad Yunus and Grameen Bank gained international notoriety
- ✓ when the were awarded the Nobel Peace Prize.

- **2010–2020 – Diversification and Digitalization**
  - ✓ Emphasis on the digitization of loan repayment and disbursement.
  - ✓ Outreach encompassed village phones, health care services, and mobile banking.
  - ✓ extended into programs for the really poor (loan with social support).

- **2020–2025 – Resilience and Sustainable Outreach**
  - ✓ After the COVID-19 epidemic, prioritize digital inclusion and sustainability.
  - ✓ Even during times of crisis, Grameen Bank kept making loans.
  - ✓ Programs for digital literacy were made available to borrowers.
  - ✓ Partnerships with neighborhood cooperatives and government social protection programs help to further expand outreach.

❖ Special Outreach Initiatives

- ➢ **Beggars' Program:** Interest-free loans to beggars to launch small enterprises.
- ➢ **Housing Loans:** To help low-income households construct hygienic houses.
- ➢ **Education Loans:** To help borrowers' kids go to college.
- ➢ **Green Energy Loans**: Encourage the use of biogas and solar panels in rural regions.
- ➢ **"Village Phones"** – Women as mobile phone operators in remote areas.

❖ Key Achievements (1976–2025)

Year	Borrowers Reached	Branches	%Women	Highlights
1983	50,000	100+	70+	Official Launch
1995	2 million	1,000+	94%	Rapid Rural Expansion
2010	8 million	2,500+	96%	Grameen II Implemented
2020	9 million	2,568	97%	Digital Tools Introduced
2025	9.5 million	2,600+	97%+	Green Finance, Climate Focus

Chapter – 3
Internship Role and Responsibilities

3.1 Role and Responsibilities

As an intern, I observed and evaluated Grameen Bank's outreach efforts and their link to financial results. I worked both at Center 21 in Yusufpur and the Head Office, handling field and office tasks to support daily operations. My main duties included:

- Providing assistance in revising the borrower's details and payment instructions.
- Takes care of making sure the paperwork for the loan application is in order.
- Participating on field trips to isolated locations with credit officers.
- Participating in borrower groups and taking notes, especially for female business owners.
- Maintaining and organizing passbooks, client files, and other materials.
- Assisting the accounts officer in the daily preparation of financial reports.
- I helped in financial analysis by studying repayment trends, spotting risks, and seeing how outreach programs supported the bank's sustainability.

❖ Specific Projects

- ✓ **Monthly Loan Repayment Trend Report:** I analyzed loan repayment data and tracked trends of borrowers who missed payments over the last three months.
- ✓ **Client Profile Summary:** created a client summary by providing information on the demographics and loan usage of more than fifty borrowers for the development of their homes or companies.
- ✓ **Field Visit Report:** After accompanying loan officers to various rural units for three days, I wrote a report comparing their behavior, the clients' caution, and their promptness in repaying the loans.

3.2 Financial Performance Analysis

Grameen Bank's financial performance analysis primarily evaluates their business assets and revenue-generating capabilities. They gauge how well their bank can use its resources and turn a profit. Grameen Bank's overall financial health is also measured by financial analysis. activities across a time frame.

The financial performance of other microcredit organizations, such as ASA Bank, is contrasted with that of Grameen Bank. To evaluate profitability, sustainability, and long-term viability, experts use important financial statistics to examine the company's income statement and balance sheet. Management's strategic decision-making is supported by this analysis. Additionally, it gives a concise summary of the bank's financial situation and trends.

❖ Analysis of Liquidity Ratio:

The ability of a business to settle its short-term financial commitments is gauged by liquidity ratios. This is accomplished by contrasting a company's short-term liabilities with its most liquid assets, or those that are easily convertible into cash.

