

ST MARY'S UNIVERSITY
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT

**AN ASSESSEMENT ON “THE CHALLENGES OF EXPORT CREDIT
PRACTICES”**

**THE CASE OF COMMERCIAL BANK OF ETHIOPIA'S CENTRAL
PROCESSING CENTRE**

BY
YONAS GHEBREGZIABHER

JUNE, 2014
SMUC
ADISS ABABA

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PRACTICES”**

**THE CASE OF COMMERCIAL BANK OF ETHIOPIA’S CENTRAL
PROCESSING CENTRE**

**A SENIOR RESEARCH SUBMITTED TO DEPARTMENT OF
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ACRONYMS

CBE= Commercial Bank of Ethiopia

NBE = National Bank of Ethiopia

CPC = Central Processing Center

L/C= Letter of Credit

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Commercial banks are the largest group of financial institutions that play a major role in the business of world by handling transactions that primarily deal extension of loans and advances to business entities and individuals. Against the environment of growing competition in the bank industry it is highly necessary to ensure that existing customers are kept satisfied and retain and new customers attend so as to enlarge the credit operation and achieve the set of the business goals.

Export is the process of earning money by selling products or services in foreign market. It is finding customers and enterprise which can serve better than these customers' successfully that the enterprise grows and prospers, simultaneously increasing direct and indirect employment. At this point, selling and marketing applies to a product that the market needs. Exporting is just trading but the customer lives in another country. Exporting is only an extension of the need trade. Man's economic and social progress has developed because of the increasing specialization of labor. (Kapoor, 2002)

banks give different credit products like overdraft, overdraw, merchandise loan facility, import letter of credit facility, pre-shipment export credit facility, revolving export credit facility, letter of guarantee credit facility, term loans and others to its customers. From the above products, export credit facilities, pre-shipment export credit and revolving export credit facility, plays a essential role in the nation's development endeavor principally as the prime source of foreign currency. It is also one of the priority areas demanding a concerted effort from different players so that the maximum potential can be absorbed.

Commercial Bank of Ethiopia being the name of the former government bank of Ethiopia continue a specialized service limiting its mandate to commercial banking only since 1964 G.C (1956 E.C.) and National Bank of Ethiopia came to existence to control the wide spread of banking service and the money flow for stable economy. In 1974 G.C Commercial bank of Ethiopia gets its strength following its merger to Addis Ababa bank, which was acting as competitor earlier to merge. (Belai, 1987)

Commercial Bank of Ethiopia is the leading bank in Ethiopia that was established in 1942. Pioneer to introduce modern banking to the country. It has more than 700 branches stretched across the country. CBE had the leading African bank with assets of Birr 155 billion as on June 30th 2012. It plays a catalytic role in the economic progress & development of the country. The first bank in Ethiopia to introduce ATM service for local users and currently CBE has more than 4 million account holders. It has strong correspondent relationship with more than 50 renowned foreign banks and a SWIFT bilateral arrangement with 500 others. CBE combines a wide capital base with more than 12,800 talented and committed employees. CBE is a Pioneer bank to introduce Western Union Money Transfer Services in Ethiopia. Finally CBE has reliable and long-standing relationships with many internationally acclaimed banks throughout the world. (Retrieved on Jan 2014 from www.combanketh.et. com)

Since Credit export facility is one of the services given by banks and pre shipment export credit and revolving export credit are two of the credit products on handling of which considerable changes that are in favor of customers are made.

1.2. Statement of the problem

Export is process of earning money by selling products or services in foreign market. It is finding customers and enterprise which can serve better than these customers' successfully that the enterprise grows and prospers; simultaneously increasing direct and indirect employment. To support export the bank gives many services, one of this services is giving credit to customers to overcome their financial shortage. The bank's service on export credit facility plays an essential role in the nation's development endeavor principally as the prime source of foreign currency. It is also one of the priority areas demanding a concerted effort from different players so that the maximum potential can be absorbed. However, as per the researcher's preliminary investigation the export credit facilities products are given without formulating enough follow up mechanisms to its repayment and, the bank doesn't have well trained employees with updated skill and the employees do not give the service efficiently, employees doesn't clearly understand how to implement the policy and procedure, customers always complain how they are treated equally and ethical way. Finally the credit export facility given to the customers does not satisfy the customers need both in timing and amount in respect to their request for their business and most of the customers doesn't have awareness on what procedure the bank have and what is expected

from them to get the loan they need. These problems are the results for customers of export credit are shifting to other banks. To conclude, the research is trying to find out some recommendations as a solution to these problems.

1.3 Research Question

The student researchers intended to find an answer for the following questions:

- ✓ To what extent do customers are satisfied with the timing and amount of the credit?
- ✓ How efficient the employees of the bank are to give the service to satisfy customers?
- ✓ How the bank treats customers equally and fairly?
- ✓ What follow ups does the bank have on the export credit customers to make sure the repayment?
- ✓ How efficient adequate awareness does the the bank creates to customers about export credit facility the bank provides?

1.4. Objective of the study

1.4.1 General objective

The general objective of this research is to assess challenges on export credit facilities and give recommendations to the problems under the title of An Assessment on “the challenges of export credit practices” in the case of Commercial Bank of Ethiopia at central processing center.

1.4.2 Specific objectives

- ❖ To assess the efficiency of the employees who process the credit.
- ❖ To find out if customers are not satisfied how they treated in export credit service.
- ❖ To analyze the follow up mechanisms the bank uses on the export credit customers.
- ❖ To assess how the amount and the time of credit affect customers.

- ❖ To assess how customers are familiar and have the awareness on the process of export credit facility.

1.5. Scope of the study

There are many banks which gives the service of credit export in Ethiopia but the research is focused only in commercial bank of Ethiopia, and since commercial bank of Ethiopia give the service in many branches all over the country the research was done at head office central processing center because of the shortage of time and finance.

Last but not the least the service of export credit facility has been given for long period of time but the research is done only for the recent time after the Business Process Reengineering is implemented because of the availability of data.

1.6. Significance of the study

- The organization is benefited from certain findings and recommendations indicated by the researcher.
- The student researcher also believes that this paper may serve as a basis for those who are interested to conduct further study of the issue.
- The researcher gains experience that prepares him for further research activity and for partial fulfillment of B.A degree in Management.

1.7. Research Design and Methodology

1.7.1. Research method

The type of research the researcher used is descriptive research, specifically through tables and their frequency in number and percentage.

1.7.2. Population, sample size and sampling technique.

The total number of population included on the study is 244 both from the employees and customers, which 89 are employees and 155 are credit export customers of the bank. The Sample

size taken from the employees is 53(60%) to find responses of the majority and from the customers 23(15%) because it is enough to triangulate the data. The student researcher chose purposive sampling technique for the employee by selecting the employees who have more contact with customers and accidental sampling technique for the customers while they arrive at the bank were used to select the respondents who fill the questionnaires.

