

## **PERFORMANCE EVALUATION OF REGIONAL RURAL BANKS IN INDIA**

**Shivani Garg , Galgotias University, Greater Noida**

**Shivam Sharma , Galgotias University, Greater Noida**

**Shreya Suman , Galgotias University, Greater Noida**

### **ABSTRACT**

Regional rural banks play an important role in the development of agriculture and rural areas in India. RRBS has reached more into the agricultural areas of India through its extensive network. The performance of a rural credit score in India is highly dependent on their monetary strength. RRBs are key financing organization at the agricultural degree which shoulders obligation of assembly credit score desires of various forms of agriculture credit score in rural areas. At gift, most of the local rural banks are going through the troubles of overdue, recovery, nonperforming belongings and different troubles. Therefore, it's miles vital to look at monetary overall performance of RRBs in India. This paper tries to investigate the monetary overall performance of RRBs in India in the course of the duration 2006-07 to 2010- 2011. The look at is primarily based totally on secondary information accumulated shape annual reviews of NABARD and RBI. An analytical studies layout of Key Performance Indicators Analysis which include range of banks and branches, deposits, loans, loans, investments and growth rate index is followed withinside the present study. The look at is diagnostic and exploratory in nature and makes use of secondary information. The look at unearths and concludes that overall performance of RRBs has considerably improved.

**Keywords:** Performance, RRBs, Growth Rate, NABARD.

### **INTRODUCTION**

Regional Rural Banks were in lifestyles for spherical 36 years withinside the Indian economic scene. The organization of Regional Rural Banks (RRBs) changed to fulfil the excess call for for institutional creditworthiness within rural areas, especially some economically and socially marginalized parts. The Banking Commission (1972) endorsed set up an opportunity organization for rural credit score and in the end Government of India established Regional Rural Banks as a separate organization essentially for rural credit score rating at the concept of the suggestions of the Working Group beneath Neath the Chairmanship of M. Narasimhan. In order to offer get entry to low-value banking centres to the poor, the Narasimhan Working Group (1975) proposed the hooked-up order of a brand-new set of banks, as institutions which “combine the neighbourhood enjoy and the familiarity with rural troubles which the cooperatives personal and the diploma of enterprise organization, cap potential to mobilize deposits, get entry to to significant cash markets and modernized outlook which the industrial banks have”. Subsequently, through the enactment of the RRB Act of 1976, Regional Rural Banks were established. The RRBs Act, 1976 succinctly sums up this ordinary imaginative and prescient to sub-serve each the developmental and the

redistributive objectives. RRB was established with the aim of growing through the means of providing an agricultural financial system for the reason of improvement of agriculture, trade, commerce, enterprise and different efficient sports withinside the rural areas, credit score and different centres, specifically to small and marginal farmers, agricultural labourers, artisans and small entrepreneurs, and for topics related therewith and incidental thereto”. Their fairness is held via way of means of the Central Government, Concerned State Government and the Sponsor Bank in the share of 50:15:35 respectively. The mandates of those rural financial establishments have been:

1. To take banking to the doorsteps of the agricultural masses, especially in regions without banking facilities;
2. To make to be had inexpensive institutional credit score to the weaker sections of society, who have been to be the most effective customers of those banks?
3. To mobilize rural financial savings and canalize them for assisting efficient sports in the agricultural regions;
4. To generate employment possibilities withinside the rural regions;
5. To deliver down the value of presenting credit score in rural regions.

## REVIEW OF LITERATURE

A wide variety of research were carried out to look the functioning and overall performance of regional rural financial institution withinside the country. The literature to be had withinside the operating and overall performance of RRBs in India is a bit limited. The literature received through investigators withinside the shape of news of diverse committees, commissions and operating companies set up through the Union Government, NABARD and Reserve Bank of India, the studies research, articles of researchers, financial institution officials, economists and the remarks of financial analysts and information is in brief reviewed on this part. Some of the associated literatures of opinions are as follows.