➢ Liquidity Ratio/ Current Ratio:

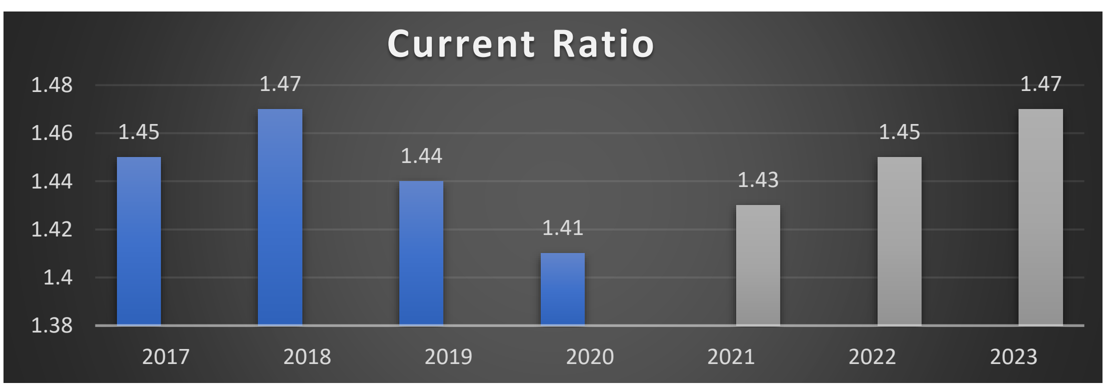
It shows the bank's ability to cover its current liabilities with its current assets. The higher the current ratio, the better the liquidity position of the firm. It is expressed as:

Current Ratio= Total Current Assets/Total Current Liabilities

Year	2027	2018	2019	2020	2021	2022	2023
Current Ratio	1.45	1.47	1.44	1.41	1.43	1.45	1.47

Source: Annual report of GRAMEEN BANK (2017-2023) Taka in Million

➢ Graphical Presentation:



(Current Ratio for 2017 to 2023)

The current ratio of Grameen Bank remained very constant from 2017 to 2023, ranging from 1.41 to 1.47. It showed a mild impact on liquidity during COVID-19 in 2020, dipping to 1.41, but it steadily recovered to 1.47 by 2023.

❖ Debt Ratio Analysis:

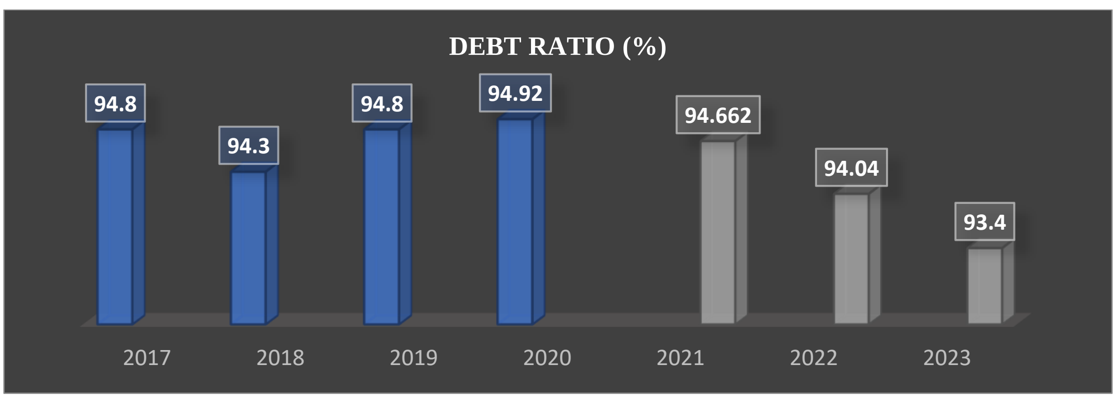
The debt ratio shows how much of Grameen Bank's assets are financed by debt. A higher ratio means the bank is using more borrowed money to generate profit. It's calculated by dividing total debt by total assets.