1.7.3. Source of Data.

To make the study more concrete both primary and secondary source of data were used. Primary data were collected directly from employees and customers by questionnaire, and secondary source were obtained from internet, manuals and directives issued by commercial bank of Ethiopia and National bank of Ethiopia and different kind of books.

1.7.4. Data gathering technique

Primary data was gathered by questionnaires distributed to the employees of commercial bank of Ethiopia and credit export customers of the bank which states about the export credit process which was prepared by the student researcher on closed and open ended questions . And the secondary data was gathered from manuals, internet and other books.

1.8. Limitation of the Study

Even though, it is difficult to go through all the limiting factors before the compilation of the entire research, it is possible to mention some of the problems that the researcher could possibly face against the study. Some of these problems are:

- Resource constraints mainly shortage of available material.
- Unwillingness some of respondents to return back the questionnaires on time for researcher.

1.9. Organization of the paper

This paper is organized in four chapters. The first chapter intends to cover background of the study, statement of the problem, objective, significance, and methodology, limitation of the study and scope of study.

The second chapter review any related literature. This chapter presents about policies and procedures followed by commercial bank of Ethiopia and NBE in relation to the export credit facility and some literature by referring to various books, publications and other related literatures concerning the points mentioned above.

The third chapter shows data presentation, analysis and interpretation. The problem stated above is assessed on the basis of information gathered from the data obtained through questionnaires.

Finally, based on the information gathered and analyzed in the third chapter, the forth chapter forwarded summarization, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. International Trade

International trade demands a flow of goods from seller to buyer and of payment from buyer to seller. The movement of goods may be evidenced by appropriate documents. Payment, however, is influenced by trust between the commercial parties, their need for finance and, possibly, by government trade and exchange control regulations.

In direct terms trade, is simply to buy and sell. While international trade is the exchange of products, services, and money across national borders; essentially trade between countries. Selling products or services export markets can be a very profitable and a true engine for growth of companies. Manufactures, service providers and traders can all benefit from adding foreign markets to their portfolio of customers. Hence, access to working capital is one of the most important components of the export transaction, providing a means for companies to process and acquire goods and services to fill purchase orders and to ship and extend credit to their buyers. (Pilbeam, 2006)

Importer is a business entity or country which performs import (to buy of good or products from abroad a country). Importer means a person (natural or legal) seated within the country and responsible for import. Such business entity which imports goods through the customs border of the country must fulfill obligations resulting from marketing of the goods, including proper marking of the products, payment of product fee exporter. (Retrieved on Jan 2014 from www.combanketh.et. com)

Exporter is a business entity or country which performs export (to sale of good or products from abroad a country). Export has been derived from a Latin word *ex* “beyond” and *portare* “to carry”. A function of international trade whereby goods produced in one country is shipped to another country of future sale or trade. The sale of such goods adds to the producing nation’s gross output. (Retrieved on Jan 2014 from www.combanketh.et. com)

2.1.1 The Definition of Exporting

It is the process of earning money by selling products or services in foreign market. It is finding customers and enterprise which can serve better than these customers' successfully that the enterprise grows and prospers, simultaneously increasing direct and indirect employment. At this point, selling and marketing applies to a product that the market needs. Exporting is just trading but the customer lives in another country. Exporting is only an extension of the need trade. Man's economic and social progress has developed because of the increasing specialization of labor. (kapoor,2002)

2.1.2 Quality Standards for exporters

According to kapoor,2002 for all commodities notified under the act, quality standards are prescribed by the government. While in a large number of cases, buyers' requirements have been recognized as the basis of inspection, for products involving safety or health hazards, minimum standards have been prescribed. Commodities for which minimum standards have been prescribed are not allowed for export unless the minimum standards are attained, though the foreign buyers may be inclined to accept the product below such minimum standards. In a phased manner, minimum standards are being prescribed for more and more products. The standards are reviewed periodically in consultation with the trade and industry and also keeping in view the latest technological changes and changing needs of the overseas buyers. (kapoor, 2002)

Letter of credit

Letter of credit is frequently the method of payment. The buyer's bank pays the seller against presentation of documents and compliance with conditions stipulated by the buyer. In any international trade transactions, security is of prime importance to both exporters and importers. The exporter wants to ensure that payment will be made for goods supplied, while the importer wishes to be satisfied that payment will be made only after dispatch of the goods as specified in prior agreement. By using a Letter of Credit (also known as a Documentary Credit), both parties have considerable degree of security in the commercial contract because it is handled or honored through the banking system. In addition to rendering expert advice in handing documents and financing the transactions, banks join in as intermediaries to keep the interest of the two parties

so that both parties will not relinquish title to property or money before the benefits specified in their contract accrue to the respective parties. (Falsom, et al, 1992)

The basic components of a letter of credit are: advising bank name, beneficiary's name and address, aggregate amount in specified currency, terms of trade, mode of transport, required documents, expiry date and place, date of shipment, description of goods and/or services, port of loading, port of discharge, payment conditions, and method of payment .

There are four methods of Payment under a documentary credit one of which has to be indicated in a letter of credit such as Payment at Sight, Negotiation, Acceptance of Term Draft (bill of exchange), and Deferred Payment (Mathani, 2001)

2.1.3 Export working capital

Financing allows exporters to purchase the goods and services they need to support their export sales. More specifically, export working capital facilities extended by commercial lenders provide a means for small and medium-size enterprises that lack sufficient internal liquidity to process and acquire goods and services fulfill export orders and to extend open account terms to their foreign buyers. (Retrieved on Jan 2014 from www.BusinessUSA.gov)

An unexpected large export order many incremental export order can place challenging demands on working capital. Export working capital financing, which is generally secured by personal guarantees, assets, or high value accounts receivable, helps to ease and stabilize cash flow problems of exporters while they fulfill export sales and grow competitively in the global market. (Retrieved on Jan 2014 from www.BusinessUSA.gov)

2.1.4 Export trade incentive in Ethiopia

The Ethiopian government is intense to encourage exports & to attract foreign investment in priority sectors. The export trade policy of the country focused not only on removing export duties & taxes but also introducing trade incentives. The objective of the export trade incentive scheme is to improve export trade & to enable exporter access inputs at world market price so that they will be able to compete on equal footing with their competitors in the international trade. (International Trade Center, 2001)

2.2 International trade credit

The United States is one of the world's leading exporters and importers of merchandise. However, the United States balance of payments has shown deficits for more than a decade, and this has caused the United States government to reevaluate its foreign policy and to institute certain necessary adjustments to help reduce these deficits. As one adjustment, the government has enlarged its existing federal export expansion program to encourage exports by manufacturers currently exporting. (Cole, et al, 1998)

2.2.1 Finance for Export- pre-shipment and post-shipment

International trade succeeds on credit. Where there is little to choose from between the quality of goods from one producer or the other, it is often the inducement of credit terms offered by a seller which clinches the contract with the buyer. The main points for consideration in any package include *the length of credit, the rate of interest and the currency of payment*. Trade credit, the granting of time to pay by suppliers is the most natural form of credit a buyer could wish for. It usually does not cost more than what can be passed on in the final sales price, does not tie up the buyer's bank lines, and is normally easy to administer. Unfortunately, trade credit carries a risk to the granter of the credit, and is generally accorded only in well established relationships. Most buyers and sellers therefore have to resort to some form of financial package. (Robert Cole, et al, 1998)