The Kelkar Committee (1986) made complete hints protecting each the organizational and operational aspect. Several of those had been integrated as amendments to the RRB Act, 1976 such as:

1. Enhancement of legal capital of RRBs from Rs 1 crore to Rs five crore and paid-up percentage capital from Rs 25 lakhs to Rs 1 crore;
2. Appointment of Chairman of RRBs through the worried sponsor financial institution in session with NABARD;
3. provision of help to RRBs in extra degree through sponsor banks in training RRB workforce and giving economic help to RRBs of their first 5 years of their existence;
4. Provision for amalgamation of RRBs in session with all of the worried parties.
5. Empowering the sponsor banks to screen the development of RRBs and additionally to arrange for his or her inspection, inner audit etc.

Though the development of implementation become tardy (the amended act got here into pressure handiest with the aid of using end-September, 1988), there has been sufficient scope for development thereon. NABARD (1986) published “A observe on RRBs viability”, which become carried out with the aid of using Agriculture Finance Corporation in 1986 on behalf of NABARD. The observe discovered that viability of RRBs become basically structured upon the fund control strategy, margin among sources mobility and their deployment and at the manipulate exercised on

cutting-edge and destiny prices with advances. The percentage of the status quo prices to overall fee and enlargement of branches had been the essential factors, which affected their viability. The observe in addition concluded that RRBs incurred losses because of defects of their structures as such, there become want to rectify those and lead them too viable. The essential hints of the observe included development withinside the infrastructure centres and commencing of branches with the aid of using industrial banks in such regions wherein RRBs had been already in function. In the 12 months 1989 for the primary time, the conceptualization of the complete shape of Regional Rural Banks become challenged with the aid of using the Agricultural Credit Review Committee (Khosrow Committee), which argued that those banks don't have any justifiable purpose for continuance and endorsed their mergers with sponsor banks. The Committee become of the view that “the weaknesses of RRBs are endemic to the machine and non-viability is constructed into it, and the handiest choice become to merge the RRBs with the sponsor banks. The goal of serving the weaker sections correctly may be executed handiest with the aid of using self-maintaining credit score institutions.”

The Committee on Financial Systems, 1991 (Narasimhan Committee) confused the poor monetary fitness of the RRBs to the exclusion of each different overall performance indicator. 172 of the 196 RRBs had been recorded unprofitable with a mixture mortgage recuperation overall performance of 40. eight percent. (June 1993). The low fairness base of those banks (paid up capital of Rs. 25 lakhs) failed to cowl for the mortgage losses of maximum RRBs. In the case of some RRBs, there had additionally been an erosion of public deposits, except capital. In order to impart viability to the operations of RRBs, the Narasimhan Committee counselled that the RRBs ought to be accredited to interact in all styles of banking enterprise and ought to now no longer be compelled to limit on their operations to the goal groups, an offer which become with no trouble accepted. This recommendation marked a chief turning factor withinside the functioning of RRBs.

The cutting-edge literature on banking performance spells out awesome methods to degree performance (1) accounting degree (2) financial degree.

Accounting measure refers to using diverse monetary ratios that concentrate on one or more outputs and their applicable inputs to degree the overall performance of a banking unit. The monetary ratio method has been broadly utilized by the researchers and operating groups/committees to examine the overall performance of RRBs. Most of the research at the overall performance assessment of RRBs targeting the banks specifically state/region. Some of the researches are: Singh (1992) analysed the overall performance of RRBs banks in Punjab. Prasad (2003) evaluated the overall performance of RRBs in India. Moreover, Pati (2005) advanced the overall performance of RRBs withinside the north-east region. The examiner of Bagchi and Hadi (2006) targeting the overall performance of local rural banks in West Bengal. Few researches additionally exist withinside the literature which targeting the performance of an unmarried local rural bank. Some of the studies performed to this point are: Sudhaker et al., (1984) evaluated the overall performance of Cauvery Grameen Bank in Mysore district; Parmar (1986) assessed the overall performance of Banaskantha Mehsane Grameen Bank in Gujarat; Sangwan (1988) analysed the overall performance of Chattanja Grameen Bank in Andhra Pradesh; Jagadeesha et al., (1990) evaluated the overall performance of Tungabhadra Grameen Bank in Karnataka. Further, Hosamani (2002) explored the overall performance of Malaprabha Grameen Bank in Karnataka and Yadappanvar and Nath (2003) assessed the overall performance of Aurangabad and Jalna Grameen Bank in Maharashtra. Though monetary accounting ratios are easy to apply and comparatively clean to understand, however their use to degree financial institution overall performance is plagued with the aid of using diverse problems. As a precautionary degree, regulatory body works (which includes CAMEL rating) primarily based totally on those ratios has been installed place in maximum of the supervisory structures throughout the globe. Further, Sherman and Gold (1985) referred to those monetary ratios do now no longer seize the long-time period overall performance. This degree additionally helps withinside the evaluation