Debt Ratio= (Total liabilities/Total assets) x 100

Year	2017	2018	2019	2020	2021	2022	2023
Total Liabilities	190500	203600	198200	20958	217015	225330	246177
Total Assets	201000	216000	209000	220885	229360	229360	263553
Debt Ratio (%)	94.80	94.30	94.80	94.92	94.662	94.04	93.4

Source: Annual Report of GRAMEEN BANK (2017-2023) Taka in Million

➢ Graphical Presentation



(Debt Ratio for 2017 to 2023)

Grameen Bank's debt ratio indicates the proportion of its assets that are financed by debt. The ratio, which remained high between 93% and 95% from 2017 to 2023, shows that the bank mostly depends on borrowed money. The COVID-19 pandemic in 2020 caused a modest increase in the debt ratio to 94.92%, indicating a slight increase in debt financing. This increase was probably caused by additional support or loans taken out to keep the business running throughout the crisis. By 2023, the ratio had progressively dropped to 93.4%, indicating a return to more balanced finance and a minor decrease in reliance on debt.

❖ Analysis of Activity Ratio:

The Bank's efficient use of assets is gauged by the activity ratio. Stated differently, it gauges the rate at which certain accounts are converted into sales or cash.

❖ Total Asset Turnover Ratio:

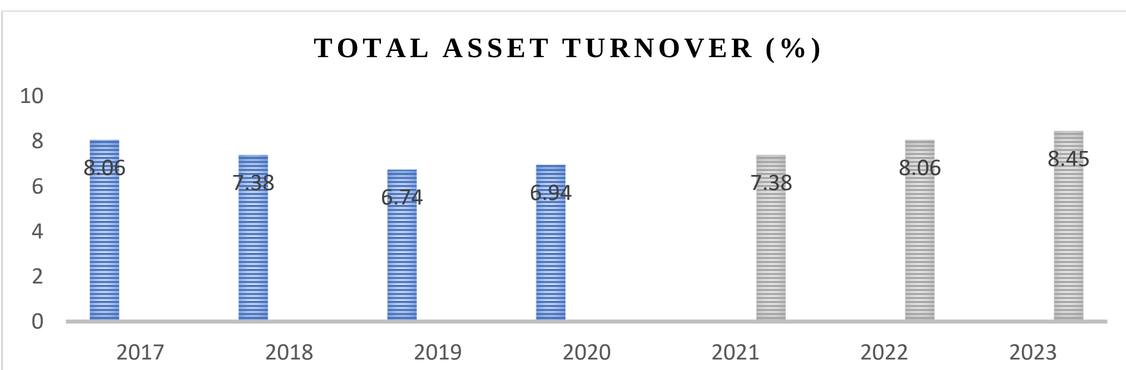
The efficiency with which Grameen Bank can produce sales with its assets is indicated by the total asset sales ratio. However, I chose a different source of income for the bank than sales. It is established by

Total Asset Turnover = Operating income/Total asset

Year	2017	2018	2019	2020	2021	2022	2023
Total Operating Income	19315	16935	14100	15330	16935	19315	22294
Total Asset	239619	22935	209000	220885	22935	239619	263553
Total Asset Turnover	8.06	7.38	6.74	6.94	7.38	8.06	8.45

Source: Annual Report of GRAMEEN BANK (2017-2023) Taka in Million

➢ Graphical Presentation



(Total Asset Turnover for 2017 to 2023)

The total sales of assets have evolved throughout time. The total asset turnover in this case decreased between 2018 and 2019, from 8.06 in 2017 to 6.74 in 2019. The bank made less money per asset as a result of this decline in efficiency. The TAT increased little from 6.74 to 6.94 in 2020. A slight rise in total assets kept the ratio stable during the epidemic, even if operating income decreased. Despite COVID-19 disruptions, the bank might still turn a profit, indicating a respectable degree of resilience. TAT steadily rose from 2021 to 2023, reaching 8.45 in that year. This points to efficient resource use and a strong post-pandemic rebound.

❖ Analysis of Profitability Ratio

These metrics evaluate the bank's revenue in relation to a specific level of sales, a specific level of assets, and the owner's investment and share value.

