FINANCIAL PERFORMANCE ANALYSIS UNDER THE FRAMEWORK OF PEARLS OF NAMUNA SAVING AND CREDIT CO-OPERATIVE LIMITED POKHARA, KASKI

By GITA BHATTA

Prithvi Narayan Campus

T.u. Reg. No: 51233-91

Academic year: 2064

R0ll No: 77

A Thesis Submitted to Office of the Dean Faculty of Management Tribhuvan University

In partial fulfillment of the requirements for the degree of

Master of Business Studies (M. B. S.)

Pokhara

March, 2013

RECOMMENDATION

This is to certify that the thesis

Submitted by: GITA BHATTA

Entitled

Financial Performance Analysis under the Framework of Pearls of Namuna Saving and Credit Co-Operative Limited Pokhara, Kaski

has been prepared as approved by this department in the prescribed format of Faculty of Management. This thesis is forwarded for examination.

| Supervisor | Head of Research Department |
|------------------|-----------------------------|
| Dhaneswor Rakhal | Dr. Puspa Raj Sharma |
| Signature: | Signature: |
| | |
| | |
| | |
| | (Campus Chief) |
| | Signature: |
| | |
| | |
| Date: | |

VIVA-VOCE SHEET

We have conducted the viva-voce examination of the thesis

Submitted by: GITA BHATTA

Entitled:

Financial Performance Analysis under the Framework of Pearls of Namuna Saving and Credit Co-Operative Limited Pokhara, Kaski

and found the thesis to be the original work of the student and written according to the prescribed format. We recommended the thesis to be accepted as partial fulfillment of the requirements for the degree of Master's of Business Studies (M.B.S.)

Viva-Voce Committee

| Head, Research Department | |
|----------------------------|--|
| Member (Thesis Supervisor) | |
| Member (External Expert) | |
| _ | |

Date:

ACKNOWLEDGEMENT

This thesis entitled of "Financial Performance Analysis Under the

Frame Work of Pearls of Namuna Saving And Credit Co Operative

Ltd. Pokhara Kaski" has been conducted the completion of the study, I

have taken a remarkable support from different persons and institutions. I wish

to express my deep gratitude to my thesis supervisor Mr. Dhaneshwar Rakhal,

Prithvi Narayan Campus, Pokhara who always guided me throughout

completion of this thesis work. I am greatly obliged to him for his guideline,

valuable suggestions, supervision, encouragement, and comments during the

preparation of this thesis. Moreover I also like to express my special gratitude

to Mr. Hari Pathak, Dr. Pushraj Sharma, Prof. Dr. B.N. Sharma for giving the

guideline and suggestions in the study period.

During the conduction of research work I got a remarkable support from

Western regional library & Public library Pokhara. So I am greatly thankful to

all the respondents.

I am especially thankful to the Chief Executive Officer of Namuna Saving &

Credit Cooperative Ltd. Mr. Kedar Nath Neupane and official staffs Mr.

Madan Pahari, & Mrs. Srijana Paudel for their remarkable support for

providing data, report and other information as per requirement.

Finally, I would like to thank each and everyone for their direct or indirect help

for the accomplishment of this thesis.

Date: March, 2013

Gita Bhatta

iv

TABLE OF CONTENT

| Acknowledgement List of Tables List of Figures | iv vi |
|---|----------|
| List of Figures | vii |
| Chapter | Page |
| I. Introduction | 1-5 |
| 1.1 Background of the Study | 1 |
| 1.2 Statement of the Problem | 3 |
| 1.3 Objectives of the Study | 4 |
| 1.4 Significant of the Study | 4 |
| 1.5 Delimitation of the Study | 5 |
| 1.6 Organization of the Study | 5 |
| II. Literature Review | 6-31 |
| 2.1 Conceptual Review | 6 |
| 2.2 Theoretical Description of PEARLS Framework | 22 |
| 2.3 Review of Related Study | 28 |
| 2.4 Research Gap | 31 |
| III. Research Methodology | 32-33 |
| 3.1 Introduction | 32 |
| 3.2 Research Design | 32 |
| 3.3 Population and Sample | 32 |
| 3.4 Nature and Source of Data | 32 |
| 3.5 Data Collection Procedure | 33 |
| 3.6 Data Processing | 33 |
| 3.7 Tools and Techniques of Analysis | 33 |
| IV. Data Presentation and Analysis | 34-62 |
| 4.1 Protection | 34 |
| 4.2 Effective Financial Structures (E) | 37 |
| 4.3 Assets Quality (A) | 45 |
| 4.4 Rate of Return and Cost (R) | 49 |
| 4.5 Liquidity (L) | 58 |
| 4.6 Sign of Growth (S) | 62 |
| V. Summary, Conclusion and Recommendation | 78-82 |
| 5.1 Summary | 78 |
| 5.2 Conclusion | 79 |
| 5.3 Recommendation | 80 |
| REFERENCES | |
| APPENDIX | |