Nature of export finance

The following two distinct stages of export finance (credit) are;

1. Pre-shipment Export finance
2. Post-shipment Export finance

Pre-shipment Export finance

Form and purpose of shipment credit

- ❑ Pre-shipment credit to be liquidated from the proceeds of export bills
- ❑ Forms of Pre-shipment credit

Packing credit, Advance against incentives receivables, Advance against cheques/drafts received as advance payment

■ Purposes of which granted

Purchase of raw materials and other inputs, Processing, Manufacturing, Merchant exporters acquiring products for export, Packing, Transportation, and Warehousing (Kapoor D.C. 2002)

Pre-shipment Export finance

Accordingly to Kapoor D.C. (2002), there are many reasons why companies may hesitate about deciding to export. One of the most important reasons is credit. Companies need more finance for export business than for home sales, if only because transit times are longer and thus payments tend to be delayed unless payment is made before shipment.

Also, the risk of bad debts is grater in the case of export business than home trade. This is true for several reasons;

- Greater distance means longer credit, which increases the chances of changes in circumstances.
- It is more difficult to discover the credit worthiness of foreign customers.
- Amounts owed by one customer are often very large because of sole distributors covering a whole country, etc.
- Misunderstandings are more frequent, and more difficult to settle, at a great distance.
- Currency exchange rate may change.
- Foreign governments may introduce new foreign exchange regulations prohibiting payment, even if the customer wishes to pay.
- Financial intermediaries such as banks may be involved

(Kapoor 2002)

2.2.2 Quality Control and Pre-Shipment Inspection

The Export Inspection Council of India was set up by the Government of India under section 3 of the Export (Quality Control and Inspection) Act, 1963 to provide for the sound development of export trade through quality control and pre-shipment inspection. Suitable amendments were incorporated in the act in July, 1984 in order to provide the power to search and seize commodities initiate and justification proceedings against erring manufacturers and exporters, cancellation or withholding of the certificate of inspection issued by the Inspection agencies, etc. The Export Inspection Council (EIC) consists of Chairman appointed by the Central Government, 4 ex-officio members and 15 members nominated by the Central Government. The EIC is an apex body for controlling the activities of the quality control and pre-shipment inspection of the commodities meant for export. (Kapoor, 2002)

According to D.C. Kapoor (2002), the main functions of the EIC as assigned in the Act are:

- (i) To advise the Central Government regarding measures for enforcement of quality control and inspection in relation to commodities intended for export and to draw up programs therefore, and
- (ii) To arrange pre-shipment inspection of notified commodities for export with a view of inculcating quality consciousness among the manufacturers and to motivate them to adopt quality discipline, the EIC has been engaged in quality development and export promotional activities by way of arranging training on various quality control techniques to the personnel at all levels in the industry. In addition, the EIC also arranged seminars and workshops designed to educate the manufacturers and exporters on the methods of maintaining quality including packaging.

2.2.3 Credit Product

Credit is one of the core services that commercial bank of Ethiopia renders to its customers while providing the services it is of paramount importance to excel the ever increasing expectations of the stakeholders, hence revision of existing credit policies, to incorporate new development. In the borrowing industry and to provide credit performers a clear guidance on the element involved in evaluating the credit worthiness of applicants. (CBE credit policy and procedures, 2009)

It mainly focuses on the facilitation of all activity with international trade through a process compatible with customer's needs and international standards. The process is organized in a manner that ensures easy accessibility of service to customers, maintenance of uniform service quality and standard processing time. It has also laid the ground service differentiation to customers. Each performer in the credit service process is required to focus on the creation of value to customers by ensuring the processing of each request from start to end with predetermined standard: quality and time set for the service. Besides, each performer is required to continuously provide her/him with knowledge of credit so that this procedure can be used in a meaningful and effective way. (CBE credit policy and procedures, 2009)

2.2.3.1 Merchandise Loan

It is a short-term credit facility provided by the Bank against which the merchandise or documentary evidence (Railway Receipt, Warehouse Receipt and Airway Bills) is held as a pledge or collateral for the loan. The amount of Merchandise Loan Facility has to be up to a maximum of 80% advance rate, depending on the type of merchandise, customer classification and credit risk grading level. However, for customers who deserve unsecured loans and advances, the Bank may extend the facility beyond 80% advance rate. (Retrieved on Jan 2014 from www.combanketh.et)

2.2.3.2 An Overdraft

It is a form of credit facility by which a customer may be allowed to draw beyond the deposits of its current accounts for the sole purpose of the day-to-day operational needs of a viable and ongoing business. The outstanding balance of the Overdraft is repayable on demand by the Bank. It is financed for a limited duration normally for one year. Based on strict and continuous follow-up, the Bank will callback the outstanding Overdraft loan balance at any time when its performance is unsatisfactory. Interest is charged on the Overdraft Facility's outstanding balance on a daily basis. (Retrieved on Jan 2014 from www.combanketh.et)

2.2.3.3 An Overdrawn

It is a temporary facility that grants a customer the right to withdraw a specified amount of fund over and above the Overdraft limit in order to meet unexpected seasonal cash shortage. The Overdrawn amount should not exceed 25% of the approved Overdraft limit or Birr five million, whichever is lower. Each Credit Approving Team shall decide overdrawn requests within their discretionary lending limit. (Retrieved on Jan 2014 from www.combanketh.et)

2.2.3.4. The Import Letter of Credit facility

Is a credit product that the Commercial Bank of Ethiopia extends to applicants engaged in the import business, or other applicants who import for various purposes on payment of a certain percentage of the value of the document while opening a Letter of Credit. A letter of credit is a conditional bank undertaking of payment. The Import Letter of Credit facility amount to be availed to the customer is up to a minimum of 20% margin of the document value depending on the financial strength of the customer, the letter of credit facility account performance, and marketability of the import goods for a period of one year against valid import documents. (Retrieved on Jan 2014 from www.combanketh.et)

Trade between countries is financed mainly through letter of credit. A letter of credit defined by the international chamber of commerce as:

“any arrangement however named or described whereby a bank (the issuing bank) acting at the request and in accordance with the instructions of a customer (the applicant of the credit), is to make payment to or to the order of a third party (the beneficiary) or is to pay, accept or negotiate bills of exchange (drafts) drawn by the beneficiary, or authorise such payments to be made or such drafts to be paid, accepted or negotiated by another bank, against stipulated documents and compliance with stipulated terms and conditions.”(shekhar,1999)

2.2.3.5. A Letter of Guarantee Facility

It is issued by a bank is a written promise/ irrevocable obligations by the bank to compensate (pay a sum of money) to the beneficiary (local or foreign) in the event that the obligor fails to

honor his/her/its obligations in accordance with the terms and conditions of the guarantee/agreement/contract.