❖ Net Profit Margin:

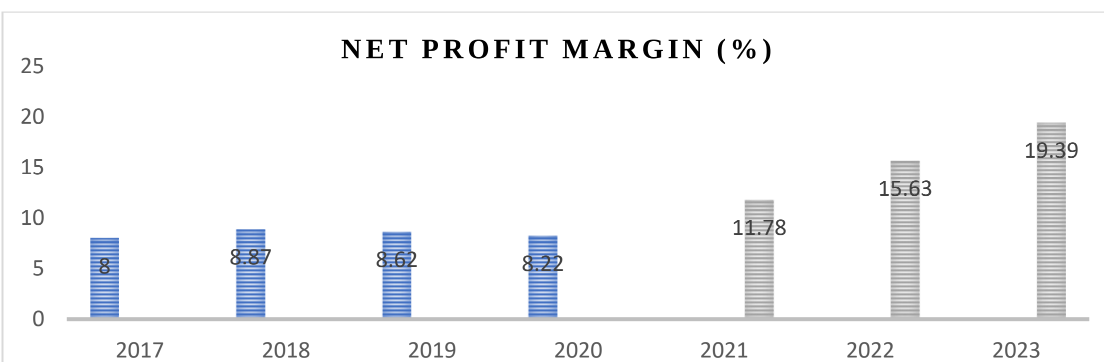
The net profit margin determines the amount of profit that remains after subtracting all expenses and insurance. The greater the profit margin, the better the company.

Net Profit Margin= (Net Profit after Tax/Net Sales or Operating Income) x 10

Year	2017	2018	2019	2020	2021	2022	2023
Net Profit After Tax	1000	1250	1150	1392	2275	3485	4723
Operating Income	12500	14100	13330	16935	19315	22294	24355
Net Profit Margin (%)	8.00	8.87	8.62	8.22	11.78	15.63	19.39

Source: Annual Report of GRAMEEN BANK (2017-2023) Taka in Million

➢ Graphical Presentation



(Current Profit Margin for 2017 to 2023)

The Net Profit Margin remains comparatively steady from 2017 and 2020, hovering around 8%, with a minor decline in 2020, probably as a result of the effects of COVID-19. The Net Profit

Margin shows a notable improvement in profitability from 2021 to 2023, rising substantially from 11.78 percent to 19.39 percent.

❖ ROA-Return on Asset:

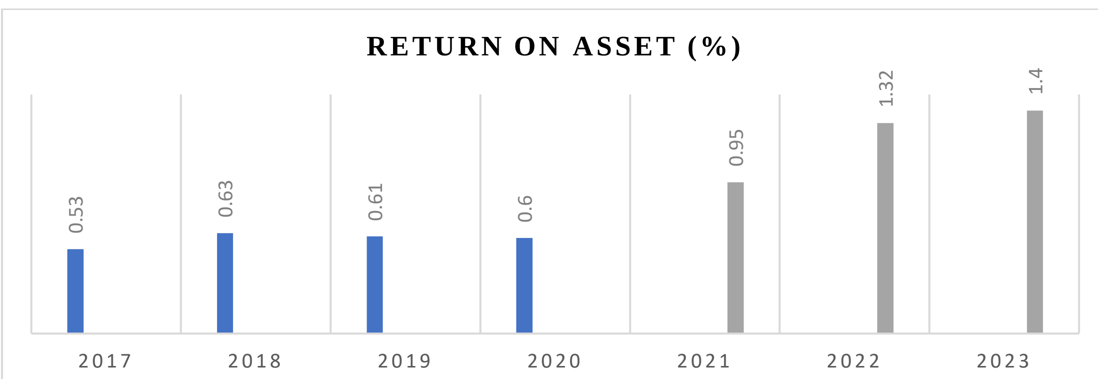
The GB return on assets gives a sense of how well the bank uses its assets to generate profits. The bank's yearly earnings are divided by the return on assets, which's calculated the total assets.

ROA= Net Profit after tax/Total Asset x 100

Year	2017	2018	2019	2020	2021	2022	2023
Net Profit after Tax	1150	1392	1392	1250	2275	3485	4723
Total Asset	216000	220885	229360	209000	239619	263553	286451
Return on Asset (%)	0.53	0.63	0.61	0.60	0.95	1.32	1.4

Source : Annual Report of Grameen bank (2017 to 2023)

➢ Graphical Presentation



(Return on Asset for 2017 to 2023)

The findings of the ROE fluctuate throughout time. From 2017 to 2020, ROA stays mostly constant around 0.53 to 0.63%, with a minor decline in 2020, most likely as a result of the COVID-19 pandemic. The bank's efficiency in using its assets to create profit has significantly improved, as seen by the high increase in ROA from 2021 to 2023, from 0.95% to 1.40%.