of financial institution's overall performance in phrases of man or woman parameters figuring out the average performance degree as it's far hard to exactly degree the performance of banks.

Therefore, in last years, there's a fashion toward measuring financial institution overall performance the use of monetary degree. This degree gives accurate, composite and unique estimate of performance of banks evaluating every financial institution in opposition to the pinnacle performers withinside the banking industry. A test of the present literature at the performance of Indian banks gives that there exists diverse research that analysed the performance of Indian business banks the use of maximum popularly used parametric approach of Stochastic Frontier Analysis (SFA) and nonparametric approach of Data Envelopment Analysis. The fantastic research belonging to this institution are: Noulas and Ketkar (1996), Bhattacharyya et al., (1997), Das (1997), Saha and Ravisankar (2000), Mukherjee et al., (2002), Kumar and Verma (2003), De

Kumar (2004), Chakrabarti and Chawla (2005), Kaur and Sharma (2005-06), Kumar and Gulati (2008), etc. To the author's knowledge, there's actually no have a look at besides Reddy (2005), Khankhoje (2008), Sathye (2008) and Mohindra (2011) which analysed the overall performance of RRBs with the aid of using the use of Frontier and Data Envelopment Analysis method respectively.

### **OBJECTIVES OF THE STUDY**

- To degree monetary overall performance of Regional Rural banks in India.
- To examine the important thing overall performance signs of RRBs in India • To examine development of the RRBs at some point of 2006-07 to 2010-11.
- To observe the growth-sample of Regional Rural Banks in India.
- To make crucial pointers to enhance the operating of RRBs.

### **PROBLEMS WITH THE STUDY**

- Study of Monetary data.
- Finding Information from RBI and NABARD was quite difficult.

### **SIGNIFICANCE OF THE STUDY**

- Helps to evaluate the monetary performance of Regional Rural Banks in India.
- The study will be helpful for the ones who makes policies to improve the functioning of RRBS in India.

### **RESEARCH METHDOLOGY**

The monetary overall performance of the RRBs in India has been analysed with the assist of key overall performance indicators. The yr. 2010-2011 changed into taken because the modern-day yr. and yr.2009- 2010 changed into base yr. for the calculation of boom price. Analytical Techniques Employed-Growth price evaluation changed into undertaken as a way to analysing monetary overall performance related to the RRBs. Growth price is measured with the assist of following formula:

Growth Rate =  $\frac{Y_t - Y_{t-1}}{Y_{t-1}}$      $Y_t$ = Current Year,  $y_{t-1}$ =Base Year.

### **RESEARCH DESIGN**

The study has a look at is diagnostic and exploratory in nature and uses secondary facts. The have a look at is constrained simplest to the precise regions like variety of branches, district coverage, deposits mobilized, credit and investments made through the Indian Regional Rural Banks (RRBs) for the five years duration beginning from 2006-07 to the yr. 2010-11.

**METHOD OF DATA COLLECTION**

The study has a look at is empirical in individual primarily based totally at the analytical method. The have a look at is specifically primarily based totally on secondary facts that's collected, compiled and calculated specifically from annual reviews of the NABARD and RBI. Other associated facts amassed from journals and websites.

**KEY PERFORMANCE INDICATORS AND GROWTH OF RRB**

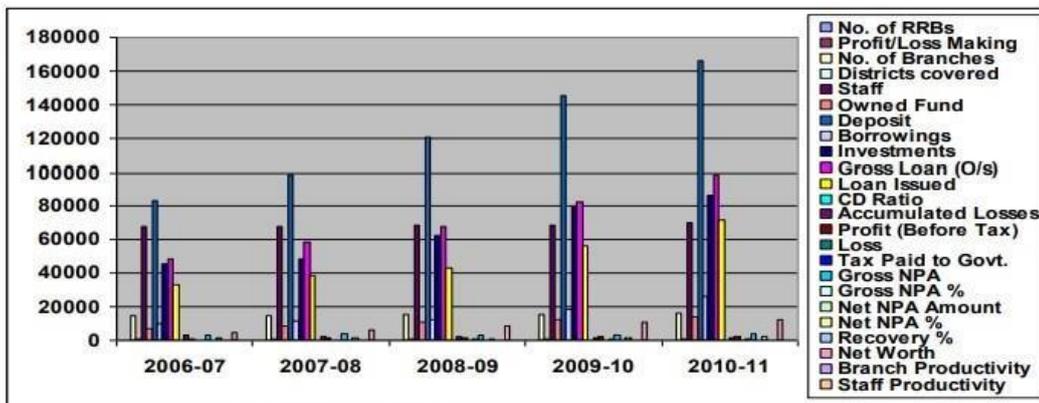
Table 1 presents the key performance indicators and growth of RRBs from year 2006-07 to 2010-2011.

**Table: 1** Key Performance Indicators of RRBs In India

Parameters	2006-07	2007-08	2008-09	2009-10	2010-11	Growth
No. of RRBs	96	91	86	82	82	.....
Profit/Loss Making	81/15	83/8	80/6	79/3	75/7	.....
No. of Branches	14526	14761	15158	15480	16001	3.36
Districts Covered	534	594	617	618	620	0.32
Staff	68289	68005	68509	69042	70153	1.61
Owned Funds	7285.98	8732.59	10895.73	12247.16	13838.92	13.00
Deposit	83143.55	9903.46	120184.46	145035.00	166232.34	14.60
Borrowings	9775.80	11494.00	12733.80	18770.00	26490.81	41.10
Investments	45666.14	48559.54	62629.45	79379.16	86510.44	8.98
Gross loan(O/s)	48492.59	58984.27	67858.48	82819.10	98917.43	19.14
Loan Issued	33043.49	38581.97	43445.59	56079.24	71724.19	27.90
CD Ratio	58.32	59.52	56.46	57.10	59.51	.....
Accumulated Losses	2759.49	2624.22	2325.59	1775.06	1532.39	-13.67
Profit (Before Tax)	926.40	1383.68	1859.36	2514.83	2420.75	-3.74
Loss	301.25	55.58	35.91	5.65	71.32	1162.30
Tax Paid to Govt.	139.66	301.12	461.14	625.25	634.22	1.44

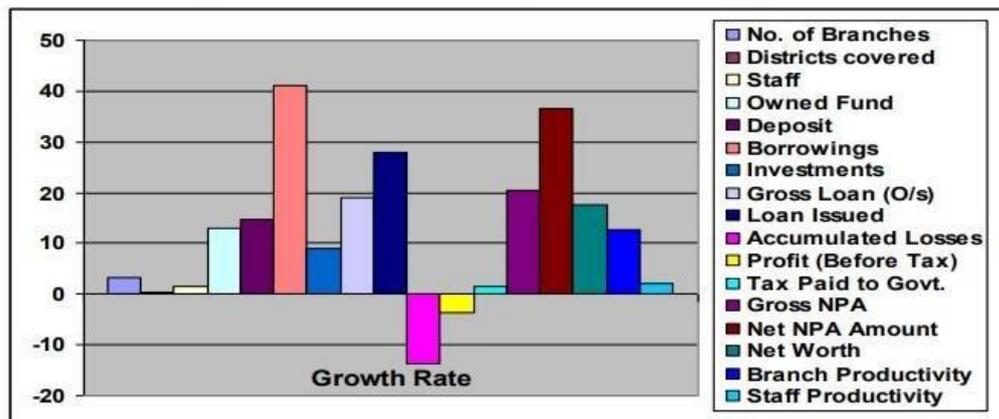
Gross NPA	3178.01	3566.34	2804.02	3084.82	3712.00	20.32
Gross NPA%	6.55	6.05	4.13	3.72	3.75	.....
Net NPA Amount	1625.41	1929.71	1114.54	1423.31	1941.32	36.39
Net NPA%	3.46	3.19	1.68	1.80	2.05	.....
Recovery%	79.80	80.84	77.76	80.09	81.18	.....
Net Worth	4256.48	6107.37	8570.04	10472.10	12306.53	17.52
Branch Productivity	9.06	10.75	12.41	14.72	16.57	12.57
Staff Productivity	1.93	2.33	2.74	3.70	3.78	2.16

Source: Reports Of RBI and NABARD



Source: Reports of NABARD and RBI.

Graph 1. Key Performance Indicators of RRBs in India



Source: Compiled from Reports of NABARD and RBI.

Graph 2. Growth Rate of RRBs in India

**SUMMARY/ OBSERVATION OF THE STUDY (FINDINGS):**

Sources of Funds The sources of funds of RRBs comprise of owned fund, deposits, borrowings from NABARD, Sponsor Banks and other sources including SIDBI and National Housing Bank.

### 1. Owned Funds

The owned funds of RRBs comprising of share capital, share capital deposits received from the shareholders and the reserves stood at 13838.92 crore as on 31 March 2011 as against 12247.16 crore as on 31 March 2010; registering a growth of 13.0%. The increase in owned funds to the tune of 1591.76 crore was mainly on account of accretion to reserves by the profit making RRBs. The share capital and share capital deposits together amounted to 4273 crore of total owned fund while the balance amount of 9566 crore represented reserves.

### 2. Deposits

Deposits of RRBs increased from 145035 crore to 166232.34 crore during the year registering growth rate of 14.60%. Gurgaon GB reported the highest deposit growth rate of 37%. There are Sixteen (16) RRBs having deposits of more than 3000 crore each.

### 3. Borrowings

Borrowings of RRBs increased from 18770 crore as on 31 March 2010 to 26490.81 crore as on 31 March 2011 registering an increase of 41.10% . Borrowings viz-a-viz the gross loan outstanding constituted 26.8% as against 22.7% in the previous year.

#### Uses of Funds

The uses of funds of RRBs comprise of investments and loans and advances.

#### 1. Investments

The investment of RRBs increased from 79379.16 crore as on 31 March 2010 to 86510.44 crore as on 31 March 2011 registering an increase of 8.98%. SLR investments amounted to 45022 crores where as non-SLR investments stood at 41488 crores. The Investment Deposit Ratio (IDR) of RRBs progressively declined over the years from 72% as on 31.3.2001 to 52.04 % as on 31 March 2011.

#### 2. Loans & Advances

During the year the loans outstanding increased by 16098.33 crore to 98917.43 crore as on 31 March 2011 registering a growth rate of 19.4% over the previous year. Meghalaya Rural Bank recorded the highest growth rate of 35% during the year 2010-11.

#### 3. Loans Issued

Total loans issued by RRBs during the year increased to 71724.19 crore from 56079.24 crore during the previous year registering a growth of 27.90%. Samastipur KGB reported highest growth rate of 123% during 2010-11 followed by Andhra Pradesh GVB at 112%.

#### Working Results

##### 1. Profitability

75 RRBs (out of 82 RRBs) have earned profit (before tax) to the extent of 2420.75 crore during the year 2010-2011. The profit was marginally lower than the previous year. After payment of Income Tax of 634.22 crore, the net profit aggregated to 1786.53 crore. The remaining 7 RRBs incurred loss to the tune of 71.32 crore.

##### 2. Accumulated Losses

As on 31 March 2011, 23 of the 82 RRBs continued to have accumulated losses to the tune of 1532.39 crore as against 1775.06 crore (27 RRBs) as on 31 March 2010. The accumulated loss decreased by 242.67 crore during the year under review.