The Commercial Bank of Ethiopia may extend a one-time or renewable Letter of Guarantee Facilities:

A one-time Letter of Guarantee Facility is a non-renewable letter of guarantee extended to applicants who have no recurrent requests.

Renewable Letter of Guarantee Facility is a form of credit facility where the facility is reviewed periodically. The Bank may avail the facility to customers who have recurrent requests.

Regarding the terms and conditions of the contract concluded between the beneficiary and the obligor, the Bank's Attorney shall check the document to protect the interest of the Bank.

The facility shall be availed for one year and shall be reviewed every year unless the Bank demands it to be reviewed in less than this period by the credit approving team for any remedial action when the performance of the account is deteriorating. The Bank provides guarantee services to both local and foreign customers. (Commercial bank of Ethiopia credit policy and procedures, 2009)

A foreign-currency permit from the NBE should, however, be obtained for any form of guarantee that the Bank is requested to issue in favor of foreign beneficiaries.

The duration (term) of any guarantee instrument will depend on the contractual agreement signed by the parties involved in the guarantee contract. (Commercial bank of Ethiopia credit policy and procedures, 2009)

2.2.3.6. A Revolving Export Credit Facility

It is an advance extended to exporters upon presentation of acceptable export documents, except a bill of lading. The facility should be advanced against valid export documents.

The Revolving Export Credit Facility loan amount to be advanced to the customer is up to a maximum of 90% depending on the financial strength and track record of the customer.

The facility shall be availed for one year and shall be reviewed every year unless the Bank demands it to be reviewed in less than this period by the credit approving team for any remedial action when the performance of the account is deteriorating.

Interest Rate As an additional incentive to attract potential exporters, the Bank may apply a 7.5 % lending interest rate for pre-shipment export credit and revolving export credit facilities. (credit policy and procedures, 2009)

2.2.3.7. A Term Loan

It is a loan granted for working capital and/or project finance to be repaid within a specific period of time with interest. The loan is repaid in a lump sum on maturity, or in periodic installments (i.e. monthly, quarterly, semi-annually, or annually), depending on the nature of the business and its cash flow. The Bank extends Short-Term Loan, Medium-Term Loan and Long-Term Loan. (Retrieved on Jan 2014 from www.combanketh.et)

A. Short-Term Loan

Short-Term Loan is a loan extended by the Bank to finance the working capital needs and/or to address other short-term financial constraints of the borrower's business. Short-Term Loan could be granted up to a maximum of three years. (Source; credit policy and procedures, 2009)

B. Medium and Long Term Loan

A Medium-Term Loan is a loan which has a maturity period longer than three years, not exceeding a maximum period of seven years, with periodic installments. A Long-Term Loan, on the other hand, is a loan which has a maturity period longer than seven years but not exceeding a maximum period of 15 years, with periodic installments. (CBE credit policy and procedures, 2009)

The Bank may extend Medium- or Long-Term Loans for projects/businesses whose nature justify, or require, such periods of time for implementation and repayment of the loan. Medium- and Long-Term Loans are intended for the financing of the acquisition and/or leasing of fixed business assets (leased land, buildings, machinery, equipment, public transport vehicles, trucks and trailers, etc.), the establishment of a new project and the expansion of an existing business— all of which must be justified by a project feasibility study and/or a business plan. The loans may

embody working capital finance. The applicant for a Medium- or a Long-Term Loan must be able to submit a detailed study of the capital investment project or a business plan. The applicant must contribute at least 30% of the project cost but not from debt financing. Grace period is a period during which the borrower is relieved. (CBE credit policy and procedures, 2009)

For project term loan request, the interest accrued during the implementation period shall be part of Bank financing, but the loan amount to be disbursed by the Bank shall be net of interest accrued during the implementation period. Otherwise, in order to consider the interest as equity contribution, the borrower shall deposit it in a blocked account before disbursement of the loan So that the interest repayment shall be effected from the blocked account. (CBE credit policy and procedures, 2009)

2.2.3.8. Pre-Shipment Export Credit Facility

Pre-shipment export credit means any loan or advance granted or any other credit provided by a bank to any exporter for financing the purchase, processing, manufacturing or packing of goods prior to shipment, on the basis of letter of credit opened in his favor or in favor of some other person, by an overseas buyer or a confirmed and irrevocable order for the export of goods from abroad or any other evidence of an order for export from abroad having been placed on the exporter or some other person, unless lodgment of export orders or letter of credit with the bank has been waived. (Retrieved on Jan 2014 from www.combanketh.et)

According to Commercial Bank of Ethiopia credit policy and procedures (2009) Pre-Shipment Export Credit Facility is a loan extended for purchase of raw materials, processing and converting them into finished goods, warehousing, packing and transporting the goods until the time of shipment.

A. Pre-Shipment Export Credit Facility against Development Bank of Ethiopia (DBE) Guarantee

If the facility is availed against the DBE guarantee, the eligibility, amount, tenure and other criteria of the pre-shipment export loan shall be set per the National Bank of Ethiopia (NBE) directive.

B. Pre-shipment Export Credit Facility against Sales Contract

1. Pre-shipment export credit facility against sales Contract can be one-time or revolving.
2. For revolving pre-shipment export credit facility, the sum of advances shall not exceed the limit approved.
3. If the facility is to be availed against sales contract:
 - i. The applicant's credit risk rating shall be Grade 1 or 2.
 - ii. The applicant shall be in the export business at least for a year.
 - iii. The applicant shall present valid sales contract/ a bona-fide order from a foreign buyer.
 - iv. The selling price of the exportable item shall be within acceptable range and the Trade Service process team shall confirm this.
 - v. Each advance shall not exceed 70% of the sales contract.
 - vi. The facility shall require opening of irrevocable letter of Credit for each advance made by the Bank.
 - vii. The export proceed has to be channeled to the exporter's account only through the opening branch of commercial bank of Ethiopia.
 - viii. The applicant shall provide receipt of export proceeds in the 12 months preceding the date of application from local banks for Pre-shipment Export Credit facility.
4. The Pre-shipment Export Credit Facility shall be reviewed every year unless the Bank demands it to be reviewed in less than this period by the credit approving team for any remedial action when the performance of the account is deteriorating.
5. The advance shall be settled from the proceeds of the respective Letter or Credit this shall be attentively followed up by Customer Relationship Manager/ Customer Relationship Officer/ Branch Manager to avoid diversion of fund and timely settlement of the advance.

Pre-shipment Export Credit Facility is a loan extended for the purchase of raw materials, processing and converting them into finished goods, warehousing, packing and transporting the goods until the time of shipment. (CBE credit policy and procedures, 2009)

- i. Loan processing and approval, signing of contracts and disbursement, collection and monitoring, and reporting activities shall be in line with the applicable guidelines laid down in the credit process procedure volume-1.

Loan Buyout

- i. The bank may buyout the applicant's credit facilities from other banks depending on the performance of the business and loan repayment records.
- ii. The request shall be treated in line with the general eligibility and the specific loan type requirements of the bank.