❖ **Cost Income Ratio:**

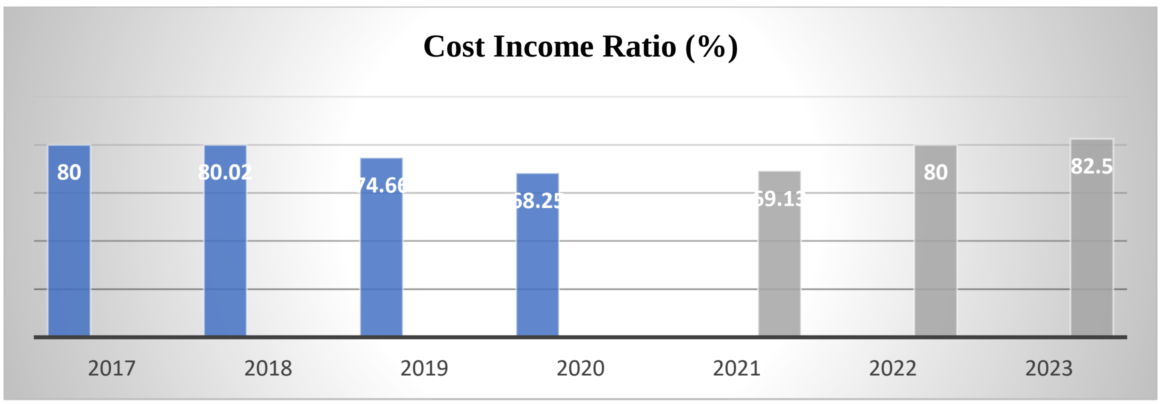
The link between income and the expense of obtaining that money is displayed by the expense Income Ratio (CIR), also known as the Cost-to-money Ratio. A bank is considered more efficient if its CIR ratio is lower. It was determined by

Cost Income Ratio= (Total Operating Expenses/Total Operating Income) x 100

Year	2017	2018	2019	2020	2021	2022	2023
Total Operating Expenses	110000	13552	14421	15216	16835	110000	11000
Total Operating Income	12500	16935	199315	22294	24352	12500	13330
Cost Income Ratio (%)	80.00	80.02	74.66	68.25	69.13	80.00	82.50

Source: Annual Report of GRAMEEN BANK (2017-2023)

➢ **Graphical Presentation**



(Cost Income Ratio for 2017 to 2023)

In 2017, CIR remained at about 80%, showing a decent level of efficiency. A decrease in CIR to roughly 68–74% in 2019–2021 indicates better cost management efficiency. But in 2022–2023, CIR increases once more to 80–82.5%, suggesting increasing operational expenses in comparison to revenue, which may be a result of COVID-19 difficulties and post-pandemic adaptations.

3.3 Impact of COVID-19 on Outreach Program and Financial Performance of GB.

Grameen Bank was not exempt from the COVID-19 pandemic's consequences, which caused significant disruptions to the world's social and economic structures. Due to its strong ties to

Bangladesh's rural poor, the bank had a difficult time keeping up its outreach program and maintaining financial stability during this crisis.

In terms of outreach, nationwide lockdowns and movement limitations interfered with the bank's primary business operations. Direct interactions with borrowers suffered as a result of field officers' inability to plan weekly center meetings and make routine visits. Due to uncertainty and health hazards, rural entrepreneurs delayed or stopped microbusiness initiatives, which resulted in a dramatic fall in new member participation. Grameen's wider developmental influence was limited as a result of the suspension of educational initiatives pertaining to women's empowerment, social awareness, and financial literacy. As rural areas continued to suffer with inadequate internet infrastructure and low levels of digital literacy, attempts to use digital platforms for communication and financial transactions brought attention to the current digital divide.

