Replication files for "*Mission and the Bottom Line: Performance Incentives in a Multigoal Organization*"

This folder contains Stata do-files and datasets to generate the tables and figures from the paper. The folder contains three subfolders: (1) **Data**, which contains original and processed data used in the paper; (2) **DoFile**s, which contains the do-files used to clean the original data and generate results from the paper; and (3) **Output**, which contains the outputs (generate by the do-files) related to the results from the paper.

Data

The Data folder contains the following seven original datasets:

1. **MIS_comthlevel.dta** (CO-level microcredit outcomes by month, from NRSP's MIS administrative dataset)
2. **MPR_comthlevel.dta** (CO-level social mobilization outcomes by month, from NRSP's MPRs administraitve dataset)
3. **LT_secH.dta** (CO member-level empowerment survey questions included in the survey conducted by a separate study (Giné and Mansuri, forthcoming)
4. **FWHR.dta** (FA-level information from NRSP's HR records)
5. **FWCO_panel.dta** (NRSP's administrative records on FA's monthly CO portfolio)
6. **FASVY.dta** (FA baseline and follow-up surveys)
7. **CROSVY.dta** (CrO and SO follow-up survey)

The data dictionary that lists all primary and secondary variables used in the empirical analysis presented in the paper, along with the brief description and the original data source, is presented in Table 1 below.

Do-files

For most reliable reproduction of results, please use Stata 15. Please install Stata packages: putexcel, outreg2, randcmd, cgmwildboot, and cgmreg prior to executing the do-files. Please see **Master.do** for more information.

1. **Master.do**: Executes all the do-files that is required to clean the data and generate all the tables and figures reported in the paper.
2. **Credit_FA_level_vars.do**: Prepares FA-level bonus period performance measures on credit outcomes using MIS data.

3. **Social_FA_level_vars.do**: Prepares FA-level bonus period performance measures on social mobilization outcomes using MPRS data.

4. **Baseline_FA_level_vars.do**: Prepares FA-level prebonus characteristics and performance measures using MIS and FA baseline survey data.

5. **Eval_FA_level_vars.do**: Prepares FA-level supervisor (CrO and SO) evaluations of FA performance using supervisor survey.

6. **Balance_FA_FA_level_output.do**: Generates descriptive statistics and balance test results on FA samples.

   Results: Table 1, Table D.1, Table D.3, Table D.4, Table D.5, and Table D.6.

7. **Credit_FA_level_output.do**: Generates results on the impact of the bonus on microcredit outcomes.

   Results: Table 2, Table C.2 (Panel A), and Table C.3 (Cols. 1 and 3).

8. **Social_FA_level_output.do**: Generates results on the impact of the bonus on social outcomes.

   Results: Table 3, Table C.2 (Panel B), and Table C.3 (Col. 2).

9. **Social_client_level_output.do**: Generates results on the impact of the bonus on client empowerment outcomes.

   Results: Table 4 and Table D.2.

10. **Motivation_FA_level_output.do**: Generates results on the impact of the bonus on FA motivation outcomes.

    Results: Table 5.

11. **MPRSSelection_COmth_level_output.do**: Generates results on the selection of CO meetings into the verified MPRS data.

    Results: Table C.1.

12. **RI_adjusted_pvalues_output.do**: Generates multiple hypothesis testing adjusted p-values.

    Results: Table C.3 (Cols. 4 and 5).

13. **Eval_FA_level_output.do**: Generates results on the impact of the bonus on supervisor evaluation and supervisor effort.

    Results: Table C.4 and Table C.5.

14. **Bonus_implementation_output.do**: Generates results on the implemenation quality of the two bonus schemes.

    Results: Table C.6.

15. **Bonus_incidence_graph.do**: Generates results on the monthly incidence and disbursement of bonus.

    Results: Figure C.1.

16. **Partnership_FA_level_output.do**: Generates results on the differential impact of the bonus on credit and social outcomes by partnership status.

    Results: Table E.1, Table E.2, and Figure E.1.

For more information on the data and the do-files, please contact Slesh A. Shrestha (sleshshres@gmail.com).