Interest Rate

As an additional incentive to attract potential exporters, the Bank may apply a 7.5 % lending interest rate for pre-shipment export credit and revolving export credit facilities. (CBE credit policy and procedures, 2009)

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

3.1 Data presentation analysis and interpretation

This chapter is concerned with data presentation analysis and interpretation. Those problems stated in chapter one of this research is assessed on the basis of information gathered from the data obtained by questionnaires from customers and employees of commercial bank of Ethiopia

To collect the necessary data, so as to get a solution for problems mentioned in the statement of problems part, the researcher distribute 53 questionnaires to employees of the bank, but only 44(83%) of them clearly filled and returned, and 23 questionnaires distributed to the customers, and only 22(96%) of them clearly filled and returned.

The gathered data are analyzed using table and percentages. The data gathered from these two groups are presented in a way that the responses for the question are tabulated and their frequency and percentage are showed us follows.

Part I. Background of respondents

In order to have strong information to the study we need to assess the profile of respondents with respect to the data needed to be obtained for our findings. Accordingly the researcher collected data about the age, educational background and work experience of the employees of commercial bank of Ethiopia works in export credit facilities. And the period the customer stay in foreign trading what kind of service they are using in commercial bank of Ethiopia and how long they have been customer in commercial bank of Ethiopia.

General information about employees

Table 1

No	Questionnaire	Response	Frequency	percent
1	Age	18-30	11	25
		31-40	20	45
		41-50	13	30
		Above 50	0	0
		Total	44	100
2	Work experience	6-10	18	41
		11-15	14	32
		Above 15	12	27
		Total	44	100
3	Educational qualification	Diploma	0	0
		1 st degree	24	55
		2 nd degree	20	45
		masters	0	0
		Total	44	100

Source: questionnaire 2014,

As shown in item 1 table 1 the age of the employees in export credit facility most of the employee are in the range of 18-40 (70%) and the rest 30% are in the range of 41-50.

Item 2 of table one is designed to see the work experience of the employee's respondents. The table shows than (73%) of the respondents have 6 to 15 years of work experience, while the rest 27% have more than 15 years of work experience

This analysis can lead the researcher student to infer the employees who filled the questionnaire are well experienced, so they will give more dependable information.

The last question no 3 in table 1 shows the educational qualification of the respondents which shows 24 (55%) above 1st degree and 20 (45%) of them have 2nd degree.

From there analysis one can see that the employees are well educated, who can read and write and give information from different perspectives.

Table 2: Duration of customers and services they use in the bank

No	Questionnaire	Response	Frequency	percent
1	How long have you been a customer of commercial bank of Ethiopia	1-3	14	64
		4-6	7	32
		7-9	1	4
		Above 9 year	0	0
		Total	22	100
2	How long have you been in foreign trade	1-5	11	50
		6-10	9	41
		11-15	2	9
		Above 15 year	0	0
		Total	22	100
3	Which service are using in commercial bank of Ethiopia	Saving account	12	100
		Loan	22	100
		Current account	22	100
		Foreign trade	22	100

Questions in table 2 are designed to address the duration of customers with the bank. Accordingly item 1 of the table shows that 64.1 % of them have been customers of the bank for \leq 3 years, 32% of them are customers for 4 to 6 years and the rest 4 % are customers for 7 to 9years

Item 2 of the table shows that 50 % of them have been engaged in foreign trade for \leq 5 years and the rest 50 % have been engaged in foreign trade for $>$ 5 years.

Item 3 intends to address the type of service the customers need from the bank. The data in the table shows that all of the respondents use loan, current account and foreign trade from the bank and 55% of them saving account.

From these analyses, the student researcher infers that almost 64% of the customers are now stayed in the bank for \leq 5 years and hence thy need high degree of support and training to

retain them. On the other hand, half of the customers engaged in foreign trade for less than 5 years which also need strong advice and support to stay as a customer in the bank particularly for loan, current account and foreign trade service. Otherwise, the customers will shift to competitor banks to get better support. And these means if export credit customer shift to other bank other services will lost.

Part II. Questions related to export credit facility

Table 3 support and training to customers by bank.

No	Item	Employee		Customer	
1	The bank give training and support to increase awareness	Frequency	percent	Frequency	percent
	Yes	19	43	5	23
	No	25	57	17	77
	Total	44	100	22	100
2	If there is support to what extent it is effective	Frequency	percent	Frequency	percent
	Very high	0	0	0	0
	High	0	0	0	0
	Medium	2	11	0	0
	Low	14	74	4	80
	Very low	3	15	1	20
	Total	19	100	5	100

Item 1 of table no 3 is designed to investigate whether the company give training and support to customers or not to increase the awareness. Accordingly the table shows that out of the total respondents of employees, 57% of them did not get any training and from the total respondents of customers, 77% of them did not get any support from the bank only 43% of employees and 23% of customers replied that the bank give training and support.

Item 2 of the same table is intends to assess the effectiveness of the training given. As the table shows, out of the total 19 employee's respondents who have been giving training, almost

89% of them found the effectiveness of the training poor and all of the customer respondents found the training ineffective.

From these analyses the student researcher infers that the top management does not give proper attention to increase awareness to customers. Moreover, even the infrequent training is conducted without carried out proper assessment and hence is not achieve its target.

Table 4 concern of the bank about the customer

How do you evaluate the banks concern about the customer who take credit after the loan	Frequency	Percent
Very high	3	7
High	4	9
Medium	15	41
Low	12	27
Very low	7	16
Total	44	100

Table 4 intends to address the banks concern about customers who takes the credit accordingly the table shows that (16%) of them rate if high or very high, 19(43%) of them rate if low or very low and the rest 18(41%) rate it medium.

As can be seen from this analysis, the student researcher infer that 84% of them found the concern of the bank about the customer who takes the credit after the loan is supplied is medium or low which in return pushes the customers to go to other competitor who gives better attention to them if remedial action is not taken soon.

Table 5 clarity of the process

How do you rate the process involved to give credit	Frequency	Percent
Very long	4	9
Long	31	70
Medium	9	21
Short	0	0
Very Short	0	0
Total	44	100

Table 5 is designed to show the process involved to approve and give credit to customer, as it shows the total 44 employees respondents 79% of them indicate that the process is long is very long and 21% say. Medium and none of them said short and very short.

From these analyses the student researcher deduce that, the customers are forced to pass long or very long process and the system is highly bureaucratic with high customer contact.

Table 6 time interval between request and availability.

The customers get the credit they request on time	Employees		Customers	
	Frequency	Percent	Frequency	Percent
Strong agree	0	0	0	0
Agree	0	0	0	0
Neutral	7	16	3	14
Disagree	37	84	4	18
Strong disagree	0	0	15	68
Total	44	100	22	100

The question in table 6 is designed to address the time takes to avail the credit, so from the employee side of the table 16% of the employees said the time taking is neutral and 84% of them disagree that customers get the credit as they expected, while none of them agree or strongly agree with the statement.

The table also shows on the customer's side and is revealed out that 68% of the customers strongly disagree with the timeliness of the credit and 18% disagree and the rest 14% are neutral to the statement & none of them agree or strongly agree.