The bank also had significant setbacks in its financial performance. Many borrowers lost money as a result of closing their unofficial businesses, which made it difficult for them to make loan payments on schedule. As a result, there were more non-performing loans and the bank's asset quality declined. Loan disbursements significantly decreased as a result of risk aversion, economic uncertainty, and disrupted banking operations. The organization found it more difficult to originate new loans or cover operating costs as a result of the increased liquidity strain caused by repayment delays. The need for safety equipment, electronic devices, and additional customer communication during periods of restricted mobility led to a parallel increase in operating expenses.

Grameen Bank used a variety of recovery strategies to mitigate the pandemic's detrimental effects despite these restrictions. Moratoriums and loan rescheduling were two examples of flexible repayment plans that were put in place to ease the financial burden on borrowers. They created emergency loan facilities to help micro-entrepreneurs revive their businesses. However, technological limitations in rural areas remained a barrier. The organization also promoted digital banking and mobile financial services to reduce dependency on in-person interactions.

Government initiatives such as loan rescheduling criteria and stimulus plans also indirectly helped the bank's clients and supported financial stability.

In conclusion, despite major operational and financial challenges, Grameen Bank responded to the COVID-19 pandemic with adaptable strategies that gave priority to borrower aid, technological integration, and policy engagement. The crisis demonstrated the importance of enhancing digital infrastructure and financial inclusion in rural Bangladesh to boost future shock resistance.

3.4 Learning Outcomes from Responsibilities

I learned a lot of valuable and significant things about banking and business from working at GB.

1. Gained clear understanding of borrowers and how microloans are given and repaid.
2. A deeper comprehension of rural banking's financial report management.
3. Direct interaction with rural, low-income clientele.
4. Acquired the ability to adhere to a methodical and structured financial procedure.
5. Learned that measuring social impact is as important for groups battling poverty as calculating financial results.

Chapter – 4
Key Learning and Experience

4.1 Important Learning

My internship at Grameen Bank gave me important knowledge about rural microfinance operations and outreach tactics. Some of the key lessons are:

- **Identifying Outreach Mechanisms:** Through weekly meetings, group financing, and local assistance through engaging with borrowers, Grameen Bank provides services to rural communities.
- **Outreach and Financial Performance:** I discovered that effective outreach supports social objectives and produces positive financial outcomes by increasing repayment, fostering client loyalty, and lowering risk.
- **Field-Level Operational Knowledge:** Through weekly meetings and field officer observation, I discovered that confidence, self-control, and consistent oversight are essential to rural credit operations.
- **Data Collection and Performance Analysis:** I acquired the skills necessary to collect and examine field data on outreach and its effects on branch sustainability, portfolio quality, and borrower retention.

4.2 Rationale of Roles and Responsibilities

During my internship with Grameen Bank, I was assigned significant tasks, such as assisting field officers with data collection, observing borrower group meetings, and supporting loan documentation procedures. These responsibilities were crucial to ensuring the accuracy and reliability of client data, which is necessary for the bank's performance evaluation and decision-making.

Within Grameen Bank's organizational structure, outreach efforts are spearheaded at the field level. The management may keep a watch on borrower behavior, loan repayment trends, and the outreach program's overall performance with the use of rapid and precise data from this level.

Additionally, this data helps the bank to quickly take remedial action by recognizing risks such as loan defaults or delays.

I directly increased the bank's operating efficiency by carrying out these obligations. My involvement helped maintain the integrity of the loan monitoring system, which is essential for balancing the bank's two objectives of social outreach and financial viability. By encouraging cooperation and communication at all organizational levels, supporting field staff also enhanced the quality of services provided to rural borrowers.

4.3 Connection With Academia

The internship at Grameen Bank served as a vital conduit between academic understanding and practical business and development applications. I was able to observe how many of the topics I was studying in my business administration course had a clear connection to issues and operations in the real world.

In terms of financial analysis and performance measurement, I had the opportunity to apply tools such as loan size distribution, recovery rates, sustainability ratios, and cost-income ratios to evaluate the bank’s operations. These applications provided a clearer picture of how financial indicators are used to assess institutional efficiency and outreach effectiveness, complementing the theoretical models learned in my finance courses.