### 3. Non-performing Assets (NPA)

The Gross NPA of RRBs stood at 3712 crore as on 31.03.2011 (i.e.3.75%). The percentage of Net NPA of RRBs has shown an increase from 1.8% to 2.05% during the year. The data revealed that 15 RRBs had gross NPA percentage of less than 2%, whereas 33 RRBs had it above 5%.

### 4. Recovery Performance

There has been an improvement in the recovery percentage during 2009-10 from 80.09% as on 30 June 2009 to 81.18% as on 30 June 2010. The aggregate overdue, however, increased by 934 crore to 9805 crore as on 30 June 2010.

### 5. Credit Deposit Ratio

The aggregate CDR of RRBs increased over the years from 57.10% as on 31 March 2010 to 59.51% as on 31 March 2011. Eight of the RRBs reported CDR of more than 100%.

### 6. Productivity of Branch and Staff

The branch productivity increased to 16.57 crore in 2010-11 from 14.72 crore in 2009-10 with a growth of 12.57%. Similarly, staff productivity in 2010-11 increased to 3.78 crore from 3.70 crore in 2009-10 with a growth of 2.16%.

## **Policy Initiatives during the Year 2010-2011**

### 1. Capital Infusion for improving CRAR

Consequent upon the decision taken in the Finance Minister's Review Meeting of RRBs dated 18.08.2009, a Committee was constituted by Government of India, Ministry of Finance, Department of Financial Services under the Chairmanship of Dr. K.C. Chakrabarty, Deputy Governor, Reserve Bank of India, to examine the financials of RRBs with reference to CRAR and suggest a roadmap for achieving a CRAR of 9% by March 2012. As per Dr. K.C. Chakrabarty Committee Report recapitalization to 40 selected RRBs in 21 states was started in 2010-11. The recapitalization amount is to be shared by the stake holders in proportion of their shareholding i.e. 50%, 35% and 15% by Central Government, concerned sponsor banks and State Government. As per approved scheme, the release of Central Government share is subject to proportionate share by the Central Government, concerned sponsor banks and State Government. A sum of 66.49 crore was released to 5 RRBs during 2010-11. Accepting the recommendations of the committee, the GOI along with other shareholders decided to recapitalize the RRBs by infusing funds to the extent of 2200 Crore. The implementation is already underway and is expected to be completed during 2012-13.

### 2. Regional Rural Bank Service Regulations 2010

Based on the recommendations of Amaresh Kumar Committee, the GOI issued the RRB Service Regulations 2010.

### 3. Regional Rural Bank Appointment and Promotion Rules 2010

GOI also notified the RRB Appointment and Promotion Rules 2010, in July 2010.

#### 4. Technology Innovation through Core Banking Solutions (CBS)

The RRBs were required to ensure that their branches are put on CBS platform so that they can provide hassle free and any where banking services to their clients. 80 RRBs have since been fully migrated to CBS as on 30m September 2011. NABARD is providing financial assistance to identified 28 weak RRBs to the extent of 40% for core banking solution from Financial Inclusion Technology Funds (FITF) and rest of the cost will be shared by the Sponsor Bank (50%) and the RRB (10%)

#### 5. Financial Inclusion

As envisaged by the Government of India, RRBs as a group have become a strong intermediary for financial inclusion in rural areas by opening a large number of “No frills” accounts and by financing under General Credit Card (GCC), as per RBI guidelines. Total number of accounts stood at 1310.17 lakhs in March 2011 which was 1188.67 lakhs in March 2010.

#### 6. Interest Subvention to RRBs

The continuance of the interest subvention scheme was announced in the Union budget 201011. Interest subvention of 1.5% per annum was available to RRBs for deploying their own funds for crop loan up to 3 lakhs per farmer, provided the ultimate borrower get such loans at 7% interest per annum. An additional subvention of 2% was announced during the year to those farmers who repaid crop loans promptly within one year of disbursement. Thus, the interest paid on crop loans by such farmers was effectively at the rate of 5%

#### **Problems (Weakness) of RRBs**

Although RRBs had a quickly growth of department community and prolong in quantity of business, these organisations went via a very difficult evolutionary system due to the sure problems.

1. Very limited vicinity of operations.
2. High hazard due to publicity completely to the goal group.
3. Public draw close that RRBs are bad man's banks.
4. Mounting losses due to non-viable diploma of operations in branches placed at resource poor areas.
5. Switch over to slim funding banking as a turn-over strategy.
6. Heavy reliance on sponsor banks for funding avenues with low returns barring exceptions, step-motherly therapy from sponsor banks.
7. Chairman of RRBs under the path of Regional Managers appointed as Board of Directors through way of sponsor banks.
8. Burden of authority's subsidy schemes and inadequate information of purchasers main to low best assets.
9. Unionized group of people with low dedication to earnings orientation and practical efficiency. Inadequate expertise in treasury administration for profits orientation.
10. Inadequate publicity and competencies to innovate merchandise limiting the lending portfolios.
11. Inadequate effort to acquire preferred tiers of excellence in team of workers competence for managing the affairs and industrial organisation as an impartial entity.
12. Serious undermining of the Board via ability of compulsions to seem up to sponsor banks, GOI, NABARD and RBI for most decisions.

13. RRB hampered with the useful resource of a throughout the board ban on recruitment of staff.

**SUGGESTIONS (RECOMMENDATIONS) FOR IMPROVEMENT OF RRBs**

1. Government has to inspire and help banks to take excellent steps in rural development.
2. Efforts have to be made to make certain that the non-interest price of savings to small borrowers are saved as low as possible.
3. Policy needs to be made via authorities for opening extra branches in weaker and remote areas of state.
4. Productivity can be extended via controlling the fees and growing the income. To participate, subsidies have to be adjusted toward the stop of the transaction for which mortgage help is sanctioned.
5. Governments have to take association motions in opposition to the defaulters and shouldn't make famous bulletins like waiving of loans.
6. The RRBs have to make a vital alternative in their choice making with regard to their investments.
7. The RRBs have to be very cautious and decrease the working expenses, due to the fact it has been discovered from our findings that these costs have expanded the complete expenditure of the banks.
8. The RRBs have to supply due desire to the micro-credit scheme and inspire in the formation of a self-assist group.
9. Cooperative societies may additionally be allowed to sponsor or co-sponsor with industrial banks in the institution of the RRB.
10. A uniform sample of activity price shape must be devised for the rural monetary agencies.
11. The RRB has to make stronger deposit administration through way of savings appraisal, monitoring the growth of loans and their environment friendly recovery.
12. The savings coverage of the RRB must be based totally on the crew strategy of financing rural activities.
13. The RRB may additionally loosen up their process for lending and make them less complicated for village borrowers.

## CONCLUSION

To conclude, the speedy enlargement of RRB has helped in lowering appreciably the regional disparities in recognize of banking amenities in India. The efforts made through the usage of RRB in department expansion, credit score mobilization, rural improvement and deposit rating deployment in weaker part of rural areas are appreciable. RRB efficaciously gain its dreams like to take banking to door steps of rural households specifically in banking deprived rural area, to avail handy and much less steeply-priced deposit to weaker rural phase who are established on personal lenders, to motivate rural economic financial savings for productive activities, to generate employment in rural areas and to deliver down the cost of purveying savings in rural areas. Thus, RRB is offering the strongest banking network. Government ought to take some excellent remedial steps to make Rural Banks viable. Regional Rural Banks performs a key feature as a necessary car of deposit delivery in rural areas with the goal of deposit rating dispersal to small, marginal farmers & socio economically weaker area of populace for the improvement of agriculture, alternate and enterprise. But although its business viability has been puzzled due to its confined business corporation flexibility, smaller measurement of mortgage & immoderate chance in personal loan & advances. Rural banks want to take away lack of transparency in their operation which leads to unequal relationship between banker and customer. Banking workforce have to have interaction larger with their clients to overcome this problem. Banks have to open their branches in areas the place purchasers are no longer in a function to avail banking facilities. In this aggressive era, RRBs have to pay interest on

## REFERENCES

1. Bagachi, K. K. and A. Hadi (2006), Performance of Regional Rural Banks in West Bengal: an evaluation, Serials Publications: New Delhi.
2. Bose, S. (2005) Regional Rural Banks: The Past and the Present Debate
3. Das, U.R. (1998) "Performances and Prospects of RRBs", Banking Finance November.
4. Gupta, S.K (1996) "Profitability and Regional Rural Banks", Kurukshetra, July.
5. Gupta and Sodhi (1995), "Economic Liberalization and Rural Credit", Kurukshetra, Vol. XLIII, No. 10, p-27-30
6. Horseman, S.B (2002), Performance of Regional Rural Banks, New Delhi,
7. Ibrahim Dr. M. Syed (2010) "Performance Evaluation of Regional Rural Banks in India", International Business Research Vol. 3, No. 4; p-203-211.
8. Jham Poonam (2012) "Banking Sector Reforms and Progress of Regional Rural Banks in India (An Analytical Study)", Online published 11 January.
9. Khankhoje, D. and Sathye, M. (2008) "Efficiency of Rural Banks: The Case of India", International Business Research, Vol. 1. No.2, pp. 140-149.
10. Kannan, R. (2004), Regional Rural Banks
11. Misra, B.S. (2006), "The Performance of Regional Rural Banks in India: Has Past Anything to Suggest for Future", RBI Occasional Papers, Vol.27, Nos.1 and 2
12. Mohindra Versha and Kaur Dr. Gian, Total Factor Productivity of Regional Rural Banks in India: A Malmquist Approach, Abhinav journal of commerce and management Volume 1 issue 3, p- 75-86

13. Mohindra Versha and Kaur Gian (2012) Regional Rural Banks in India since Reforms: A Study of Technical Efficiency, Prerana, March.
14. Prasad, T. S. (2003), Regional Rural Banks: Performance Evaluation, Kurukshetra, Vol. 51, No.10, p. 20-24.
15. Singha, Kanhaiya (1990) "Restructuring Regional Rural Banks", Kurukshetra, 38 (10): 9-11.
16. Reddy, A. A. (2006) "Productivity Growth in Regional Rural Banks", Economic and Political Weekly, Vol. XLI, No.11, pp. 1079-1085.
17. Ramanaa Murty, D.V. (1977) "Regional Rural Banks: An Assessment of Performance", Southern Economist, No.16 (7), August 1.
18. Reddy, Y.V. (2000) "Rural Credit: Status and Agenda", Reserve Bank of India Bulletin, November.
19. Raman Thirumal (2011) "Factors influencing profitability of Regional Rural Banks (RRBs)", Journal of Banking Financial Services and Insurance Research, Volume 1, Issue 2, p 76- 84
20. Velayudham, T. K., and Sankaranarayanan, V. (1990) "Regional Rural Banks and Rural Credit: Some Issues", Economic and Political Weekly, September 22, pp.2157-2164.

## **REPORTS**

1. A Study on the Viability of RRBs (1981), RBI Bulletin, March.
2. Government of India, Report of the Working Group on Regional Rural Banks (1986), New Delhi
3. Government of India (1987), Report of the Committee on Agricultural Credit Review Committee, (A. M. Khusro), New Delhi.
4. Government of India (1994), Report of the Committee on Restructuring of RRBs (M. C. Bhandari), New Delhi.
5. NABARD: Reports.
6. Reserve Bank of India (2004), Report of the Advisory Committee on Flow of Credit to Agriculture and Related Activities from the Banking System.
7. Reserve Bank of India (1991), Report of the Committee on the Financial System, (chaired by M. Narasimham)
8. Reserve Bank of India (2005), Report of the Internal Working Group on RRBs, Chairman: A.V. Sardesai, Mumbai.
9. Report of Trend and Progress in Banking, RBI, Various issues
10. RBI, Monthly Bulletins, Various issue.