Table 1: Data dictionary

Variable name	Description	Source	Sample
Number of active loans*	Monthly number of active loans (new and on-going) managed by the FA (averaged over 15 months of bonus period)	MIS	162 FAs
Repayment on dues at the 20th of month*	Monthly share of installment dues (on on-going loans) paid in full by the 20th of month (averaged over 15 months)	MIS	162 FAs
New loans*	Monthly number of new loans issued by the FA (averaged over 15 months)	MIS	162 FAs
New disbursement*	Monthly amount of new loans issued by the FA in PKR (averaged over 15 months)	MIS	162 FAs
Repayment on dues at end of month*	Monthly share of installment dues (on on-going loans) paid in full by the end of the month (averaged over 15 months)	MIS	162 FAs
Number of unpaid loans past maturity*	Monthly number of matured loans that are not fully repaid (averaged over 15 months)	MIS	162 FAs
New COs*	Monthly number of new COs formed by the FA (averaged over 15 months)	FA-CO panel	162 FAs
Savers per member*	Monthly share of CO members who saved during CO meetings conducted by the FA (averaged over 15 months)	Verified MPRs	131 FAs
Attendance*	Monthly share of CO members present at the CO meetings conducted by the FA (averaged over 15 months)	Verified MPRs	131 FAs
Dead COs*	Monthly number of COs managed by the FA with no active borrower for the entire bonus period (averaged over 15 months)	FA-CO panel	162 FAs
Total CO savings*	Monthly mount of savings (in PKR) collected during CO meetings conducted by the FA (averaged over 15 months)	Verified MPRs	131 FAs
Multiple meetings*	Monthly share of COs managed by the FA that met more than once in that month (averaged over 15 months)	Verified MPRs	131 FAs
CO training*	Monthly share of COs managed by the FA that requested skill training during CO meetings (averaged over 15 months)	Verified MPRs	131 FAs
Collective action	A dummy variable that equals one if a CO member reported that he/she collectively bought and sold agricultural input and output with others in the village more frequently since July 2005 (3 months after the bonus was first introduced)	Client survey	1691 clients
CO leader advice	A dummy variable that equals one if a CO member reported that he/she sought advice from CO leaders more frequently since July 2005	Client survey	1691 clients
Discussions on social issues	A dummy variable that equals one if a CO member reported that his/her CO discussed noncredit-related social issues like public goods and service provisions more frequently since July 2005	Client survey	1691 clients
CrO evaluation on disbursement	A dummy variable that equals one if an FA received an above average rating from his/her CrO on his/her performance evaluation related to loan disbursement (across the possible ratings of above average, average, and below average)	Supervisor survey	111 FAs
CrO evaluation on repayment	A dummy variable that equals one if an FA received an above average rating from his/her CrO on his/her performance evaluation related to loan repayment	Supervisor survey	111 FAs
SO evaluation on CO meetings	A dummy variable that equals one if an FA received an above average rating from his/her SO on his/her performance evaluation related to conducting regular CO meetings	Supervisor survey	89 FAs
SO evaluation on CO savings	A dummy variable that equals one if an FA received an above average rating from his/her SO on his/her performance evaluation related to ensuring CO members save in CO meetings	Supervisor survey	89 FAs
Identify with NRSP's mission	A dummy variable that equals one if an FA responded yes to the survey question: Do you identify with NRSP's mission?	FA survey	132 FAs
Finds work important	A dummy variable that equals one if an FA responded yes to the question: Do you find your work with NRSP important?	FA survey	132 FAs
Best about NRSP: Ability to help	A dummy variable that equals one if an FA reported that helping people is what they like most about working in NRSP (in an open ended question)	FA survey	132 FAs
Abs. Difference between actual and supervisor-reported FA performance on recovery rate	Absolute difference between the CrO's reported repayment rate at 20th of month of an FA in May 2006 (one month prior to the end of the study) and the FA's actual repayment rate in that month	MIS/ Supervisor survey	111 FAs
Abs. Difference between actual and supervisor-reported FA performance on number of active loans	Absolute difference between the CrO's reported number of active loans managed by an FA in May 2006 and the FA's actual number of active loans in that month	MIS/ Supervisor survey	111 FAs
Abs. Difference between actual and supervisor-reported FA performance on attendance	Absolute difference between the SO's reported average attendance in CO meetings conducted by an FA in May 2006 and the actual average attendance in CO meetings conducted by the FA in that month	Verified MPRs/ Supervisor survey	89 FAs
Correctly recall trigger outcomes	A dummy variable that equals one if an FA correctly recalled the trigger outcomes used in the assigned bonus scheme	FA survey	78 FAs
Bonus thresholds realistic	A dummy variable that equals one if an FA reported that the bonus thresholds were set realistically during the bonus period (based on a yes/no survey question)	FA survey	78 FAs
Fair chance to win bonus	A dummy variable that equals one if an FA reported that FAs in his/her FU had a fair chance to win the bonus	FA survey	78 FAs
Disbursed correct bonus amount	A dummy variable that equals one if an FA who met the bonus threshold in a given month received the full bonus payment	HR records	388 transactions
Disbursed bonus on time	A dummy variable that equals one if as FA who met the bonus threshold in a given month received the full bonus payment within a month	HR records	388 transactions
Delay in disbursement (in months)	Number of months past the due date when the bonus amount was paid in full to an FA who met the bonus threshold	HR records	388 transactions

Notes: The table reports all the outcome variables used in the empirical analysis, along with the source of the original data and the sample for which the data is available. *denotes the primary outcome variables that were identified prior to the start of the study to examine the impact of the bonus on the two goals of NRSP.