LIST OF TABLE

| Tables | | Page |
|--------|--|------|
| 2.1 | The Major Events of Co-operative Movements in Nepal | 15 |
| 2.2 | NRB Guidelines for Protection of Assets | 25 |
| 4.1.1 | Allowances for Loan Losses/Allowances required for Loans | |
| | Delinquent greater than 12 month (P ₁) | 35 |
| 4.1.2 | Solvency (P ₆) | 36 |
| 4.2.1 | Net loan to Total Assets (E ₁) | 37 |
| 4.2.2 | Liquid investment to total assets (E ₂) | 39 |
| 4.2.3 | Financial Investment to Total Asset (E ₃) | 40 |
| 4.2.4 | Saving Deposit to Total Assets (E ₅) | 41 |
| 4.2.5 | Member Share Capital to Total Assets (E ₇) | 42 |
| 4.2.6 | Institutional Capital to Total Assets (E ₈) | 43 |
| 4.2.7 | Net Institutional capital (E ₉) | 44 |
| 4.3.1 | Total Loan Delinquency to Gross Loan Portfolio (A ₁) | 46 |
| 4.3.2 | Non earning Assets to Total Asset (A ₂) | 47 |
| 4.3.3 | Net Institutional & Transitory capital + non Interest bearing | |
| | Liabilities to non earning Assets (A ₃) | 48 |
| 4.4.1 | Net Loan income to Average net Loan Portfolio (R ₁) | 49 |
| 4.4.2 | Total Liquid Invest. income to average Liquid Investment (R ₂) | 50 |
| 4.5.2 | Liquidity Reserve to Saving Deposit (L ₂) | 60 |
| 4.5.3 | Non earning Asset to Total Assets (L ₃) | 61 |
| 4.6.1 | Growth in Loan to Member (S_1) | 63 |
| 4.6.2 | Growth in Liquid Investment (S ₂) | 64 |
| 4.6.3 | Growth in Financial Investment (S ₃) | 65 |
| 4.6.4 | Growth in Saving Deposit (S ₅) | 66 |
| 4.6.5 | Growth in Share Capital (S ₇) | 68 |
| 4.6.6 | Growth in Institutional Capital (S ₈) | 69 |
| 4.6.7 | Growth in Net Institutional Capital (S ₉) | 70 |
| 4.6.8 | Growth in General Membership (S _{10.2}) | 71 |
| 4.6.9 | Growth in Total Assets (S_{11}) | 72 |

LIST OF FIGURE

| Figures | | Page |
|---------|--|------|
| 4.1.1 | Allowances for Loan Losses/Allowances Required for Loans | 35 |
| | Delinquent Greater than 12 Month (P ₁) | |
| 4.1.2 | Solvency (P ₆) | 36 |
| 4.2.1 | Net Loan to Total Assets (E ₁) | 38 |
| 4.2.2 | Liquid Investment to Total Assets (E ₂) | 39 |
| 4.2.3 | Financial Investment to Total Asset (E ₃) | 40 |
| 4.2.4 | Saving Deposit to Total Assets (E ₅) | 41 |
| 4.2.5 | Member share capital to total assets (E ₇) | 42 |
| 4.2.6 | Institutional Capital to Total Assets (E ₈) | 43 |
| 4.2.7 | Net Institutional Capital (E ₉) | 45 |
| 4.3.1 | Total Loan Delinquency to Gross Loan Portfolio (A ₁) | 46 |
| 4.3.2 | Non Earning Assets to Total Asset (A ₂) | 47 |
| 4.3.3 | Net Zero Cost Fund to Total Non Earning Assets (A ₃) | 48 |
| 4.4.1 | Net Loan Income to Average Net Loan Portfolio (R ₁) | 50 |
| 4.4.2 | Liquid Investment Income to Average Liquid Investment (R2) | 51 |
| 4.4.4 | Total Interest Cost on Deposit to Average saving Deposit (R ₅) | 52 |
| 4.4.5 | Total Dividend Cost on Share to Member Share Capital (R_7) | 53 |
| 4.4.6 | Total Gross Income Margin to Average Total Asset (R ₈) | 55 |
| 4.4.7 | Total Operating Expenses to Total Average Assets (R ₉) | 56 |
| 4.5.1 | S.T. Investment + Liquid Assets – S.T. Payable to Saving Deposit (L_1) | 59 |
| 4.5.2 | Liquidity Reserve to Saving Deposit (L ₂) | 60 |
| 4.5.3 | Non Earning Asset to Total Assets (L ₃) | 61 |
| 4.6.1 | Growth in Loan to Member (S_1) | 63 |
| 4.6.2 | Growth in Liquid Investment (S ₂) | 64 |
| 4.6.3 | Growth in Financial Investment (S ₃) | 65 |
| 4.6.4 | Growth in Saving Deposit (S ₅) | 67 |
| 4.6.5 | Growth in Share Capital (S ₇) | 68 |
| 4.6.6 | Growth in Institutional Capital (S ₈) | 69 |
| 4.6.7 | Growth in Net Institutional Capital (S ₉) | 70 |
| 4.6.8 | Growth in General Membership (S10) | 71 |
| 4.6.9 | Growth in Total Assets (S_{11}) | 73 |

LIST OF BOXE

| Boxes | Page |
|---|------|
| I. Cooperative Create and Maintain Employment | 8 |
| II. Statistical Information on the Cooperative Movement | 9 |

ABBREVIATIONS

BOD : Board of Director

B.S. : Bickram Sambat

CU : Credit Union

CAMEL : Capital Adequacy, Asset Quality, Management Quality,

Earning, Liquidity and Sensitivity to Market

FY : Financial Year

ICA : International Co-operative Alliance

ILO : International Labor Organization

NSCC : Namuna Saving & Credit Co-operative

MFIs : Microfinance institutions

NRB : Nepal Rastra Bank

PEAF : Profitability, Efficiency and Productivity, Asset Quality,

Financial Management

PEARLS : Protection, Effective Financial Structure, Asset Quality, Rate

of Return and Cost, Liquidity and Sign of Growth

WOCCU : World Council of Credit Union