The internship emphasized marketing and consumer behavior ideas. The ways in which non-financial elements like peer pressure, community trust, and social bonding impact borrowing behavior and repayment patterns were brought to light through interactions with rural borrowers. This empirical data validated the importance of psychological and sociological factors in consumer choice, especially when formal marketing outlets are few.

Additionally, my research skills were strengthened through the use of both qualitative and quantitative methods. I maintained detailed field notes, conducted structured interviews with borrowers and bank staff, and carried out simple statistical analysis of collected data. These practices deepened my understanding of research methodology and emphasized its importance in analyzing institutional performance and community impact.

All things considered, the internship improved my academic understanding while also showing how concepts learned in the classroom may be applied to solve social and economic issues in rural Bangladesh.

4.4 Examples of Personal Growth

One event that stands out in my memory is attending a group gathering in a far-flung village where I witnessed the interaction between field workers and borrowers. I learned from this how crucial patience, empathy, and cultural sensitivity are in professional relationships. Helping with loan documentation improved my data management and attention to detail on a professional level. My understanding of the role microfinance plays in economic development has grown as a result of these experiences, which have also given me more confidence when working with diverse populations.

Chapter – 5
Critique and Reflections

5.1 Critical Evaluation

My internship at Grameen Bank showed how microfinance supports rural development. I joined outreach efforts helping poor communities and saw both the strengths and challenges of the model especially in tracking loan use and ensuring long-term impact.

I also saw that, despite the bank's emphasis on women's involvement, male members continue to have an indirect say in financial decisions in certain centers. Furthermore, even while the community appreciated the outreach initiatives in general, the bank's poor technical integration occasionally caused operations to lag, particularly in rural areas. Notwithstanding these difficulties, the field officers showed remarkable commitment and flexibility.

I was able to evaluate outreach initiatives' advantages and disadvantages, critically analyze the practical aspects of development banking, and comprehend how they affected financial performance overall because to my internship experience.

5.2 Key Challenges

During my internship, I encountered a number of difficulties in the workplace and in the administration:

- **Communication Barriers:** When working in rural areas, the local dialect and cultural variations made it difficult at first to communicate with residents.
- **Restricted Data Access:** The confidentiality limits imposed on access to internal financial data and records made it difficult to conduct in-depth financial analysis.
- **Logistical Challenges:** When traveling to far-off centers like Yusufpur in Dohar, delays and poor road conditions affected the constancy of the schedule.

- ➢ **Understanding Microfinance Terminology:** To completely understand the technical vocabulary used by staff members regarding loan disbursement, repayment tracking, and portfolio risk, more effort and independent study were required.
- ➢ **Finding a Balance Between Observation and Participation:** At times, striking a balance between actively taking part in the field activities and observing them proved challenging.

5.3 Learning From Challenges

Overcoming these challenges allowed me to grow both intellectually and emotionally. The following significant lessons were taught to me:

- ✓ **Adaptability:** Working in unfamiliar environments taught me how to interact with people from different backgrounds and adapt to diverse cultures.
- ✓ **Analytical Thinking:** Due to my restricted access to financial data, I had to rely on secondary data and observational insights, which aided in the development of my critical thinking and inference skills.
- ✓ **Patience and Resilience:** I learned the importance of patience and perseverance from difficulties with communication and logistics.
- ✓ **Practical Knowledge of Microfinance:** The field excursions helped me better grasp how concepts like payback cycles, social collateral, and group financing are used in actual circumstances.
- ✓ **Improved Communication abilities:** Through consistent interaction with supervisors, cops, and borrowers, I was able to develop my communication abilities.

5.4 Overall Reflection

My professional and personal development was enhanced by this internship. I gained knowledge about rural poverty, gender roles in finance, and the ways that community-based funding promotes development. It also made me appreciate low-income communities' tenacity even more.

I gained professional knowledge about how a top microfinance organization operates and connects outreach to financial outcomes. My interest in development economics has grown as a result of the experience, which has also inspired me to seek a profession or additional education in inclusive finance.

My experience as an intern at Grameen Bank changed my life and deepened my understanding of the intricate relationship between outreach programs and financial sustainability in the context of rural development.

Chapter – 6
Conclusion & Implications

6.1 Conclusion

The internship at Grameen Bank gave me a comprehensive understanding of how outreach programs can significantly affect a microfinance institution's financial performance. A careful examination and firsthand fieldwork made it abundantly evident that Grameen Bank's outreach initiatives, particularly those targeting underprivileged groups and rural women, are critical to preserving both long-term financial sustainability and social impact.

According to the study, outreach programs including village centers, group meetings, and loan monitoring helped Grameen Bank build strong relationships with its clients. This led to strong loyalty, high payback rates, and a favorable reputation in the rural area. Its trust-based, no-collateral lending works because of its ties to the community and sense of duty.

The visit to Head Office's Center 21 in Yusufpur, Joypara village, provided a great example of how outreach functions locally. Meeting real borrowers, observing how weekly meetings are conducted, and observing the field staff's efforts to maintain discipline and openness among members gave me a hands-on understanding of the operations. These interactions showed that outreach is not just an add-on but an essential part of Grameen Bank's success.

The experience of the internship was beneficial. It made it easier for me to relate theory to practice and demonstrated that microfinance is about more than simply numbers—it's about community and trust. My research skills have increased, and I have a deeper understanding of rural economies and inclusive finance.

It influenced my career aspirations. I was motivated to work in development finance and back initiatives that use cutting-edge financial services to combat poverty as a result. I want to support the national and international expansion of Grameen Bank's business model.

In conclusion, my internship at Grameen Bank has increased my understanding of how finance may promote social change. It helped me define my goals for the future by demonstrating how carefully thought-out outreach can result in both significant financial gains and community development.

6.2 Implications

Academic Learning Applicability: The internship at Grameen Bank, which looked at the relationship between its outreach program and financial success, had several significant effects on the individual, the company, and the industry overall. Assignments, observations, and internship experiences served to connect academic knowledge with real-world applications and provided valuable insights into the microfinance sector.

Impact on the Organization: During the internship, I was able to apply core concepts from my academic background—particularly in development economics, social business models, and financial management—to actual field situations. The outreach program of Grameen Bank demonstrated how theoretical concepts like financial inclusion, sustainable development, and poverty eradication could be put into practice. This hands-on experience has enhanced my understanding of financial statistics, portfolio analysis, and client interaction strategies.

Relevance to the Industry: By analyzing data from Center 21 of Yusufpur, Joypara village, and interacting with field employees and borrowers, I was able to observe how the Outreach Program directly impacts Grameen Bank's financial performance. Increasing outreach strengthened linkages with rural communities, raised the number of active borrowers, and enhanced loan recovery rates. This improved the company's overall sustainability, reduced operational risk, and improved cash flow. My report and field feedback assisted in pinpointing areas where outreach efforts may be implemented more successfully.

Lessons Learned: Grameen Bank's model is widely recognized as a pioneer in microfinance. During my internship, I had the opportunity to witness how economically feasible outreach strategies may enhance underprivileged communities while preserving scalability. The lessons learnt from Grameen Bank's operations can be very helpful to other MFIs (Microfinance Institutions), NGOs, and social enterprises trying to balance social goals with financial viability.

Development of Skills: One of the most crucial lessons was seeing how closely trust-based lending and financial performance are related. Improved repayment and community empowerment are two benefits of the bank's group-based lending approach, frequent center meetings, and vigilant oversight. I also learned that in addition to financial support, successful outreach requires motivation, borrower education, and social awareness.

Challenges Overcome: The internship enhanced several skills, such as data analysis, report writing, field research, and interpersonal communication. My ability to collect qualitative data and draw conclusions was improved by interacting with borrowers and field workers. I also became more flexible and better at managing my time while working in rural places.

Networking and Relationships: We gained tremendous insight into local operations by working closely with field officers, branch managers, and center heads. Building these relationships helped me realize how important collaboration and teamwork are to achieving organizational goals. The warmth and mutual respect displayed by the Grameen staff were really encouraging.

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