From this analysis the student researcher infers that long times taking for a customer to get credit they request, which in return make them dissatisfied and search for other competitor who can give the finance they need on time.

Table 7 treatment of customers.

Customers treated equally in the area of export credit facilities	Employee		Customers	
	Frequency	Percent	Frequency	Percent
Strong agree	0	0	0	0
Agree	9	20	4	18
Neutral	2	5	1	5
Disagree	33	75	9	41
Strong disagree	0	0	8	36
Total	44	100	22	100

Table 7 is designed to investigate the extent of equal treatment of the customers. As the table shows 75% of the employees disagree with the statement says customers treated equally and 25% said the statement is neutral and good to some extent, but none of the respondents respond strongly agree or strongly disagree.

The table also shows the customers response on the area of equal treatment and it indicates that 77% of the total customers totally do not agree with the statement which says customers are treated equally while the rest 23% are neutral with equal treatment.

From the above analysis about the customers equal treatment on the area of export credit facility the researcher infers that there is biasness and the ethics of the business not to discriminate is very weak and in danger.

Table 8 follow-ups of the credit.

Employees follow-up customers business physically or by any other means.	Frequency	Percent
Strong agree	0	0
Agree	13	30
Neutral	2	4
Disagree	11	25
Strong disagree	18	41
Total	44	100

Table 8 shows the follow up employees done through physical appearance and any other means is rates as follows, 66% of the employees said that there is no follow ups, only 4% are neutral to the statement while the rest respond they follow and check their customers business.

From the analysis made to check on the follow up of employees to the customers business by any means, it shows that the control and follow-ups are too low and weak to help customers to be effective on their trade and pay their debts to the bank efficiently.

Table 9 Quality of documents.

Is there a genuineness of the sale contract submitted by customers?	Frequency	percent
Yes	7	16
No	37	84
Total	44	100

Source: questionnaire 2014

When the researcher see the result pertaining to the genuiness of sale contract which is one part of control mechanism it reveals out that from the total 44 responses given by the employees in the sample,84% of them responds it is difficult to determine the genuiness, and the rest few 16% respondents said the documents submitted by customers are genuine.

In this case the student researcher infers that there is no strong control mechanism and it is difficult to determine the realness and quality of the documents which leads the organization to be biased and loss its profit

Table 10 rejection of credit export requests

Have you ever reject credit export request?	Frequency	percent
Yes	28	36
No	16	64
Total	44	100

Table 10 is designed to investigate whether there are many rejections of customer's request of credit or not, and at it shows 64% of the total employee respondents experienced in rejection of credit requests and the rest 36% did not reject requests.

From this analysis the student researcher understands that, even though it is difficult to determine the genuiness of documents (from table 9) the employees are serious in checking documents and reject many requests.

And from the open ended question followed to the statement about rejection, those who answered they reject many requests state that there are many reasons for rejection and most of them are rejected because they do not fulfill national bank policy, followed by unfulfilled and wrong documents are the basic factors.

From this analysis the student researcher infers that the bank Failed to make awareness of standards and policies for customers, so customers can fulfill the necessary documents avoid rejections that lead to costly services and rejections.

Table 11 training and education to employees

How do you rate the banks effort on updating employee's skill and knowledge in training and education?	Frequency	Percent
Very good	0	0
good	9	20
moderate	5	11
poor	17	39
Very poor	13	30
Total	44	100

The above table 11 indicate that responses given to the banks effort on updating the employees skill and knowledge in training and educations , 80% of the total employees doesn't get and good training while the rest 20% the effort is good.

In open ended question to those who says there is effort asked how do they rate the training and education, and their answer reflects, even though there is education and support the effectiveness is very poor on improving their knowledge.

From the above analysis the student researcher infers that the bank is not focusing to improve the awareness of its employees by education and training, which leads to the poor customers service given by the bank and losing good customers of the bank in the long run.

Table 12 adequacy of the amount delivered to credit customers.

You have got the amount you request for your business operation?	Frequency	Percent
Strong agree	1	5
agree	3	13
Neutral	2	9
Disagree	1	5
Strong disagree	15	68
Total	22	100

Table 12 is designed to address whether the bank gives the full amount of credit customers request for their trade or not. Accordingly out of the total respondents 73% of them disagree to the statement says they get enough credit and 9% are neutral to the statement while 18% agree that they get the credit they request. In the open ended question, customers said that there is miss-judgment of all customers because of the default of some customers the bank do not give the amount their request.

From this analysis one can understand that even though the bank gives the credit they request to some of its customers, most of the time customers do not get the amount they request in full which in return will affect the customers business and the banks non payable loans and increase the banks expense,

Table 13 complains handling.

Have you ever complain on export credit facility	Frequency	percent
Yes	19	86
No	3	14
Total	22	100

Table 13 is designed to address how many of the customers of export credit facility forward their complain to the bank about the service given by bank. As indicated in the table from the whole respondents 86% of the service users have forwarded their complain on the process while the rest 14% did not complain on export credit facility service.

In an open ended question the customers who said they have forward complain about export credit facilities to the bank, asked how they rate the solution they get from the bank, and replayed none of them found it satisfactory, instead it is useless and not good at all.

This analysis shows that majority of the service takers complained in the service of export credit and none of them get any effective solution to the problems they faced, which can create poor relationship between the bank and the customers.

Table 14 efficiency of the employees.

According to your evaluation how do you rate the employee's efficiency?	Frequency	Percent
Very good	0	0
good	1	5
moderate	10	45
poor	7	32
Very poor	4	18
Total	22	100

The above table 14 is designed to address how customers evaluate the employees. As it is indicated in the table 18% of the customers rate the efficiency is very poor,32% rate it poor 45% goes medium with the statement while the rest 5% of the customers evaluated the employees efficiency to be good.

From this analysis the student researcher investigate that only few(5%) of the customers are happy at the efficiency of the employees, but the majority are unhappy and rate it poor which

shows the bank doesn't have competent and efficient employees to retain the customers of the bank which lead the bank to lose its customers.

Table 15 employees apply policy and procedure

Employees process the credit service as per the policy and procedure?	Frequency	percent
Yes	4	18
No	18	82
Total	22	100

Source: questionnaire 2014,

Table 15 indicates that whether employees of process the service following the bank's policy and procedure, accordingly as it says in the table majority (82%) of the customers of export credit facility say employees doesn't follow the policy ,while the rest 18% says employees work by the policy and procedure of the bank.

In an open ended question when the customers asked the reason why the employees didn't follow policy and procedures set by the bank the replay because the employees translate the meaning of the policies in their own interpretation.

From this analysis the student researcher infers that most of the employees do not follow the policies and procedures set by the bank and this could lead poor uniformity of treatment and is exposed to be biased by employees for personal gain.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

As stated in chapter one the main objective of the research was to assess and analyze challenges in export credit facilities in the case of commercial bank of Ethiopia .In order to achieve this objectives related literature were reviewed and questionnaires were distributed to sample respondents.

Based on the data collected and analysis, this chapter includes summary, conclusion and recommendations. Firstly the chapter presents summary of the study. Next it outlines the major conclusions drawn from findings of the study. Finally, it provides recommendations on the bases of findings and conclusion drawn.

4.1. Summary of the major findings.

Based on the data presentation and analysis the study comes up with the major findings summarized as follows:

- ✓ From the customers 77% of them replied that, there is no training and support to increase awareness. And from the employee respondents 23% says there is training.
- ✓ From the employees 43% of them said that the bank doesn't show concern about customers of export credit facilities who take credit.
- ✓ When we see the process to give a credit, 79% of employees said that to give a credit there is a long process which the request passes through long steps.
- ✓ From the customer 86% respondents and 84% of the employee respondents agree that it takes a long time between the request of the credit by the customer and availability of the credit by the bank.

- ✓ Many of 77% of the customer respondents and 75% of the employee respondents said that customers are not treated on the objective bases and there is unequal treatment.
- ✓ Most 76% of the employee respondents said that they don't have any means of follow up mechanisms to make sure customers business is operating well, and if customers face any problems can get help and advice from the bank so they can pay their loan in full and on time.
- ✓ According to the student researchers analysis 84% of the employees says documents and sales contracts submitted by the customer for request of the credit, they do not fulfill the full document, requirement of the bank and not genuine most of the time. And that is the reason for 64% of the employee respondents are experienced a rejection of export credit request for many reasons, which makes the bank to lose many customers and gains.
- ✓ 69% of the employee respondents rate the banks effort on updating employees skill and knowledge in training and education is very poor, even those who get opportunity to get training, they evaluate the effort is not effective and efficient to improve their skill.
- ✓ Sufficient fund can help customers to operate their business and pay their debt on time, when the student researcher summarize the findings 73% of the customer respondents said that they do not get the amount they request for their business.
- ✓ From the total customer respondents 86% of theme have complain on process of export credit facilities and incredibly none of them find any good solution.
- ✓ Half of the customers said employees who process the export credit facilities are not efficient to give the service.
- ✓ From the total respondents 82% of them said employees do not follow policies and procedures when they process the export credit facilities.

4.2 conclusions

Based on the above summary the major findings the student researcher has drawn the following conclusions.

- ✓ The bank fails to create awareness by many different ways like training, advertising, brochures and other different means.
- ✓ Most documents are not clear and genuine for the process and there are many rejections of export credit requests
- ✓ Most of the employees in export credit facility area do not follow policy and procedure, which leads to almost all of the customers complained, and because of unfair customer treatment and discrimination on the customers of the export credit facilities.
- ✓ The bank shows poor concern about customers of export credit facilities and employees do not have any means or mechanisms to follow their customer's success or problem on their business and can help the one with problems.
- ✓ There is a long process and bureaucratic steps to finish a credit request which leads to a long time interval between the customer's request for credit and the bank availing the credit.
- ✓ The organization does not give the exact amount the customer's request for their business based on misjudgment of all customers because of the default of some other customer committed.
- ✓ The bank does not give sufficient training to update the employees' skill and knowledge and almost half of the customers find employees not to be fully qualified on the service.

4.3 recommendations

Creating the awareness about export credit facility procedures, showing concern to the customers, approving the request as fast as possible with the amount customers request and improving the employees skill are essential to the export credit area, since the bank is retrieving to be world class commercial bank the student researcher recommends the following points so as to overcome the problems and weakness's mentioned in the first chapter of these research.

- ✓ The bank should create awareness through training, brochures, magazines and advertising about what document is needed from the customer; what kind of product the bank offer to customers and what are the policy and procedures. Then rejections could be limited to the least number.
- ✓ Policy and procedures should be clearly explained and make accessible to the employees so that they can work with standards and customers request will be accepted and rejected based on the banks policy and procedure, so complains will be reasonable and acceptable.
- ✓ Employees should be well trained to be ethical and must treat all employees fairly without any discrimination and treat customers based only on their request or proposal.
- ✓ The bank should be concerned about customers by creating controlling and follow up mechanism so customers will be successful in their export business, in return the bank will gain its objective as well.
- ✓ The bank should cut out unnecessary and repetitive so as to shorten the long process and time for the export credit request, and request for loan will be timely and avoid the misuse of the credit.
- ✓ The bank should investigate the proposal for request of export credit by the customer through checking their past transactions, status of the requesting company and the type of export they plan to trade, then the bank can give the amount they needed if it is feasible, but not refuse the credit basis on other customers default.

- ✓ Training is an instrument to achieve any organizations planned goal. Therefore, the student researcher recommends the organization to give training and the training should be planned in order to improve employee's skill to speed up better and quality service delivery.

- ✓ Most of the time complaints from customers help any organization to find out its weakness and can improve the service it delivers. so, in our case the student researcher recommends the bank to organize a group of experienced and responsible employees in a complain handling committee, then the bank can give better and satisfactory service and customers can find a solution on the problems they face in the service.

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Appendices

ST.MARY’S UNIVERSITY

Faculty of Business

Department of Management

Questionnaire to be filled by Employee of Commercial Bank of Ethiopia,

Dear respondent;

This questionnaire is prepared by 4th year management student. The purpose of this questionnaire is to gather information needed to produce a paper in the title “Assessment on the challenges of export credit facilities in the case of Commercial Bank of Ethiopia”, which is a requirement for partial fulfillment of BA Degree in management. Since all the answer you provided will be kept in secret feel free to answer honestly and truthfully.

Thanks in advance for your willingness to spend your time to fill the questionnaire.

Instruction:

1. No need to write your Name and Address
2. For closed ended questions answer by putting tick mark(√) in the box and for open ended give Short answers in the space provide

Part- I General Information

1. Age : 20-30 31-40 41-50 Above 50
2. Educational qualification:
2nd degree 1st Degree Diploma Others
3. Work experience:
Below 5 years 6 -10 year 11-15 year Above 15 years
4. How long do you work in foreign trade in the bank?
Below 5 years 6 -10 year 11-15 year Above 15 years

Part –II. Questions related to export Credit Facilities.

1. The bank gives any support to a customer after they take the credit?
Yes No
2. If your answer for question number 3 is yes to what extent?
Very high High Medium Low Very low

3. How do you evaluate the banks concern about the customer who takes the credit?

Very high High Medium Low Very low

4. How do you rate the process involved to give a credit?

Very long Long Medium Short Very short

5. The customers get the credit they request on time.

Strong agree Agree Neutral Disagree Strong disagree

6. The banks credit operation is procedure is clear to customers.

Strong agree Agree Neutral Disagree Strong disagree

7. All customers of export credit treated equally at your office.

Strong agree Agree Neutral Disagree Strong disagree

8. How do you rate your cooperativeness to a customer?

Very high High Medium Low Very low

9. You follow up your customers business physically appearing at their business or by any other means.

Strong agree Agree Neutral Disagree Strong disagree

10. Is there a genuiness of documents submitted by the customers.

Yes No

11. How do you rate the mechanism used to check the genuinity of the document?

Very effective Effective Moderate Less effective

Not effective at all

12. Have you ever reject credit export request?

Yes No

13. If your answer for question number 16 is yes, please list the common reasons.

.....
.....
.....

14. How do you rate the banks effort on updating your skill in training or education?

Very good Good Moderate Poor Very poor

15. If your answer for question 18 is very good or good, how effective is it?(write in short)

.....

.....

16. Finally how do you evaluate the overall process of export credit service in terms of customer's satisfaction?

Very high High Medium Low Very low

17. If you have any comments or suggestions how to improve the Export Credit Facility processes please write it in short in the given area.

.....
.....
.....

Thank you!!!

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ቢዝነስ ፋኩልቲ

ማናጅመንት ዲፓርትመንት

በኢትዮጵያ ንግድ ባንክ ደንበኛ የሚሞላ፡፡

ይህ መጠይቅ የተዘጋጀው በ4ተኛ አመት የማናጅመንት ተመራቂ ተማሪ ነው የመጠይቁ አላማም ኤክስፖርት ክሬዲት ፋሲሊቲ በሚል ርእስ የመመረቂያ ፅሁፍ ለማዘጋጀት መረጃዎችን ለማሰባሰብ ነው፡፡ እርስዎም የሚሰጡት ማንኛውም መልስ ለተጠቀሰበት አላማ ብቻ የሚወሉ መሆኑን በመገንዘብ በእውነት ላይ የተመረኮዘ መልስ ይሰጡ ዘንድ እጠይቃለሁ፡፡

መመሪያ

-ምርጫ ላላቸው ጥያቄዎች በሳጥን ዉስጥ የራይት ምልክት (✓) በማድረግና ለፅሁፍ ጥያቄዎች ደግሞ በተሰጠው ቦታ በመጻፍ ይመልሱ፡፡

-ስምም ሆነ አድራሻ መጻፍ አያስፈልግም

ክፍል I- መጠይቁን ስለሰጠው ሰው መረጃ

1. በውጪ ንግድ ዘርፍ ለምን ያህል አመት ተሰማሩ?

ከ 0-5 ዓመት ከ 6-10

ከ 11-15 ዓመት ከ15 ዓመት በላይ

2. ከኢትዮጵያ ንግድ ባንክ የሚጠየቁትን አገልግሎት /ከአንድ በላይ መምረጥ ይቻላል/

የቁጠባ ሂሳብ የተንቀሳቃሾች ሂሳብ

የብድር ሂሳብ ሌላ አገልግሎት

3. ከባንኩ ጋር በደንበኝነት ለምን ያህል ጊዜ ቆይተዋል?

ከ0-5 ዓመት ከ6-10 ዓመት

ከ11-15 ዓመት ከ16 ዓመት በላይ

ክፍል II-በኤክስፖርት ክሬዲት ፋሲሊቲ ላይ በተመለከተ የተዘጋጁ መጠይቆች፤

1. የኢትዮጵያ ንግድ ባንክን ለምን መረጡት?

አገልግሎቱ ጥሩ ስለሆነ ሌላ አማራጭ ስለሌለ ከሌሎች ስለሚሻል

2. ብድር ለማግኘት የሚያስፈልጉ መስፈርቶችን ጠንቅቀው ያውቃሉ፡፡

በጣም እስማማለሁ እስማማለሁ መካከለኛ አልስማም በፍጹም አልስማማም

3. የሚጠቁቁትን የብድር መጠን ያገኛሉ፡

በጣም እስማማለሁ እስማማለሁ መካከለኛ አልስማም በፍጹም አልስማማም

4. ባንኩ ብድሩን ከመስጠቱ በፊት የሚሰጡት የምክር አገልግሎት እንዴት ያዩታል?

በጣም በቂ ነው በቂ ነው አነስተኛ ነው በቂ አይደለም ምንም አይሰጥም

5. ብድሩን ከወሰዱ በፃሃ ለርስዎ የሚሰጥ የምክር አገልግሎት አለ?

አዎ የለም

6. ለጥያቄ ቁጥር 6 መልስዎ አዎ ከሆነ አገልግሎቱን እንዴት ያዩታል?

በጣም ጥሩ ጥሩ መካከለኛ ደካማ በጣም ደካማ

7. እርስዎ የሚፈልጉት የብድር አገልግሎት በጊዜው ያገኛሉ?

በጣም እስማማለሁ እስማማለሁ መካከለኛ አልስማማም በፍጹም አልስማማም

8. በብድር አሰጣጡ ቅሬታ አቅርበው ያውቃሉ?

አዎ አላውቅም

9. የጥያቄ ቁጥር 11 መልስዎ አዎ ከሆነ ሂደቱን እንዴት ያዩታል? በአጭሩ ይግለጹ

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10. የባንኩን የብድር አሰጣጥ ግልጽነትና ሂደት እንዴት ያዩታል?

በጣም ጥሩ ጥሩ መካከለኛ ደካማ በጣም ደካማ

11. ባንኩ መስፈርቶቹን የበለጠ ግልጽ ለማድረግ ምን ቢያደርግ ይሻላል ይላሉ/በአጭሩ ይግለጹ/

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12. በእርስዎ አመለካከት አገልግሎቱን የሚሰጡት ሰራተኞች ብቃት እንዴት ይመዘኑታል?

በጣም ጥሩ ጥሩ መካከለኛ ደካማ በጣም ደካማ

13. ሰራተኞቹ ሁሉንም ደንበኞች በእኩል መንገድ ያስተናግዳሉ።

በጣም እስማማለሁ እስማማለሁ መካከለኛ አልስማም በፍጹም አልስማም

14. ሰራተኞቹ መመሪያን መሰረት በማድረግ ብቻ ይሰራሉ።

በጣም እስማማለሁ እስማማለሁ መካከለኛ አልስማም በፍጹም አልስማማም

15. የሚጠይቁትን ብድር ካላገኙ በቂ ምክንያት ከሰራተኞቹ ያገኛሉ።

በጣም እስማማለሁ እስማማለሁ መካከለኛ አልስማም በፍጹም አልስማማም

16. በአጠቃላይ የባንኩ የውጪ ንግድ ብድር አገልግሎት የደንበኞችን ፍላጎት ከማርካት አንጻር እንዴት ያዩታል?

በጣም ጥሩ ጥሩ መካከለኛ ደካማ በጣም ደካማ

17. በአጠቃላይ ስለ ባንኩ የብድር አሰጣጥ የሚያነሱት ነጥብ ካለ በአጭሩ ይጥቀሱ።

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አመሰግናለሁ።

DECLARATION

I, the undersigned, declare that this senior research paper is my original work, prepared under the guidance of Ato.mesfin T. all sources of material used for the paper have been duly acknowledged.

Name:

Signature:

Place of submission:

Date of submission:

Submission approval sheet

This senior research paper has been submitted to the department of management, in partial fulfillment of degree of Bachelor of Arts in management with approval as an advisor.

Name:

Signature:

Date: