



SHAKTI
FOUNDATION

ANNUAL REPORT

2022-2023



CREATING MEANINGFUL CHANGE

THROUGH
**HIGH-TRUST
HIGH-TOUCH
HIGH-TECH**



 /SFDWbd
 /company/sfdwbd
 www.shakti.org.bd

WOMEN EMPOWERMENT

through:

SHAKTI Access to Affordable Finance
Health, Nutrition & Well-being
Education and Livelihood Training
Championing Sustainability



SCAN THE QR CODE



ABOUT THE ORGANIZATION

Founded in 1992, Shakti Foundation is one of the largest non-government organizations in Bangladesh. We are committed to the social and financial inclusion of disadvantaged communities, with a special focus on women from low-income households. Through its Microfinance, Health, Women Empowerment, ENRICH, and Climate Change Programs, Shakti Foundation's goal is to alleviate poverty and stabilize social security for nearly half a million clients and beyond.

At the turn of the century, Shakti Foundation embarked on a path to digital transformation. The organization added a new dimension to its customer experience via mobile financial services, electronic fund transfers, e-Loan facilities, telehealth solutions, and Mobile Clinics. As of 2020, all operations of the head office and branches have been integrated into Shakti's enterprise resource planning (ERP) system. This decision has strengthened Shakti Foundation's internal control and drastically reduced fraud.

With the introduction of the Shakti Mobile App under our flagship Microfinance Program last year, field staff are now using the mobile app for customer onboarding, due diligence, loan origination, and installment collection. As a result, paperless operations are underway at the branch level. This end-to-end digital transformation has enabled Shakti Foundation to reduce the turnaround time for loan disbursement to only 5 business days, provided the client submits all required documents on time.

This year, Shakti Foundation and bKash Limited have joined hands to bring forth a new era in Bangladesh's digital financial landscape. Our organization has become bKash's principal agent, through which Shakti Microfinance Officers (MFOs) can now provide doorstep financial services to over 400,000 low-income women in 55 districts nationwide. This is a pioneering step in bridging the gender divide in digital financial inclusion. In this way, Shakti Foundation continues its transformative journey of high-touch, high-trust, and high-tech services to create meaningful change.





VISION

We believe women are entrepreneurs, change makers and leaders.

MISSION

Shakti Foundation is dedicated to the empowerment of poor women by creating strong economic and social resource bases.

OBJECTIVES

The empowerment of disadvantaged women by facilitating socio-economic independence.

The development of women as entrepreneurs, decision makers, leaders and change agents in their families and communities.

Integration of women in the decisionmaking process of Shakti Foundation.

Contribute to building a climate-resilient nation through effective, gender responsive adaptation strategies.

VALUES

ETHICS

EXCELLENCE

EMPOWERMENT

LEGAL STATUS

- Joint Stock Companies and Firms
Registration No. S-5803(47)/06
- MRA Certificate No. 00176-00059-00018
- NGO Affairs Bureau Registration No. 626
- e-TIN Number: 6127-3961-4382

ABOUT THE REPORT

Approach to Reporting

Our Approach to Reporting endeavors to provide a comprehensive assessment of Shakti Foundation's ("Shakti" or the "organization") financial and non-financial performance over the past year. The report provides an overview of Shakti's operating model, strategic focus, resource allocation, and future outlook that shape its intrinsic value creation capability. In addition, it details our commitment to enhanced disclosures and corporate governance practices that meet the requirements of our clients, donors, regulators, employees, partners, and other stakeholders.

Reporting Framework

The financial and statutory data presented in this report is in accordance with:

- ✦ International Financial Reporting Standards (IFRS)
- ✦ International Accounting Standards (IAS)
- ✦ Microcredit Regulatory Authority (MRA) Act, 2006
- ✦ ICAB Integrated Reporting Checklist
- ✦ ICAB Corporate Governance Checklist
- ✦ All other applicable laws and regulations of the land

Reporting Period

The Shakti Foundation Annual Report is an annual publication and provides material information relating to our initiatives, strategy, and performance for the period July 1, 2022, to June 30, 2023. For KPIs, comparative figures for the last five years have been used to provide a holistic view to our stakeholders.

Management Responsibility

The contents of this Report have been reviewed by Shakti's senior management to ensure governance oversight as well as the accuracy, completeness, and relevance of the information presented.

Independent Assurance

We assure the quality of both texts and visual elements contained in the Report through our robust internal assurance system and external auditing carried out by Toha Khan Zaman & Co., an independent third-party auditor. The General Body and the Senior Management have no relationship with Shakti's external independent auditor except for the two firms' respective professional commitments to the organization.

Forward Looking Statements

The Report contains forward-looking action plans based on future objectives and opportunities, as well as national targets for the 2030 UN Sustainable Development Goals (SDGs). Our way forward is committed to embracing sustainability as a guiding principle for economic, social, and environmental development.

Availability of the Report

The Shakti Foundation Annual Report is distributed to all members of the General Body in digital format prior to the holding of the Annual General Meeting. Additionally, the report is accessible on the website, <http://www.shakti.org.bd>.

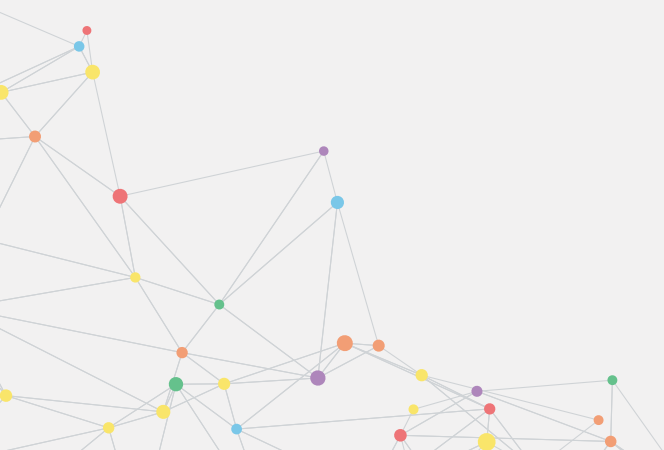


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KEY MILESTONES

1992 Shakti Foundation introduces **urban microfinance** to slum dwelling women

1997 Launch of Shakti **Health Program** for impoverished women and children

2007 Microfinance Program is certified by the **Microcredit Regulatory Authority (MRA) Act, 2006**



2016 **Automated Payroll Management** installed to track employee performance

2018 Launch of the **ENRICH Program** with partner organization, PKSF, in Majidpur Union, Cumilla

2018 **SMS notifications** add a new dimension of ease and transparency to the user experience



2020 Integration of **Enterprise Resource Planning (ERP)** software in the head office and all branches

2021 Launch of first in Bangladesh, women-friendly **Shakti Pharma**

2021 **Shakti Mobile App** facilitates paperless operations at the branch level



2010 Introduction of **Souro Alo (Solar) Initiative** to integrate renewable energy in off-grid locations

2011 **Automation:** online network connects all branches and head office

2015 **Digital Financial Service Integration** through mobile banking and multiple payment channels



2019 **Electronic Fund Transfer:** BEFTN & RTGS facilities for fast and safe financial services

2019 Construction of international standard **Shakti Training and Research Center (STARC)**

2020 Launch of **telemedicine and a helpline** for all beneficiaries during the pandemic



2022 Introduction of the **Climate Change Program** and **Mobile Clinics** in 15 locations

2022 Introduction of **e-Loan facilities** for small online businesses.

2023 Shakti becomes **bKash Limited's Principal Agent.** Member QR Code and E-Passbook introduced

OUR FOUNDER

“As the complex global scenario and the ever-changing microfinance sector pose challenges in front of us, now more than ever, we need to rise up to the occasion and turn them into opportunities through innovation, experimentation, research, and technological advancement. Our focus will be to promote genuine entrepreneurs, ensure more social protection, digital financial inclusion for women, extended coverage in community healthcare, climate action, and, of course, gender equity within Shakti and in society.”

HUMAIRA ISLAM, Ph.D.

Founder & Executive Director
Shakti Foundation



It all began with an idea

Humaira Islam, Ph.D., is a pioneer in urban microfinance for low-income families, with a career in development and leadership spanning over thirty years. Dr. Islam completed her Ph.D. (1991), M.Phil. (1981), and M.A. (1974) from the University of Dhaka. While writing her Ph.D. thesis, she came across the idea that women can advance to leadership roles within their families and communities when provided with the right opportunities. Dr. Islam and a group of social innovators established Shakti Foundation in 1992 with this vision of empowering women through financial freedom and social inclusion. Since then, we have been in a relentless pursuit to convert Dr. Islam's idea into a reality.

The organization had its humble beginnings as a microfinance institute with only 15 beneficiaries. Small loans of BDT 16,000 were provided to slum-dwelling women in urban Dhaka to help start and run their own small businesses. The success of this program led to the establishment of similar microfinance initiatives in the slums of other cities as well as entire rural areas. In 2007, Shakti received certification through the Microcredit Regulatory Authority (MRA) Act to run its microcredit program.

Today, Shakti has expanded its network to approximately half a million underprivileged households in 55 districts of Bangladesh. Our 504 branches nationwide offer a range of development services, including fully digitalized microfinance, health care, water, sanitation, and hygiene (WASH), skills training, women empowerment, climate change, and disaster response. After more than three decades of success stories across Bangladesh, we can proudly say that Dr. Islam's idea has been given shape in the form of the triumphant and transformative Shakti Foundation.

Alongside fulfilling her role as Executive Director of Shakti Foundation, Dr. Islam has presented multiple papers and participated as a keynote speaker at several national and international conferences. She has been involved with several professional forums, such as the Women's Community of Practices (COP), a platform of CGAP; Women's World Banking (WWB); INAFI (International Network of Alternative Financial Institutions); the National Council of Diabetic Association of Bangladesh (DAB); and UTSHO Bangladesh. She is a member of the National Caucus for Women's Economic Empowerment, Bangladesh, as well as the Founding Coordinator of the Coalition of the Urban Poor (CUP) and other distinguished committees.



1994
ASHOKA
Fellow

2012
Excellence in Leadership
Women's World Banking
New York

2022-23
Member, Board of Trustee
Bangladesh University
of Health Sciences (BUHS)

CHAIRPERSON'S FOREWORD



Mahbooba Akhter Mahmood

**Chairperson
Shakti Foundation**

As we mark the 31st year of Shakti Foundation's journey, our dedication to eradicating gender discrimination and alleviating poverty stands as the guiding force. We have prioritized field insights, emphasized impact, and embraced emerging challenges with unwavering commitment. With the passage of time, Shakti has adapted new-age interventions and transitioned to a complete digital transformation in microfinance, adopting paperless office spaces, and leading in climate change solutions to meet emerging challenges.

Shakti emphasizes maintaining gender balance in every aspect; championing women is not only limited in the field but also in the board rooms. We boast of having a board with more than 50% female board members under longstanding female leadership. Operating within a robust governance structure, Shakti Foundation follows comprehensive policies that guide our operations. These cover diverse areas, including anti-fraud policies, gender policy, IT protocols, and health program operations. Shakti's gender policy stands on fundamental principles, including non-discrimination, women empowerment, respect, and accountability. It embodies the organization's resolute dedication to dismantling gender-based barriers and fostering an environment where women can thrive, lead, and contribute meaningfully to society. Shakti also has a robust internal control system to reduce fraudulent activities, which includes developing and implementing necessary and adequate controls to prevent, detect, and take corrective action. By maintaining a well-defined governance framework, Shakti upholds transparency, compliance, and effective management in its endeavors. Guided by our Executive Director, Humaira Islam Ph.D., and fueled by the commitment of Shakti teams, our 4000-member strong family has transformed to achieve significant milestones and address critical challenges.

Our continuous evolution, placing women at the core, aims to generate beneficial, measurable, and sustainable outcomes. Shakti understands that addressing the needs of disadvantaged women involves a holistic approach. It goes beyond economic empowerment; it encompasses healthcare, education, skill development, and the cultivation of a supportive community. Through our programs, we strive to create a ripple effect that touches not only the lives of individual women but reverberates through families, communities, and society at large. Being part of the Shakti family during these three decades has been humbling. I extend heartfelt gratitude to every member for their hard work and dedication to this remarkable organization.

A handwritten signature in black ink, appearing to read 'Mahbooba Akhter Mahmood'.

Mahbooba Akhter Mahmood

MESSAGE FROM THE EXECUTIVE DIRECTOR

“*Focusing on innovation, experimentation, research, and technology is the way to go.*”

Humaira Islam

Humaira Islam, Ph.D.

**Founder & Executive Director
Shakti Foundation**



Last year was about proving that we can turn challenges into opportunities and stay true to our mission of empowering poor women by creating strong economic and social resource bases. Continued global conflicts, rising fuel and commodity prices, double-digit inflation across the world, and the acute energy crisis have put the informal sector into uncertain territory. The risks aggravated by climate change are reflected in extreme weather conditions, heat and cold waves, delayed monsoons, excessive flooding, devastating cyclones, etc., causing community displacement and urban migration. All these affect the low-income population disproportionately, especially women. In this situation, we must not deviate from our vision and continue to design products and services to meet the changing times and ways of doing business. Focusing on innovation, experimentation, research, and technology is the way to go.

We are emphasizing reducing the great digital divide and rooting for greater digital inclusion for women. In partnership with the leading DFS provider, b-Kash, our MFOs (Micro Finance Officers) have taken one-stop financial services to the doorstep of women. This year, Shakti implemented free “Coding for Girls” projects in high schools in rural and peri-urban areas to encourage young girls from every walk of life to pursue STEM for higher studies. This also helps them to have careers in freelancing and programming, creating income-generating opportunities for the future. We are increasingly engaging with climate-responsible efforts through research, green revival interventions in urban areas, switching to greener transport, etc. We have plans to promote locally-led green entrepreneurship and help them graduate to the next level. We are also extending our coverage in community healthcare, especially catering to the health needs of women. Awareness-building in the backdrop of the increasing challenges posed by dengue and COVID is also of utmost importance.

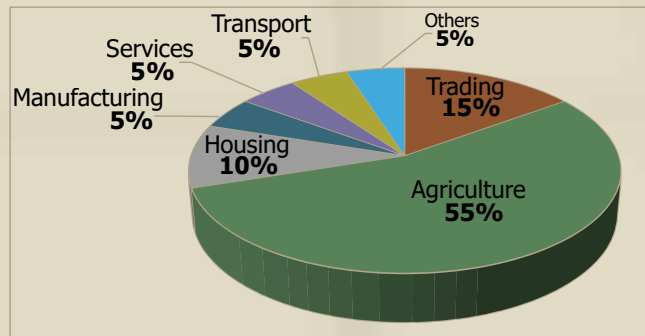
All these would not have been possible without the contribution and support of our regulators, partners, and peers. We look forward to their continued cooperation in the coming years. I appreciate the guidance and support of our Governing Body and Executive Committee in ensuring good governance. I would like to thank the Shakti team for their hard work and commitment in turning the dream of women empowerment into reality.

We are ready, more so than ever, to move forward, coping with all the challenges that may come our way, to prove that with strong resolve we can create a sustainable and equitable society.

MANAGEMENT REPORT

As we turn the pages of another impactful year, Shakti Foundation's commitment to women empowerment, financial inclusion, and holistic well-being remains steadfast. Our improved credit rating of "AA" (double A) in the long term and "ST-2" in the short term reflects Shakti's strength in microfinance operations and other development programs. Digital microfinance remains pivotal to our growth strategy, with quicker access to loans and savings and greater opportunities for income generation. Underpinned by the principles of high trust, high-touch, and high-tech, Shakti seeks to boost field productivity by 23%, expand its touchpoints across all 64 districts of Bangladesh, and increase its agriculture and electric three-wheeler loan portfolio in the next three years, as presented below:

Categories	June 2026 (expected)
District Coverage	64
Branches	655
Female Beneficiaries	1 Million
Medical Care Centers	125
Mobile Clinics	90
Loan Portfolio (BDT)	5,000 Crore
Savings (BDT)	2,020 Crore



We recognize the disproportionate impact of climate change on women and children, such as indoor household work exposing them to extreme heat and air pollution or the hardships faced by women in coastal areas due to complications in pregnancy and menstrual health. After spearheading nationwide greening interventions, we now turn to climate change adaptation strategies that are gender-responsive and rights-based. Shakti also aims to establish a last-mile healthcare ecosystem tailored to the unique requirements of women, from menstrual hygiene management to screening for breast and cervical cancer.

Central to the forward trajectory is embracing inclusivity and gender rights. We will keep striving to achieve a community of one million empowered beneficiaries and a workforce comprised of at least one-third women. Shakti's moving-forward journey is a collective effort fueled by innovation, resilience, and hope, where the transformative power of financial inclusion reaches every woman.

Imran Ahmed
Deputy Executive Director
Shakti Foundation



SHAKTI

AT A GLANCE

YEARS



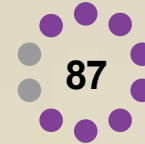
BRANCHES



DISTRICTS



MEDICAL
CARE
CENTERS



COMMUNITY OF
MICROENTERPRENEURS
429,422

POWERED BY
4,115
EMPLOYEES



LOAN
OUTSTANDING
BDT 2,408 Crore

PAPERLESS
OPERATIONS VIA
SHAKTI **MOBILE APP**



MEMBER SAVINGS
BDT 746 Crore

FIRST, WOMEN-CENTRIC
SHAKTI PHARMA



BORROWERS
98% FEMALE

PRINCIPAL AGENT
bKash



WASH LOAN
BDT 44.76 Crore

SOLAR HOME SYSTEMS
ALMOST 60,000



TREES PLANTED
OVER 20,000

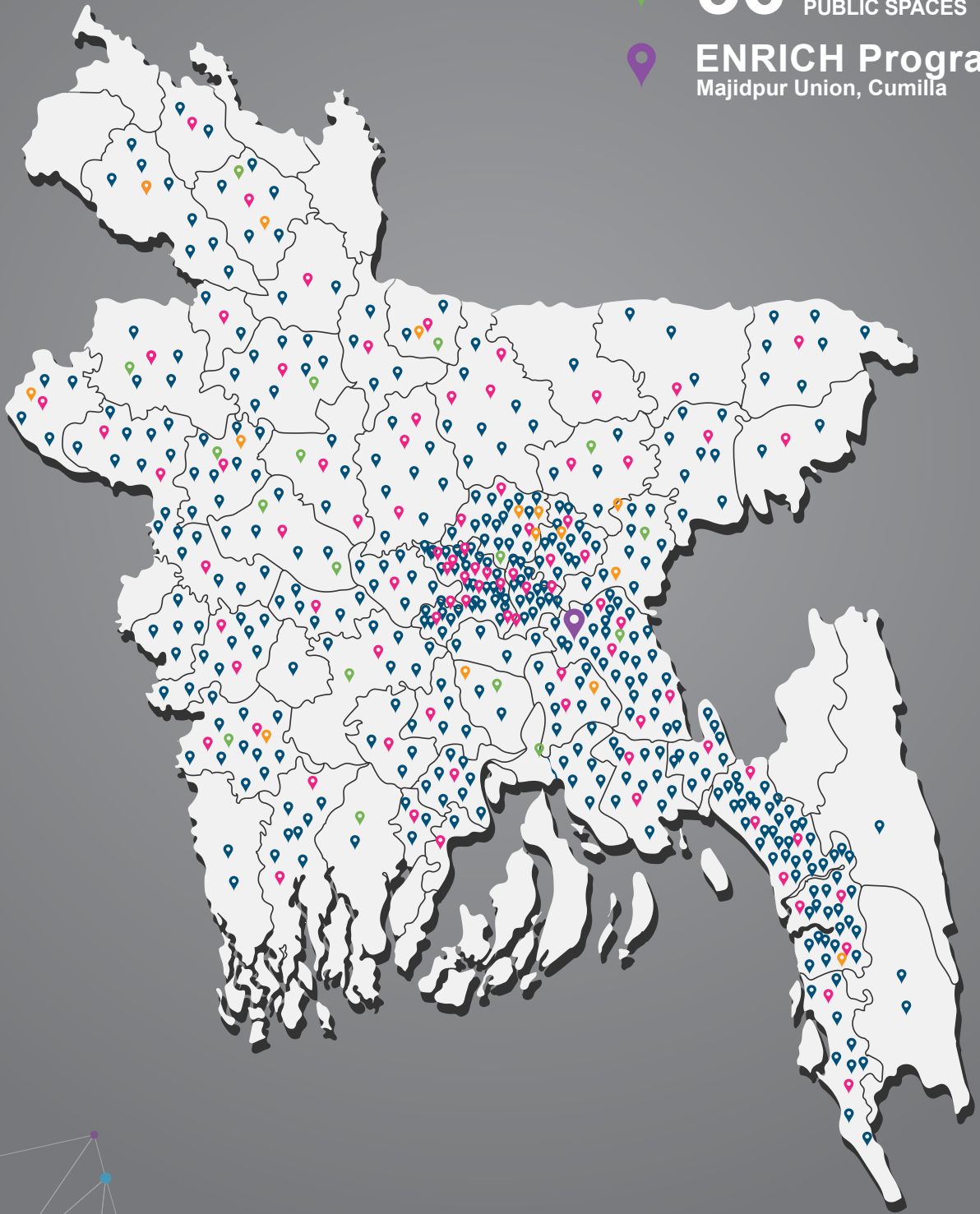
ALL-FEMALE
HEALTHCARE PROVIDERS



MOBILE CLINIC: low-carbon, electric 3-wheeler
providing doorstep aid in **15 DISTRICTS**

SHAKTI NATIONAL COVERAGE

-  **504** MFP BRANCHES
-  **87** MEDICAL CARE CENTERS
-  **15** MOBILE CLINICS
-  **36** GREEN PUBLIC SPACES
-  **ENRICH Program**
Majidpur Union, Cumilla



COVERING WHOLE BANGLADESH



District	No. of Branch		District
Bagerhat	1	6	Madaripur
Bandarban	2	1	Magura
Barishal	8	4	Maherpur
Bogura	8	7	Manikganj
Brahmanbaria	14	3	Moulvibazar
Chandpur	9	7	Munshiganj
Chapainawabganj	4	11	Mymensingh
Chattogram	43	5	Naogaon
Chuadanga	6	24	Narayanganj
Cox'sbazar	9	14	Narsingdi
Cumilla	31	8	Natore
Dhaka	68	1	Netrakona
Dinajpur	8	3	Nilphamari
Faridpur	6	10	Noakhali
Feni	9	10	Pabna
Gaibandha	2	5	Pirojpur
Gazipur	19	5	Rajbari
Gopalganj	4	8	Rajshahi
Habiganj	8	1	Rangamati
Jamalpur	4	6	Rangpur
Jessore	14	3	Satkhira
Jhalokati	2	7	Shariatpur
Jhenaidah	10	3	Sherpur
Joypurhat	3	5	Sirajganj
Khisoregonj	9	3	Sunamganj
Khulna	9	7	Sylhet
Kushtia	7	14	Tangail
Laxmipur	6	504	Grand Total

HIGHLIGHTS OF THE YEAR



August 2022

Shakti Pharma honors Father of the Nation

Shakti Pharma, the first women-centric pharmacy in Bangladesh, arranged a month-long initiative to honor the memory of Father of the Nation Bangabandhu Sheikh Mujibur Rahman. Under this initiative, community members could access free medical consultations by renowned physicians, along with free services like blood pressure measurement, diabetes check and vaccination administration. Citywide free home delivery of all products was also announced on the occasion.



July 2022 Disaster Response at Sylhet and Sunamganj

This year, the districts of Sylhet and Sunamganj experienced the worst floods in living memory, with more than four million people displaced. During this crisis, Shakti rushed to their aid with dry food, oral saline, water purification tablets, medicine, and other items worth BDT 9.12 lakh. The Shakti Health Program delivered urgent care and necessary medicines to 726 people free of charge. Our Emergency Solution Provider, the Mobile Clinic, provided doorstep aid to nearly 2,500 households in hard-to-reach areas. Additionally, on the occasion of Eid-ul-Azha, gift bags containing staple food items were distributed to 2,000 flood-affected families.

July 2022 Mask Amar, Surokkha Sobar

In the fight against COVID-19, Shakti Foundation, ICT Division and A2i, in collaboration with DNCC and CCC, organized a nationwide campaign "Mask Amar, Surokkha Sobar". Yale University, Innovation for Poverty Action (IPA), and BRAC Institute of Governance and Development (BIGD) were involved as research partners. During the rigorous three-day campaign, Shakti staff members visited ten sacrificial animal markets in Dhaka and distributed a total of 318,000 free masks. Approximately 600,000 people were made aware on the importance of mask-wearing to reduce symptomatic COVID-19 infections.

August 2022

Inauguration of Nature Based Solution Project

On National Mourning Day, Shakti's Climate Change Program, in collaboration with DNCC and HSBC, inaugurated "The Nature Based Solution Project" at Lautola Bosila, Mohammadpur. This massive green intervention is aimed at retrieving the Ramchandrapur Khal, aka Lautola Khal, from the occupied land and transforming the urban blight into a lush urban forest. The Honorable Mayor of DNCC, Mr. Md. Atiqul Islam, presided over the event as chief guest. Deputy Executive Director of Shakti Foundation, Mr. Imran Ahmed, and CEO of HSBC Bank, Mr. Md. Mahbub-ur-Rahman. CEO of DNCC Zone-5, Mr. Mokabbir Hossain, and Councilor Ward 31, Mr. Asif Ahmed, were present on the occasion.



September 2022 Free Medical Camps by Health Program

Shakti Health Program arranged 11 medical camps in Khulna, Sylhet, Pabna, Barishal, Narsingdi, Dhaka and Habiganj this month. Specialist doctors provided free healthcare and essential medicine to more than 600 Shakti clients and other community members. In Sylhet, the Honorable Mayor Fazlur Rahman inaugurated the medical camp and availed healthcare services there. Honorable Commissioner Nahid Mia and USAID senior officials were also present at the Sylhet medical camp.

October 2022 TOT on Women Motorcycle Safety, Driving & Awareness

The Microfinance Program organized an extensive training of trainers (TOT) titled "Women Motorcycle Safety, Driving, and Awareness." Instructors from Hero Honda Bangladesh conducted the session on motorcycle training, traffic rules, and maintenance with twenty-three (23) female staff members. These internal trainers will then move on to conduct organization-wide motorcycle training, with a special focus on their female coworkers.

November 2022 Specialized Eye Camp by ENRICH Program

On November 7, 2022, the ENRICH Program organized a day-long specialized eye camp in collaboration with Prime Bank Eye Hospital, Dhaka, in Majidpur Union, Cumilla. Approximately 416 people were given free eye screening, spectacles, and essential medicine, along with the provision of relevant arrangements for cataract surgery. Upon further eye examination, 87 cataract patients were identified and granted full financial support for cataract surgery by Dhaka Prime Bank Eye Hospital through Shakti Foundation.

December 2022

Shakti Wins 22nd ICAB National Annual Report Award

The Shakti Foundation Annual Report 2020-2021 was awarded the second runner-up position in the NGO category at the 22nd ICAB National Awards. The honorable Minister of Commerce, Mr. Tipu Munshi, attended the event as the chief guest. Mr. Imran Ahmed, Deputy Executive Director of Shakti Foundation, received the award on behalf of the organization.



December 2022

Winter Donation Drive

As temperatures fell dangerously this winter season, Shakti organized a warm clothing and blanket drive in Rajshahi, Natore, Rangpur, Bogra, Pabna, Sirajganj, Jaipurhat, Chapainawabganj, Naogaon, Faridpur, Jessore, Khulna, Jhenaidah, Rajbari, Gopalganj, Pirojpur, Barisal, Sherpur, Jamalpur, Mymensingh, Manikganj, Dinajpur and Cumilla. Winter essentials worth BDT 21,31,905 were distributed to 7,400 Shakti clients and members of marginalized communities from 62 field offices.

January 2023

Shakti Becomes bKash's Principal Agent

On January 12, 2023, Shakti and bKash Limited joined hands for greater inclusion of women in digital financial services. As bKash's principal agent, Shakti Microfinance Officers (MFOs) are now authorized to provide doorstep financial solutions to over 400,000 low-income women in 55 districts.

February 2023

Second Breast Cancer Screening Campaign

On 23 February, 2023, Shakti ENRICH Program, in collaboration with Bangladesh Society for Breast Cancer Study, organized the 2nd Breast Cancer Screening Campaign for the women of Majidpur Union, Cumilla. Free breast cancer screening and consultation services were provided to 136 women by five oncologists from Dhaka. The campaign was graced by the presence of Founder and Executive Director of Shakti Foundation, Humaira Islam, PhD.

March 2023

Inauguration of Muktir Shobujayon Project

After transforming the abandoned lot opposite the Jallad Khana Memorial Site into a modern, green, and child-friendly public space, Shakti, DNCC and MetLife Foundation, inaugurated the Muktir Shobujayon (Greening for Liberation) Project on Independence Day, March 26th, 2023. The Honorable Mayor of DNCC, Mr. Md. Atiqul Islam, presided over the event as chief guest. Special Assistant to the Honorable Prime Minister, Barister Biplab Barua; Chief Executive Officer of MetLife Bangladesh, Mr. Ala Uddin Ahmad; and Deputy Executive Director of Shakti Foundation, Mr. Imran Ahmed, were present on the occasion.

April 2023

Free Iftar Meals for Ramadan

During the holy month of Ramadan, Shakti donated over 2,400 free iftar meals and drinks every day for the needy, as well as pedestrians, richshaw-pullers, CNG drivers and general people trapped in traffic.



April 2023

Celebrating Shakti's 31st Anniversary

To celebrate Shakti's 31st anniversary on April 1, 2023, a month-long nationwide green space initiative was undertaken. Our dedicated teams across the nation planted a total of 1,817 trees in 34 districts. Trees of various kinds were planted in 21 DC office premises, 5 cluster villages for disaster-affected families, 4 parks, 3 public schools, and 1 police station.

May 2023

Shakti-bKash Collaboration Commences

The pilot phase of the Shakti-bKash collaboration commenced in Laxmipur, Noakhali with 1,298 field staff undergoing three rigorous rounds of Agent Training. Moreover, all of Shakti's touchpoints, including its 504 branches, became bKash Centers.



Third Breast Cancer Screening Campaign

On May 31, 2023, the ENRICH Program in collaboration with Sheikh Hasina National Institute of Burn and Plastic Surgery, organized the 3rd Breast Cancer Screening Campaign at Shakti Head Office. 115 Shakti clients, female staff members, and residents of Mirpur availed of free breast cancer screening and consultation.



June 2023

Shakti Celebrates World Environment Day

On June 5, 2023, World Environment Day (WED), Shakti successfully undertook several green initiatives all over Bangladesh. In Feni district, 3,000 trees were planted on the premises of six sub-districts and union land offices. 250 trees were planted at Cumilla Circuit House and 109 trees were planted at Khan Jahan Ali Police Station in Khulna. The chief guests presiding over the event in each district were the honorable DC and District Magistrate Abu Salim Mahmud-Ul Hasan (Feni), honorable Additional DC Pankaj Barua (Cumilla), Additional Superintendent of Police Kamran Hossain (Cumilla), and Officer-in-Charge Md Kamal Hossain Khan (Khan Jahan Ali Police Station, Khulna).

Shakti Gives Back to Senior Citizens

On June 22 and 23, 2023, Shakti served a special lunch at the "Old Rehabilitation Center" in Barisal and the "Rotary Kenayet Ali Anwara Khan Old Home" in Jessore and donated a two-month supply of nutritious milk for the senior citizens, children, and teenagers living there. Essential medicine was distributed at the rehab in Barisal and the "Child and Old Age Care" in South Paikpara, Dhaka. Three IPS were bought for all the old-age homes. For Eid ul Adha, new clothes were distributed among the senior citizens in the Barisal rehab, and a special Eid menu was served at the rehabs in Barisal and Jessore.

OUR DONORS & PARTNERS

Donors

- + Bill & Melinda Gates Foundation
- + CAF America
- + Foreign, Commonwealth and Development Office Bangladesh (FCDO), Bangladesh
- + HSBC Bank Bangladesh
- + MetLife Foundation
- + Opportunity International, Australia

Partners

- + Asian Development Bank (ADB)
- + Aspire to Innovate (a2i)
- + BRAC Institute of Governance and Development (BIGD)
- + Consultative Group to Assist the Poor (CGAP)
- + Delivery Tiger
- + Dhaka Flow
- + Georgetown University
- + ICDDR, B
- + IDE
- + Infrastructure Development Company Limited (IDCOL)

Network

- + Ain o Salish Kendra (ASK)
- + Bangladesh Legal Aid and Services Trust (BLAST)
- + Bangladesh Mahila Parishad
- + Bangladesh National Woman Lawyers' Association (BNWLA)
- + Coalition For the Urban Poor (CUP)

Bank & NBFIs Affiliation

- + Alliance Finance PLC
- + Bank Asia Limited
- + Bengal Commercial Bank Limited
- + BRAC Bank PLC
- + Citizens Bank PLC
- + Commercial Bank of Ceylon PLC
- + Community Bank Bangladesh Limited
- + Dhaka Bank PLC
- + Dutch-Bangla Bank PLC
- + Eastern Bank PLC
- + IPDC Finance Limited
- + Jamuna Bank PLC
- + LankaBangla Finance PLC
- + Meghna Bank PLC
- + Mercantile Bank PLC
- + Meridian Finance & Investment Limited
- + Midland Bank Limited
- + Mutual Trust Bank PLC
- + National Credit & Commerce Bank Limited
- + National Finance Limited

Government Alliances

- + Chattogram City Corporation
- + Dhaka North City Corporation (DNCC)
- + Information and Communication Technology (ICT) Division
- + Ministry of Health and Family Welfare
- + Sustainable and Renewable Energy Development Authority (SREDA)

- + Institute for Inclusive Finance and Development (InM)
- + Microsave
- + Oculin Tech BD
- + Palli Karma-Sahayak Foundation (PKSF)
- + Robi Axiata Limited
- + SOLshare
- + Stanford University
- + US Embassy Dhaka
- + Water.Org
- + World Bank
- + Yale University

- + Credit and Development Forum (CDF)
- + FinEquity
- + GLOBE Program
- + INAFI Bangladesh
- + Naripokkho
- + Women's World Banking (WWB)

- + NRB Bank Limited
- + NRBC Bank PLC
- + One Bank PLC
- + Prime Bank PLC
- + Pubali Bank PLC
- + Saudi Bangladesh Industrial and Agricultural Investment Company Limited (SABINCO)
- + South Bangla Agriculture & Commerce Bank Limited
- + Southeast Bank PLC
- + Standard Bank Limited
- + Strategic Finance & Investments Limited
- + The City Bank Limited
- + The Premier Bank PLC
- + Trust Bank Limited
- + United Commercial Bank PLC
- + Uttara Bank PLC

Principal Agent

- + bKash Limited

AWARDS AND EXCELLENCE

In these 31 years of operation, Shakti has been honored with the following awards and recognitions:

2005

- + CDF ranked Shakti eighth among 690 organizations.
- + Shakti secured an A+ rating from the Bangladesh Microfinance Rating Institute.
- + In a joint initiative by UNCDF and City Group, Shakti Foundation ranked in the top five list of the best microenterprise lending institutions.
- + Based on its 2005 audit, CGAP ranked Shakti within the top twenty out of 231 organizations for transparency in its operations.

2007

- + Forbes magazine conducted a ranking of 641 organizations from 50 countries, where Shakti Foundation was ranked 35th overall and 5th among the ranked organizations in Bangladesh.

2012

- + Shakti Foundation was recognized for Leadership in Microcredit by Women's World Banking, New York.

2015

- + The ZONTA Club of Dhaka IV gave Shakti Foundation recognition for its social activities with women and children.

2018

- + As a contributor to accelerating economic inclusion by building local entrepreneurs, Shakti Foundation received the MetLife Award.

2019-2022

- + In 2019, 2020, 2021, and 2022, Shakti Foundation achieved "AA-" credit rating.
- + In 2021 and 2022, Shakti Foundation won the Bronze Prize (2nd Runner Up Award) for Best Presented Annual Reports under the category of NGOs/NPOs sector at the prestigious ICAB National Award.

2023

- + The Credit Rating Information and Services Limited (CRISL) has affirmed the credit rating of Shakti Foundation with an "AA" (double A) rating in the long term and an "ST-2" rating in the short term. CRISL performed the rating based on audited financial statements up to June 30, 2023, and other relevant quantitative and qualitative information.



CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



- Our flagship Microfinance Program has provided **429,422 microentrepreneurs** access to affordable, doorstep financial services, skills training, and opportunities for income generation. This has enabled them to break the poverty cycle by becoming breadwinners for themselves and their families.



- Loan assistance from the Microfinance Program has empowered **92,707 small farmers** to boost food production and agricultural productivity across the nation.
- The ENRICH Program has established **100 homestead cultivations** to enhance household food security for the 38,480 residents in Majidpur Union, Cumilla.



- Through **87 medical care centers** nationwide, Shakti's Health Program has provided healthcare, quality diagnostic tests, vaccinations, and necessary medicine to nearly **half a million households**.
- Our green interventions across **36 districts** have improved public health outcomes and well-being.



- The Shakti Shiksha Britti Program has granted over **BDT 1.47 crore in scholarships** to more than **2,033 students** since its inception.
- Under the Shakti-PKSF ENRICH Program, **889 elementary school students** have been provided with free afterschool tuition through **31 education-assistance centers** across Majidpur Union, Cumilla.



- As bKash's principal agent, we are bridging the digital gender divide by offering doorstep financial services to over **400,000 low-income women in 55 districts**.
- Shakti's dedicated **Women Empowerment (WE) Program** challenges prevalent ideologies that devalue and discriminate against women through technology-enabled, rights-based interventions at the grass-roots level.



- Under its Microfinance Program, Shakti has thus far disbursed WASH Loans worth **BDT 44.76 crore to more than 11,300 borrowers**.
 - **3,143 deep tube wells** have been established
 - **7,581 sanitary latrines** have been built
 - **587 water tanks** have been installed



- Closing the energy access gap via **59,731 solar energy systems** in 7 divisions.
- By integrating with the national grid, our "Smart Energy for a Smart Bangladesh" project is exploring the potential for **creating green jobs for the 6 million solar home systems in Bangladesh** and contributing to the national renewable energy targets.



- Increased economic opportunities through **microfinance loan outstanding** of **BDT 2,408 crore, 98% female borrowers**, and **savings of BDT 745 crore**.
- Mobilizing a stronger, more inclusive, and tech-savvy workforce through skills development, IT literacy trainings, and gender workshops for both **Shakti clients and its 4,115 employees**.



SUSTAINABLE DEVELOPMENT GOALS



For the **60 million unbanked individuals in Bangladesh** (as of January 2023), the Microfinance Program is offering affordable and equitable access to financial services and integration into the value chain.



Our Programs have ensured that marginalized communities, especially over **400,000 low-income women and their families**, have access to digital financial inclusion, healthcare, and education.

The Coding for Girl's initiative has equipped **female future leaders at two (2) rural high schools** with valuable digital skills for launching their own innovative entrepreneurship or competing for employment on a more equal footing.



The Climate Change Program has set up safe, inclusive, and accessible green spaces in **21 district-level government offices, 5 cluster villages for disaster-affected families, and 5 parks**, as well as an urban forest in Dhaka City.

To safeguard Bangladesh's heritage, the abandoned lot beside the Jallad Khana Memorial Site has been transformed into **a green, child-friendly public area with over 1,100 trees and renewed play equipment**.



Shakti's **solar home systems in over 90 local markets** across the nation are facilitating the use of renewable energy in retail.

Through loan assistance, the Microfinance Program is supporting **3,737 eco-friendly entrepreneurs** like Shuvo Eco-Friendly Pen, electric vehicles, nurseries, jute businesses, cottage and handicrafts, etc.



With the introduction of the Shakti Mobile App, all **field operations in 504 branches have become paperless**.

The Climate Change Program has contributed towards reduced greenhouse gas emissions, the urban heat island effect, and improved air quality by **planting more than 20,000 trees this year**.



The Ramchandrapur Khal at Lautola Bosila, Mohammadpur, has been transformed from an urban blight to a rich urban forest boasting a **biodiversity of 72 varieties of trees, herbs, shrubs, and climbers**. The canal has been retrieved from and embellished by over **9,000 plants** for the preservation and sustainable use of ecosystems and biodiversity.



Shakti's **Gender Policy and the Policy for Prevention of Sexual Harassment** are explicit, well-publicized policies of zero tolerance towards gender-based violence and harassment, comprising a confidential grievance mechanism for all employees along the value chain.



Deepening country-specific digital financial inclusion, well-being, livelihood development, and sustainability through **21 partnerships, 6 donors, 5 government alliances, and 35 bank and NBFi affiliations**.

SHAKTI GOVERNANCE



ANNUAL GENERAL MEETING 2023

The 33rd Annual General Meeting (AGM) of Shakti Foundation was held on September 27, 2023, at Shakti Head Office in Mirpur, Dhaka. The members of the General Body were present in person and online for the meeting. The chairperson, Mrs. Mahbooba Akhter Mahmood, presided over the event.

During the meeting, Shakti Foundation's Executive Director and Founder, Humaira Islam, Ph.D., presented the overall status of the organization. The Deputy Executive Director, Mr. Imran Ahmed, presented the organization's plan for the next five years. All department heads and senior officials of the organization were present at the meeting.



GENERAL BODY

Sl. No.	Name	Professional Occupation	Position in Shakti Board
1	Mahbooba Akhter Mahmood	Founder and Executive Director, Utsho Bangladesh	Chairperson
2	Dr. Nilufar Banu	Executive Director, Bangladesh Unnayan Parishad (BUP)	Treasurer
3	Humaira Islam, Ph.D.	Founder and Executive Director, Shakti Foundation for Disadvantaged Women	Member Secretary and Executive Director
4	Professor Abul Kalam Azad Khan	National Professor, President, Diabetic Association of Bangladesh (DAB); Chairman, Board of Trustees, Bangladesh University of Health Science	Member
5	Alauddin A. Majid	Former Chairman, Board of Directors, BASIC Bank; Career Banker	Member
6	Mahera Khatun	Past President, Rotary Club of Dhaka Mid City; Member, Bangladesh National Committee of United World College; Former Chief, Field Operations, UNICEF, Sudan	Member
7	Mehnaz Rabbani	Director, Operations, Strategic and Partnership, BRAC Institute of Governance and Development, BRAC University; Former Evidence and Impact Advisor for Asia, Save the Children International	Member
8	Justice Md. Tafazzul Islam	Barrister at Law, Former Chief Justice of Bangladesh; Former Member of Permanent Court of Arbitration (PCA), The Hague, Netherlands	Member
9	Mohammad Khalid Shams	Former Deputy Managing Director, Grameen Bank; Managing Director, Grameen Telecom	Member
10	Professor Nazrul Islam	Professor Emeritus, Dhaka University; Honorary Chairman, Centre for Urban Studies (CUS); Former Chairman, University Grant Commission (UGC)	Member



Sl. No.	Name	Professional Occupation	Position in Shakti Board
11	Dr. Qazi Kholiquzzaman Ahmad	Chairman, Dhaka School of Economics (DScE); Chairman, QK Ahmad Foundation Former Chairman Palli Karma-Sahayak Foundation (PKSF); Economist	Member
12	Sarah Ali	Managing Director of Bitopi Advertising Limited, Mighty Byte Limited, Activate Media Solutions Limited, Spotlight Event Management Limited; Executive Committee Member, Advertising Agencies Association of Bangladesh; Executive Committee Member of Obhoyaronno, Bangladesh Animal Welfare Foundation Honorary Consul of Peru	Member
13	Shahrier Ahmed	Managing Director, RN Clothing Limited (RAW NATION); Director, Islam Garments Ltd; Managing Director, Euro Jeans Ltd.	Member
14	Shireen Scheik Main Uddin	Principal Consultant, ASSAN Dhaka; Former Vice President, American Express Bank, Dhaka	Member
15	Sonia Bashir Kabir	Founder, SBK Tech Ventures & SBK Foundation; Vice Chair, UN Tech Bank for LDCs Dhaka, Bangladesh; Former Managing Director, Microsoft Bangladesh; Founder President of TiE Dhaka	Member
16	Taheerah Haq	Former Country Director, Ashoka; CEO, Public Relations Management; Social Worker	Member
17	Dr. Toufiq Ali	Former CEO, KAFCO; Former Chief Executive, Bangladesh International Arbitration Centre (BIAC); Former Ambassador, Former Secretary (Multilateral), Ministry of Foreign Affairs, Dhaka, Bangladesh; Adjunct Faculty, Foreign Service Academy	Member

EXECUTIVE COMMITTEE



Mahbooba Akhter Mahmood
Chairperson
Shakti Board



Humaira Islam, Ph.D.
Executive Director and
Member Secretary
Shakti Board



Dr. Nilufar Banu
Treasurer,
Shakti Board



Mahera Khatun
Member,
Shakti Board



Dr. Toufiq Ali
Member,
Shakti Board



Prof. Nazrul Islam
Member,
Shakti Board



Taheerah Haq
Member,
Shakti Board

Shakti Foundation's Executive Committee consists of seven distinguished members who play a strong advisory role in the organization, overseeing policies and performances, and ensuring good governance practices. The Executive Committee meets four times a year, as shown below:

Date of Meeting	No. of Member's Attended	Total No. of Members
28 September, 2022	6 persons	7 persons
11 December, 2022	5 persons	7 persons
26 February, 2023	6 persons	7 persons
25 June, 2023	6 persons	7 persons

WORKING

COMMITTEES

Shakti Foundation has different committees at the management level to establish internal and financial control, greater transparency and smooth operations.



Audit Committee

The Audit Committee takes effective measures to address the findings and risks identified by Shakti's internal audit team. It also ensures follow-up on corrective measures and decisions to establish transparency and integrity in operations. Shakti has a very strong internal audit team under the Internal Control and Legal department, led by Senior Director Nazmul Ahsan.



Finance Committee

This committee reviews and confirms all financial decisions to run Shakti, including efficient fund management as per the fund requirements of all branches and projects, establishing credit line facilities with financial institutions, repayment of loans and interest payments, and all financial transactions. The purpose of the committee is to protect the organization from internal and external risks and shocks.



Sexual Harassment Prevention Committee

This committee consists of internal members as well as members from other organizations with experience in gender and sexual harassment issues. Shakti has taken initiatives to establish a safe and sexual harassment-free environment through inculcating gender equity values and organizational culture. The committee ensures zero tolerance for harassment issues and addresses complaints within a short time.



Disciplinary Committee

The committee reviews investigation reports of sexual harassment issues and violations of the code of conduct and provides recommendations.



Social Responsibility (SR) Committee

This committee facilitates health grants to beneficiaries for the treatment of critical diseases or injuries from accidents, along with aid and relief during natural disasters. One of the important roles of the SR committee is to give scholarships to brilliant or bright students of underprivileged beneficiaries. Additionally, various support initiatives, including assistance in old-age homes and schools for the disabled, are also undertaken.



Staff Welfare Committee

This committee facilitates health grants to employees for treatment of accidents and injuries during work as well as for critical diseases. It also grants educational scholarships to the meritorious children of employees for their outstanding achievements in board exams. The objective of the committee is to ensure employees of the organization are well taken care of in their time of need.



Provident Fund Trustee Board

The Provident Fund Trustee Board maintains and prudently manages the Provident Fund through efficient investment decisions, facilitates payments to employees at the time of leaving the organization, and makes decisions regarding employee loans against the Provident Fund.



Central Procurement Committee

This committee ensures all purchases and procurement are carried out following set procedures to establish transparency and quality control.

EXECUTIVE MANAGEMENT



Imran Ahmed

Deputy Executive Director

Under Mr. Imran Ahmed's leadership, the Microfinance, Health and Climate Change Programs have become major contributors in their respective fields. He also oversees the Training Department and the IT Department. Additionally, Mr. Ahmed is an advisor to the Honorable Mayor of Dhaka North City Corporation. He was previously the youngest Vice President at comScore Inc., a premier data analytics company based out of Washington, D.C., USA, where he led Client Services and Product Leadership. Prior to joining comScore, he worked at a highly renowned global management consulting firm, McKinsey & Company. As a knowledge expert and one of the lead economists there, he counseled policymakers and businesses around the world, including South Africa's then Minister of Finance, Mr. Pravin Gordhan, on human capital and workforce development issues. Additionally, he jointly steered a research initiative with President Barack Obama's Council on Jobs and Competitiveness. Mr. Ahmed earned his MA in International Economics and Finance from Brandeis University, USA, and his BA in Mathematics from Bard College, USA.



Asma Begum

Senior Director, Head of Human Resources

Mrs. Asma Begum started her career as a Credit Officer and reached her present position after serving in various capacities in different departments of Shakti since 1992. She has trained in multiple areas, ranging from monitoring and evaluation to administrative skills development to project development and management. She has received training on Project Program Development and Management (PPDM) in the Philippines (1996) and Business Planning and Financial Modelling in the USA. Ms. Begum has an honors and master's degree in sociology from Dhaka University.



Md. Shariful Islam

Senior Director, Head of Administration and Procurement

With a humble start as a Credit Officer, Mr. Md. Shariful Islam, now a Senior Director, has served at Shakti in different capacities in departments like Microfinance, Human Resources, Solar and Enrich Programs since 1992. He has been working successfully in Shakti for the last 31 years. Mr. Islam has a master's degree in Economics and a postgraduate diploma in Personnel Management. He has received training on Project Program Development and Management (PPDM) in the Philippines in 1996.



Nazmul Ahsan

Senior Director, Head of Internal Control and Legal

Mr. Nazmul Ahsan started his career as an accountant at Shakti in 1994. Currently, Mr. Ahsan formulates the internal control system within the organization and oversees internal audits at the branches and head office. He received trainings on Project Program Development and Management (PPDM) in the Philippines (1996), Accounting and Finance from different institutions, Microfinance in the USA (1999), Operational Risk Management in India (2005), and MFI Management in a Changing Environment in Germany (2008). Mr. Ahsan has a master's degree in Finance (1991) from Dhaka University. He has completed ICMA (intermediate) and is also an income tax practitioner.



Sabya Sachi Roy

Senior Director, Head of Training & Asset Development

Mr. Sabya Sachi Roy has been with Shakti for 26 years. Previously, he led the IT Department at Shakti Foundation for twenty-three years. He oversaw the digital financial services integration of the Microfinance Program with Rocket and bKash. Under Shakti's business development initiatives, he has been working on creating new opportunities in government projects through joint ventures with Shakti and non-governmental organizations. Mr. Roy holds a master's degree in Commerce and is a certified Administrator Professional for Oracle Database 11g and Lead Auditor for the Information Security Management System ISO/IEC 27001:2005.



Md. Abdul Halim

Senior Director and Chief Financial Officer

Mr. Abdul Halim joined Shakti Foundation on May 16, 2022, as a Senior Director and Chief Financial Officer. Mr. Halim, in his career of over 26 years, served in different departments in BURO Bangladesh as Program, Internal Audit, and finally, Coordinator and Head of the Finance and Accounts Department. Mr. Abdul Halim has an honors and master's degree in Accounting from Dhaka University (1992). He has received training in Management Information Systems for MFIs, Financial Analysis, Delinquency Management, Micro Finance Risk Management (Microsave, India), and Accounts Management (India).



Md. Zillur Rahman

Senior Director, Head of Information Technology (IT)

Mr. Md. Zillur Rahman possesses a distinguished 25-year career in Data Science, Data Analysis, Software Development, Enterprise Resource Planning (ERP), and various other software applications, with a focus on Sales and Implementation. Before joining Shakti, Mr. Rahman worked at Rahimafrooz Renewable Energy Ltd. as Head of Implementation after serving as the Head of IT at Rahimafrooz for 11 years. He was also the Managing Director at UDDOM Limited, a startup focusing on a social commerce platform. Mr. Rahman has an Executive MBA from East West University, Bangladesh, and a Professional Diploma in Information Technology from NIIT, Bangladesh. He is proficient in advanced SQL, Java, C#, Python, and JavaScript.



Asaduzzaman

Senior Director, Head of Microfinance

Mr. Asaduzzaman is the Head of Microfinance Program. He started his career as Fund Management In-Charge under Shakti's Finance Department in 2011. Mr. Asaduzzaman has an honor's (2003) and a master's degree in accounting (2004). He has completed the Chartered Accountancy Course (Professional Level) and is also an income tax practitioner. He has received trainings on Project Management Program in the Philippines (2014), Monitoring and Evaluation (2014), Community Based Financial Inclusion and Microfinance in Thailand (2016) and Business Planning with Microfin in Nepal (2017).



Dr. Shamsher Ali Khan

Senior Adviser, Health Program

Dr. Shamsher Ali Khan has over 38 years of experience in the field of Public Health and Hospital Management around the globe. He has served and supervised 155 health centers, including 11 upgraded BRAC health centers with EOC facilities and other health programs in many countries in Asia and Europe. Dr. Khan has obtained his advanced diploma in reproductive health from Uppsala University, Sweden, after completing an MBBS from Dhaka Medical College. He has made valuable contributions to policy advocacy for chronic health issues like malaria and maternal and neonatal health care in association with USAID, WHO, and other international agencies.

DEPARTMENTS



Led by Senior Director Nazmul Ahsan, a Shakti veteran of 29 years, the Internal Control and Legal Department was formed with the purpose of:

- + Independent and objective evaluation of the organization's operations
- + Strengthening internal control systems
- + Ensuring compliance with organizational, legal, and regulatory requirements
- + Increasing compliance awareness among employees
- + Working cross-functionally with various project teams and other departments to ensure policies and processes are updated with evolving regulations
- + Directing strategic litigation in accordance with organizational goals

Currently staffed by 43 qualified employees, the Department ensures that the Head Office and all branches are audited every financial year in a planned and systematic manner. Through a robust and sophisticated mechanism of scrutiny, the team rigorously audits the field operations (Microfinance and others) to ensure that financial and non-financial irregularities are at the minimum possible level and cured with due diligence on detection. This year, 37 auditors dedicated to field operations have performed 682 audit engagements on 504 branches and 87 SMCCs. Additionally, 10 legal officers have been working in different geographical locations of the country to safeguard the interests of the organization through legal means.

As we navigate a world increasingly reliant on technology, Shakti's Internal Control and Legal team has undertaken digital literacy training as a top priority. Our auditors are now equipped with the digital tools and key competencies required to capture, track, and verify transactions using large data sets at lower costs and with limited human intervention. In this way, the Department continues to remain future-relevant and value-adding.



HUMAN RESOURCES (HR)

The HR Department is led by Shakti veteran of 31 years, Senior Director Asma Begum. Mrs. Begum started her career at Shakti as a MFO and rose to the level of Head of HR in an inspiring story of hard work, dedication, and perseverance. In a customer-facing, client-centric organization such as Shakti, the role of human capital is pivotal to delivering financial services. With that in mind, our HR department is focused on attracting talent, retaining talent, and fostering an enabling working environment. In 2022-2023, the HR department achieved the following milestones:

- + Opening of 50 new branches nationwide
- + Recruitment of 1,886 skilled and experienced employees
- + Promotion of 320 employees
- + Financial escalation of nearly 4,000 employees to boost employee satisfaction and productivity

- + Decentralization of HR operations via the HR Hub in Rangpur to ensure fast, easy, and effective human resource outcomes at the field level.
- + Active and spontaneous organizing partner in arranging mega events and programs for the organization
- + Implementing new policies of Recruitment, Assessment, and Separation for a better Employee Life Cycle while ensuring good governance



Digitalization in HR

In a strategic shift towards process optimization, the Department has scaled down the use of paper in certain functions. This has not only saved time and money but also reduced inaccuracies.

- + Recruitment process: resume evaluation, candidate testing, panel assessment, and onboarding are being done electronically.
- + Inter-departmental approvals are now conducted through ERP instead of multiple, time-consuming manual loops.
- + Software-generated letters: Through the implementation of software-generated letters (confirmation, transfer, probation, extension, etc.), the cost of couriering is minimized and accessibility is enhanced.



The HR department has been thinking and acting progressively to stay ahead of the curve. In the coming years, the HR department intends to elevate its plan of action by:

- + Acquire talent for newly opened branches within the next fiscal year
- + Gradual shift towards a KPI-based performance management system
- + Transformation towards fully ERP-based HR operations
- + Promoting talent, particularly field-level employees, from within the organization during the upcoming expansion. This will ensure faster onboarding, boost morale, and improve productivity.
- + Open another HR hub to create a nationwide HR network that harmonizes Microfinance operations and Human Resource operations at the field level.

TRAINING AND ASSET DEVELOPMENT



The objective of the Training and Asset Development Department is to enhance organizational performance through positive change in the skills, knowledge, and mindset of employees at all levels.

The Department has played a major role in keeping the current policies of the organization up-to-date and relevant. Through the training and development of its human assets, Shakti aims to gain a competitive edge in terms of the latest industry trends, regulations, and best practices.

For the year 2022-2023, the following staff development activities have been undertaken:



A. Internal Training

Name of Training Topic	No of Batch	Participant
Pre-Service training for newly recruited staff	131	3,286
Mobile app new release 2.0	113	2,948
Refresher training	46	1,235
bKash principal agent training	206	1,047
bKash principal agent TOT	14	312
Preparation course for next position	13	251
Audit operation management	3	100
Monitoring and supervision	3	60
Basic computer skill	8	25
Leadership development	1	24
Managerial skill development	2	22
Motorbike driving	1	19
Training of trainers (TOT)	1	16
Total	542	9,345

B. External Training

Name of Training Topic	No of Batch	Participant
Risk management	1	1
Procurement & inventory management	1	1
Audit operation management	1	1
Training of trainers (ToT)	1	2
Leadership development	1	1
Human resource management	1	1
Personal excellence in work place	1	1
Internal audit	1	1
Total	8	9

C. Staff Workshop

Regional Workshop	No of Batch	Participant
Khulna	1	157
Barishal	1	155
Mymensingh	1	153
Total	3	465

Digitalization in Training:



With the introduction of the Shakti Mobile App, Microfinance Program employees are now using digital tools instead of paper forms and documents during their training sessions and workshops.

Additionally, TOTs have been conducted virtually via Microsoft Teams for ease and convenience:

Type of Training	Training Duration	Participants
TOT on Preparation Course (Development for the next position)	September 6-7, 2022	10
TOT on Pre-Service Training	December 21-22, 2022	12
TOT on Refreshers Training	February 1-2, 2023	12
TOT on Refreshers Training	February 25-26, 2023	9

This year, along with its workforce, Shakti has organized a training program for its beneficiaries/clients as can be seen below. Our organization gives equal importance to the holistic development of its clients, especially at the grassroots level, as it enables them to contribute more to their individual lives, society, and the national economy.

D. Member Training		
Topic of Training	No. of Batch	Participants
Risk Management and Business Continuity	24	453

Besides the Shakti Training and Research Centre at Gouripur, Comilla, two more training centers at Jessore and Bogra were officially launched this year. Both centers are residential and can host approximately 100 trainees each. At the Bogra Training Center, Shakti is pursuing a guaranteed, self-sufficient supply chain by setting up vegetable cultivation and integrated poultry-fish farming on the vacant homestead plot. This ensures food security in an economical, social, and environmentally sound way. Moreover, surplus produce is sold in the nearby market to generate income.





The construction of the largest, international standard Shakti Training and Research Center (STARC) in Savar, Dhaka, is currently underway. The purpose of the STARC is to deliver more than just training courses. Participants will be guided through learning journeys featuring interactive workshops, virtual collaboration platforms, and state-of-the-art educational technologies. In addition, the research wing at STARC will ensure products, services, and processes are of prime quality and relevant to Shakti's programmatic objectives.

- ✦ Accommodation for 150 trainees
- ✦ 6 modern training rooms
- ✦ 2 lavish Conference Rooms
- ✦ Well-equipped Computer Lab
- ✦ Functional Library
- ✦ High-class Cafeteria
- ✦ 200-persons capacity Multipurpose Hall Room
- ✦ Indoor games facilities
- ✦ 24/7 generator and elevator
- ✦ High speed Wi-Fi coverage
- ✦ Fully secured and covered by CCTV cameras
- ✦ Product display center with a digitalized monitory system
- ✦ Updated and sensor-activated fulltime fire extinguishing system



FINANCE AND ACCOUNTS

The Finance and Accounts department is responsible for planning, managing, and controlling the financial resources of the organization, as well as promoting transparency and accountability. Under this department, 22 employees are based out of the head office, with 2 divisional coordinators, 27 finance supervisors, and 504 accountants working at the field level.

Reminiscent of last year, Shakti Foundation has once again been awarded the bronze prize under the category of NGOs/NPOs sector in the prestigious 23rd ICAB National Award for Best Presented Annual Reports 2022.



Digitalization in Finance and Accounts for swift and seamless operations:



Transfer of funds using electronic fund management (RTGS/EFT)



Vendor payment via e-banking system

The next inclusions for the Finance and Accounts Department in the coming years are:



Virtual bank account



Software integration between Shakti and Banks



Automated bank reconciliation

INFORMATION TECHNOLOGY (IT)

In today's digital-first world, the IT department at Shakti is an essential unit of the organization. This year, the Department welcomed Mr. Md. Zillur Rahman as Head of IT. With a career spanning over 25 years, Mr. Rahman brings with him excellent leadership qualities and vast experience in the fields of data science, data analysis, operations, and ERP solutions. Under his guidance, the IT department has undertaken the following responsibilities:

1 Infrastructure Management

2 User Support

3 Network Administration

4 Project Supervision

5 Database System

6 IT Strategy and Planning

7 Cybersecurity and Data Protection

8 Training and Education

9 Vendor Management

To remain competitive in today's dynamic environment, Shakti has been working on the following initiatives this year:

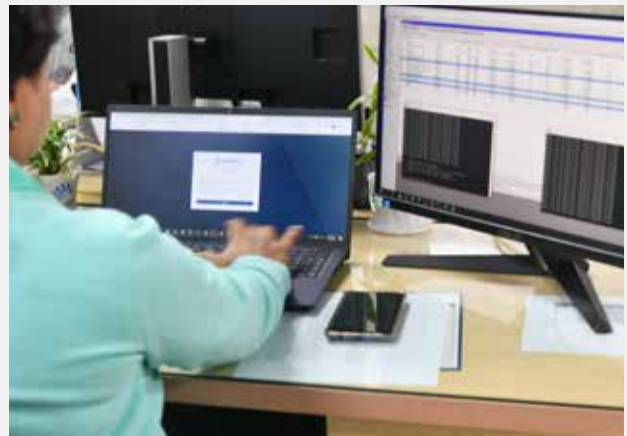
✦ **ERP (Enterprise Resource Planning) Solution**



- Configuring the ERP system to match the organization's processes and evolving needs.
- Continuously monitoring and updating the Shakti ERP solution to incorporate the latest technologies and best practices.
- Enabling the Head Office and all branches to stay connected, operate digitally and reduce reliance on paper.

✦ **Shakti Mobile App:**

- With the Shakti Mobile App, field operations such as client onboarding, installment collection, and loan assessment are digitized.
- The introduction of the Smart Map View ensures efficient customer mapping, one-click visualization of working areas, and quick detection of overlapping units.



✦ **Merger of SME financial products with Microfinance Program** for better resource allocation.

✦ **Introduction of individualized beneficiary QR codes** for easy client identification, an error-free and real-time record of collections, and transparent passbook reconciliation.

✦ **bKash Principal Agent:**

- Through this innovative partnership with bKash Limited, approximately 1,300 roaming MFOs from 206 branches have been trained to provide low-income women across the nation access to immediate, doorstep financial services.
- This will increase the mobilization of digital money and accelerate women's digital financial inclusion.

✦ Implementation of a dedicated, cutting-edge **Disaster Recovery (DR) site** to ensure zero IT downtime, secured data protection, and quick recovery.

✦ **Integration with the porichoy.gov portal** for NID verification in the national database.

✦ **Strengthened field monitoring** using geolocation tracking.

Over the years, technology has been the catalyst for Shakti's transformation. The next chapter in the IT department's role in value creation involves:

1. Integration of all modules into a single, cohesive Shakti ERP system for streamlined and centralized management.
2. Ensuring the successful implementation and operation of the bKash principal agent system for all 2,500 Microfinance Officers (MFOs).
3. Enhancing field productivity through advanced technological tools: Empowering the field force with cutting-edge technology tools (GPS-based monitoring, visual MFO area maps of all customers, interactive chatbots, and voice-based customer engagement), the development of AI-powered systems, and the utilization of data analytics via Microsoft Power BI for informed decision-making at the field level.

ADMINISTRATION AND PROCUREMENT

The Administration Department at Shakti has been ensuring smooth and efficient workflows fueled by open communication and logistical assistance. Under the leadership of Senior Director Md. Shariful Islam, a Shakti veteran of 31 years, the department has undertaken the following activities:

Branch Management

New Branches - 50 new branch offices were opened in the financial year 2022-2023. Additionally, road signage was installed in 93 places on the National Highway to provide clear guidance on branch office locations to vehicles and clients.

Supervision Room - As an employee-friendly organization, Supervision Rooms have been arranged in 404 branches to ensure the nighttime security of branch supervisors and female employees.

Accommodation – For the health and safety of our employees, accommodation has been arranged for them in 503 branches.

Motorcycle Loan

Subsidized Interest-Free Motorcycle Loan - 296 motor cycles have been provided to male employees in the financial year 2022-2023.

Special Motorcycle Loan for Female Employees - 100 female staff members were provided with subsidized interest-free motorcycle loans with no down payment required.



Smart Phone

In alignment with Smart Bangladesh Vision 2041, Shakti has taken the initiative to give smart phones to all workers at the field level. For that purpose, 700 subsidized smart phones were provided in the financial year 2022-2023.



Spirit of Shakti

Pohela Falgun – To welcome the first day of spring in the Bengali month of Falgun, the Department organized a colorful celebration for employees at the head office and all branches.

Eid gifts – Festive gift baskets were presented to the employees on the joyous occasion of Eid-ul Fitr.



Giving Back to the Community

Shakti Foundation distributed a total of around 2,400 packets of iftar to pedestrians and poor people every day during the month of Ramadan.



COMMUNICATION, MARKETING & RESEARCH

The Communication, Marketing and Research Department collaborates cross-functionally to develop and execute initiatives that promote Shakti's activities online and in print. Led by Shakti veteran of 20 years, Deputy Director Tamanna Yasmin Khan, the Department operates under the following principles:

Brand Awareness

Through strategic marketing, annual events, and well-crafted campaigns, our team is actively working on establishing a strong brand for Shakti Foundation that effectively communicates the organization's vision and mission.

Stakeholder Engagement

The transparency and storytelling in our Annual Reports, publications, website, and social media enables Shakti Foundation to forge meaningful connections with our clients, donors, regulators, employees, partners, and other stakeholders.

Advocacy and Action

Through online and offline communication, the Department strives to inspire collective action by bringing forth the pressing social issues Shakti ardently fights for.



To gain a competitive edge in the cut-throat digital era, the Communication, Marketing and Research Department is embracing innovation and agility through the following digital tools and touchpoints:

Social Media

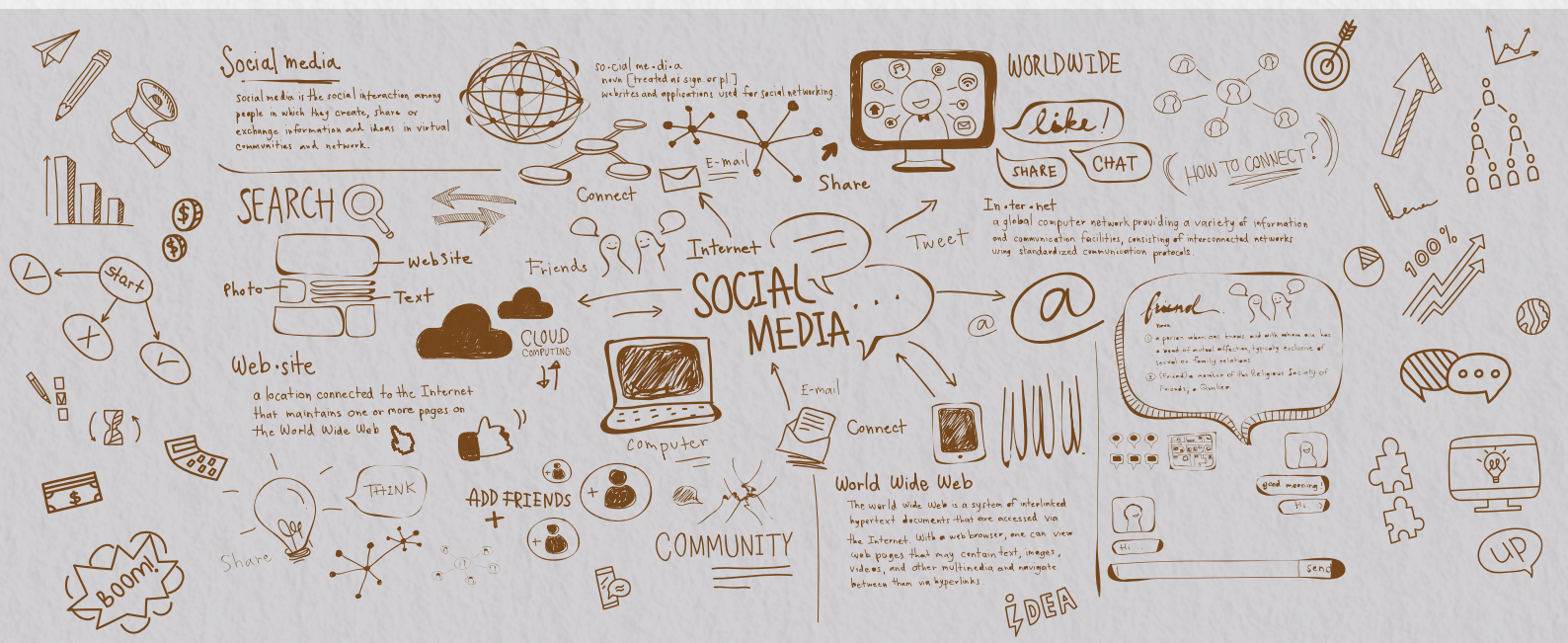
Leveraging Shakti's online presence on Facebook, LinkedIn and Twitter to expand reach, facilitate real-time engagement, and drive conversions.

Website

The Shakti website has been updated and redesigned to improve the user experience and effectively communicate Shakti's unique story.

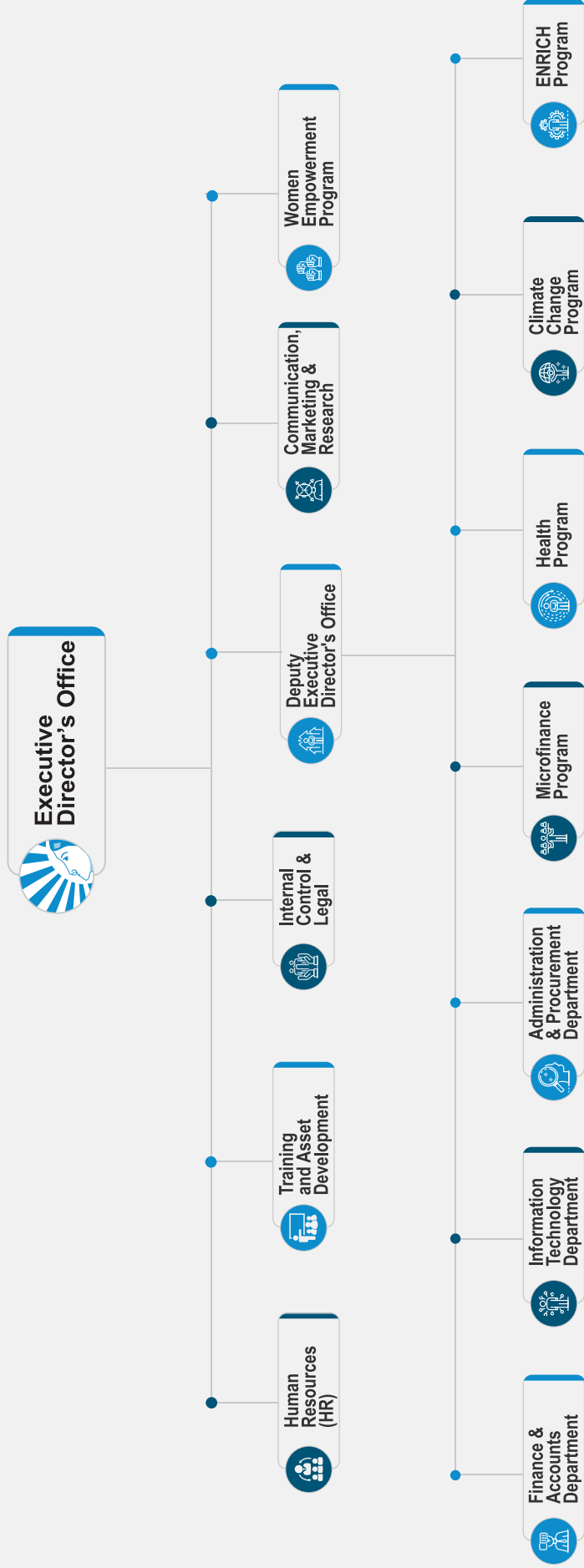
Digital Data Collection

Utilizing data-driven analytics to gain valuable insight into client patterns and preferences in order to create value-producing opportunities.



SHAKTI MANAGEMENT

ORGANOGRAM 2022-23



MANUALS & POLICIES

Shakti has well defined policies and manuals that guide its operations under standardized principles and rules of business. These policies and manuals are as follows:

- + Microfinance Program Operation Manual
- + Human Resource (HR) Manual
- + HR Compliance and Separation Policy
- + Administrative Policy
- + Financial Policy
- + Anti Money Laundering & Combating Financing of Terrorism Policy
- + Internal Audit Manual
- + Legal Department Manual
- + Gender Policy
- + Policy for Prevention of Sexual Harassment
- + Child Protection Policy
- + Integrity Policy
- + IT Manual
- + Procurement Manual
- + Shakti Health Program Manual
- + Training Policy

INTERNAL CONTROL & RISK MANAGEMENT

One of Shakti's priorities is to uphold its accountability and transparency to the public while responding to the needs of the community. Through fostering a culture of good governance and establishing relevant internal controls, our organization captures the following outcomes:

- + Minimize and/or eliminate opportunities for fraudulent activities.
- + Transparent and effective utilization of resources
- + Compliance with relevant laws and regulations
- + Good reputation and public trust

Shakti's internal control system has been crafted and assimilated throughout the organization for maximum efficacy. The system is based on the principles of authorization, documentation, safeguarding of assets, and segregation of duties. The Audit Committee monitors and updates the internal control system as an ongoing process.

Some of the most serious risks faced by Shakti originate from its operational environment. This includes the risk of a natural disaster, an economic crisis, or a war. While we can't control these risks directly, our robust internal control system and timely management responses are designed to mitigate both internal and external potential for negative impact.

Liquidity Risk

- Maintain 10% of the yearly net surplus as a reserve fund in FDR form.
- Maintain 10% of total savings in FDR and cash form.
- Reduce dependency on borrowers for savings collection and attract more savers by offering bespoke and exclusive savings products.

Interest Rate Risk

- Maintain a balanced composition of loans from different banks to offset unusual changes in interest rates by any one bank or group of banks.
- Use diverse sources of funds since non-bank financial institutions are generally less sensitive to adverse economic climates than banks.
- Ensure a deposit mix consisting of both low and high interest rates.

Credit Risk

- Borrower screening including cross guarantees, peer monitoring, etc.
- Careful loan structuring of simple and relevant products with small, frequent repayments.
- Close monitoring of monthly trends in delinquency, portfolio-at-risk aging schedules, and product-wise reporting.
- Standardized and transparent collection procedures with ongoing reconciliations.
- Active oversight by senior management, facilitated by an organization-wide ERP system.
- Floods and other natural disasters can slow down or destroy borrowers' businesses or damage their homes. Shakti's anticipates such events and takes proactive measures like maintaining cash reserves using diversified sources of funds.

Governance Risk

- Shakti's independent Audit Committee is actively improving our governance culture by increasing compliance awareness among employees, implementing preventive measures, administering corrective action against responsible persons, and ensuring continuous follow-up.

Fraud Risk

- Since 2020, all operations of the head office and branches have been integrated into Shakti's ERP system. As remote transactions are recorded and monitored in real-time, fraudulent activities have drastically decreased.
- This year, customized Member QR Codes have been introduced to make passbook reconciliation error-free and transparent.
- A team of 37 auditors dedicated to field operations has performed 682 audit engagements on 504 branches and 87 SMCCs this year to identify financial and non-financial irregularities.

Safeguarding Risk

- Shakti has adopted global truth-in-lending standards and practices to ensure that low-income clients are treated fairly and protected from potentially harmful financial products.

Reputation Risk

- Capacity building for field staff that keeps clients and responsible conduct at the forefront.
- Senior management actively demonstrates and reinforces our vision and mission and delivers performance appraisals and incentives that drive ethical behavior and client-centric practices.
- Accordingly, the Communication, Marketing and Research Department systematically reports on Shakti's social performance for our internal as well as external stakeholders.

SHAKTI PROGRAMS

- MICROFINANCE PROGRAM
- HEALTH PROGRAM
- WOMEN EMPOWERMENT
- CLIMATE CHANGE PROGRAM
- ENRICH PROGRAM



MICROFINANCE PROGRAM

Transitioning to a low-carbon, sustainable economy that champions financial inclusion.



Microfinance is a much-favored intervention for poverty alleviation in developing countries, such as Bangladesh. Shakti's flagship Microfinance Program (MFP) provides collateral-free working capital loans and savings instruments to individuals who, due to their economic and social circumstances, may have difficulty accessing funds from the formal banking sector. Our clients, or members, are recognized as legal beneficiaries of our organization.

The purpose of the Microfinance Program at Shakti Foundation is:

- ✦ Finance income-generating activities and livelihood development through accessible and affordable capital. In addition, facilitate asset accumulation through savings.
- ✦ Train members with the necessary financial management skills. The nature of this training ranges from learning how to sign one's own name to opening a savings account. Our members are also comprehensively educated on all aspects of managing a loan.
- ✦ Provide relevant moral support and guidance so that members can build the confidence and resilience to capture opportunities for advancement.

Shakti's Digital Microfinance

Shakti's digital transformation strategy underpins our commitment to help shape a stronger, more resilient, and more sustainable Microfinance Program. In addition to vehicle support for greater mobility, our field staff are equipped with **smartphones for increased productivity** and transparency. **Technology-enabled real-time, remote monitoring** enables quick detection of anomalies and efficient performance management through a seamless feedback loop.

By way of the pioneering **Shakti Mobile App**, our Microfinance Officers (MFOs) are conducting paperless operations like customer due diligence, onboarding, loan origination, and installment collection at the field level. This digitization has enabled Shakti to **reduce the turnaround time (TAT) for loan disbursement to only 5 days**, provided the client submits all required documents on time.

In a revolutionary move by Shakti Foundation and bKash Limited this year, **Shakti has become bKash's principal agent in 55 districts**. Alongside availing cashless and costless loan disbursement, installment repayment, and savings deposit through their digital wallets, Shakti clients can now access other services such as bill payment, mobile recharge, education fees, merchant payments, salary disbursement, safety-net stipends, and remittance from the comfort and security of their own homes. Additionally, **all of Shakti's touchpoints, including its 504 branches, have become bKash Centers**.

The pilot phase of this ground-breaking initiative is currently underway in Laxmipur, Noakhali, to understand the field and market dimensions as well as identify areas that will benefit from the Shakti-bKash collaboration. **1,298 field staff across 206 branches have undergone three rigorous rounds of Agent Training**. Phase 1 rollout has been completed in June 2023, and Phase 2 rollouts will commence in July 2023. This low-cost, innovative solution strives to bridge the gender gap in digital financial inclusion and create easier access to financial services in rural economies.





Loan Waiver - Going the Extra Mile

As a non-profit organization that operates with the mission to improve quality of life, Shakti Foundation **grants loan waivers for outstanding loan amounts** upon the death of a client or her spouse. The client's registered nominee receives the deposited savings (if any). Additionally, to preserve the dignity of the deceased and ease the pain of the family, Shakti provides immediate and full financial support to **cover the burial expenses of our clients**.

Loan Products

Through our customer-centric financial products, Shakti has moved from the margins of the financial system towards the mainstream.

WASH Loan

Shakti, in collaboration with PKSF, has initiated the Water, Sanitation, and Hygiene (WASH) Loan to **fulfill SDG 6: Clean Water and Sanitation**. These loans aim to ensure sustainable management and the availability of clean water and sanitation for all.

- ✦ It can be disbursed as a primary or subsidiary loan for all residents of the working area.
- ✦ The loan amount ranges from BDT 15,000 to BDT 90,000.
- ✦ Repayable in 12–24 months for a principal loan and 6–12 months for a subsidiary loan

WASH Loan Disbursement as of June, 2023:

Product Name	Borrower	Amount (BDT)
Water Loan	3,730	148,370,000
Sanitation Loan	7,581	299,228,500
Total WASH Loan	11,311	447,598,500



Water

3,143

Deep tube wells established



Sanitation

7,581

Sanitary latrines built



Hygiene

587

Water tanks installed



Households

11,311

Households have increased access to safe water, improved sanitation and proper hygiene

Jagoron Loan

Shakti offers this specialized loan scheme, starting at BDT 30,000, **exclusively for women and the ultra-poor** who are unable to secure credit from banks or any financial institution. These collateral-free loans enable the marginalized factions of our society to undertake family-based income-generating activities.

- ✦ The loan amount ranges from BDT 30,000 to BDT 99,999.
- ✦ Repayable within a maximum of 24 months.
- ✦ Members avail of a 15-day grace period.
- ✦ Service charges are rebated on all prepaid loans, and the rebated amount is automatically credited to the respective Family Savings Account.

E-loan

In partnership with Delivery Tiger, Shakti is providing swift, cashless loans to online entrepreneurs. **The entire process is digitalized, from loan origination to disbursement and repayment, enabling swift and efficient access to finance.** Moreover, the service charge is relatively low compared to MFI standards.

- ✦ For small and medium businesses with a minimum of BDT 1 lakh in inventory and/or a daily sell-through rate of 4%
- ✦ The loan amount ranges from BDT 50,000 to BDT 500,000.
- ✦ Repayable within 3–24 months.
- ✦ Disbursement within 5–7 working days after application.

Two years ago, Shamima Parvin's family was struggling to make ends meet during the pandemic. Shamima learned about Shakti's newly launched e-Loan facilities from online news outlets. She applied for a loan of BDT 2 lakh for her online business, Unique Touch, and within only six working days, she had access to the full fund. Shamima utilized that money to source locally made eco-friendly products such as jute mats and planters, as well as decorative items made of hogla, a type of grass that abundantly grows in Bangladesh. Additionally, she curated handmade baskets and bags from tribal communities. Her products became a massive hit on social media, enabling Shamima to expand her small business into a successful female-owned, green enterprise.

Story of
Shamima Parvin
Enterprise: Unique Touch



RAISE Loan

To provide access to credit and capacity development within the informal sector, especially for low-income youths and pandemic-affected microentrepreneurs, Shakti is implementing the 'Recovery and Advancement of Informal Sector Employment (RAISE)' Project in urban and peri-urban areas across Bangladesh. Under this jointly financed initiative by the World Bank and PKSF, Shakti has been facilitating sustainable employment through informal apprenticeship, business management training, and inclusive finance, among other interventions.

- ✦ The loan amount ranges from BDT 51,000 to BDT 700,000.
- ✦ Repayable within 12–24 months.
- ✦ Disbursement within 5–7 working days after application
- ✦ Beneficiaries given skills development training spanning 3 days to 12 weeks.

This year, **1,010 RAISE Loan beneficiaries** received the following trainings:

Name	Training	No. of Members
RAISE Loan	Risk Management and Business Continuity	940
Apprenticeship	Dress Making and Tailoring	70
	Beautification	
	Motorcycle Servicing	
	Welding and Fabrication	
	Mobile Phone Servicing	
	Aluminum Fabrication	
	Refrigeration and Air-conditioning	
	Life Skills Development Training	
Grand Total		1,010

Story of Tumpa Akhter

Enterprise:
Cosmic Beauty Parlor
and Training Center

Tumpa Akhter's inspiring journey starts with her marriage to Monir Hossain Roni, of Jinjira, Keraniganj. Roni's legs were fatally damaged in a motorcycle accident before marriage, rendering him disabled and out of work. Despite her family's disapproval, Tumpa saw beyond Roni's shortcomings and married him in November 2021. With only a tenth-grade education and a disabled husband, the couple had barely enough to live on. Tumpa nurtured an interest in becoming a beautician to support her family, but she did not have the funds to undertake the training for that.

Under Shakti's RAISE Initiative in Mir Hajirbag, Dhaka, Tumpa applied and was consequently selected for a six-month-long beautician training course at Maria Megh Herbal Beauty Parlor in Postgola, Dhaka. She was so sincere and adept that even before her course ended, she was given a position at the same beauty parlor where she was receiving training. After completing her training in June 2023, she decided to start her own at-home beauty parlor, Cosmic Beauty Parlor and Training Center. The business venture has already become a favorite haunt in the neighborhood due to Shakti's continued support and Tumpa's unyielding dedication to her craft.



Salary Loan

To ensure the **socio-economic development of professionals**, besides microcredit, Shakti is providing bridge finance loans for regular salary earners. This includes government officials, teachers of MPO-affiliated educational institutes or madrasas, private and public healthcare professionals, bankers, and employees working in private or autonomous institutions or government-owned institutions. To ensure ease and flexibility, the individualized loan structure is tailored to the client's monthly salary amount.

- ✦ The minimum eligible salary for government employees is BDT 12,000, and for non-government employees, it is BDT 20,000.
- ✦ The loan amount ranges from BDT 100,000 to BDT 1,000,000.
- ✦ Beneficiaries can avail of a grace period of 30 days.
- ✦ Repayable within 12–24 months.

Remittance Loan

Members of households with migrant workers can avail of this loan from Shakti to fulfill **cash emergencies and other daily needs while they wait to receive remittances from abroad**.

- ✦ Eligible beneficiaries are family members of expatriates working abroad for one year or more and having foreign work visa validity of at least 3 months
- ✦ The remittance amount sent by the expatriate has to be at least BDT 20,000 per month
- ✦ Loan Amount Ranges from 100,000 to 1,000,000 Taka
- ✦ Repayable within 12-24 months.

Agrosor Loan

For members who have, through their entrepreneurial merit, successfully expanded their business and paid their previous loans, Shakti offers the Agrosor/Micro Enterprise (ME) Loan. This is a larger loan amount intended to **fund the capital needs of a growing enterprise**.

- ✦ Successful second-cycle borrowers and/or any business activity with an investment of up to BDT 10 lakh (excluding land and building values) are eligible.
- ✦ The loan amount ranges from BDT 100,000 to BDT 2,000,000, with minimum collateral.
- ✦ Repayable within a maximum of 24 months.

Other Loans

Name	Purpose	Loan floor (BDT)	Tenure
Durjog Loan	Immediate post disaster assistance for livelihood restoration	1,000-10,000	12/18 months
Buniad	Financial assistance to the ultra-poor for sustainable employment	10,000-60,000	12/18/24 months
Sufolon	Seasonal crop cultivation, fish and poultry farming, and livestock development	10,000-60,000	6/9/12 months
Somriddhi	Family based income-generating activities under ENRICH Program	10,000 -1,000,000	12/15 months
Livelihood Restoration Loan (LRL)	Rapid assistance to pandemic hit agriculture and cottage industries, low-income and/or unemployed youth, and returning migrant workers	15,000-100,000	6/9/12 months
Microenterprise Development (MDP)	Financial services and technical assistance to revive COVID 19 affected microentrepreneurs	100,000-500,000	6 months

SME Loans

The SME Loan is aimed at providing **institutional credit facilities to small and medium entrepreneurs**, or SME, who neither fall under the purview of the microfinance target group nor are in a position to approach commercial banks or other institutions. As the loan instruments provided are used for various purposes in a wide range of industries, they have the added benefit of increasing employment and triggering innovation within the economy. Shakti recognizes the comparatively larger financing needs of such enterprises as well as their progressive impact on industry and society. Thus, the SME Loan has been specially designed with the following features:

- ✦ The Shakti SME loan is disbursed swiftly upon evaluation of a few key documents.
- ✦ Anyone who has a valid trade license may apply for an SME loan.
- ✦ The loan amount ranges from BDT 300,000 to BDT 2,000,000.
- ✦ Repayable within a maximum of 24 months

Loan instruments are divided according to sector needs:

- 1. Agriculture Loan:** This loan scheme is specifically designed to **enable poor farmers to invest in better equipment and increase production of their commodities (crops, dairy, fisheries, and livestock)**. Loan structures and repayment schedules are tailored to fit the inherent seasonality of agricultural income streams.
- 2. Trade Loan:** Shakti members can avail **trade financing for the purposes of vegetable trading, rice trading, cloth trading, etc.** This loan funds trade transactions throughout an enterprise's trading cycle, improving its cash flow.
- 3. Manufacturing Loan:** To meet the **working capital needs related to running a manufacturing business**, Shakti offers Manufacturing Loans. These loans enable our clients to accelerate their business growth without impacting cash flow. Environment-friendly businesses are given priority when providing funding.



SHAKTI SAVINGS SCHEMES

Fuel for the Future

Initially designed to promote responsible financial management, Shakti Savings Schemes have since evolved to meet the changing needs of today's dynamic world. Shakti provides access to safe, flexible, and affordable savings products that allow households to save for the future, provide stability in the face of volatile income, and mobilize capital accumulation.

The Benefits of Shakti Savings Schemes

- Accumulated interest rates of up to **12%** + **Loan benefits** from savings
- Savings withdrawal** on demand + One person can open **multiple savings accounts**
- Interest earnings** from the first year + **Free transfers** to and from other branches
- SMS alerts** + **No age restrictions**
- + **No hidden deductions and charges** +



My Savings

My Savings is mandatory for all Shakti borrowers to educate them on the importance of responsibly saving for a better future. At a **6% interest rate**, members save a fixed amount per week or month.



Family Savings

Family Savings is a flexible, voluntary savings plan that requires weekly or monthly deposits. At a **6% interest rate**, members can choose a deposit amount, adjust their loan installment, and withdraw their family savings on demand.



The Lakhpati Scheme

The Lakhpati Scheme is a voluntary savings scheme that gives depositors the opportunity to become **lakhpati in a minimum of 5 years** by depositing a fixed amount of money.

Duration	Installment				Interest (BDT)	Upon Maturity
	Weekly (BDT)	Frequency	Monthly (BDT)	Frequency		
5	340	240	1,360	60	18,400	100,000
7	220	220	880	84		
10	130	130	520	120		

Features

- Weekly or monthly installment payments
- Any amount of money can be deposited
- Upon maturity, the depositor will get the principal plus interest



Shakti DPS (SDPS)

Shakti DPS (SDPS) is a voluntary savings scheme whereby members can save a fixed amount on a monthly basis and withdraw the full amount upon maturity. **The scheme duration is 2 to 7 years.**

Purpose

- **Children's Future** (higher education, marriage and special needs)
- **Retirement security**
- **Family travels**

Features

- Minimum opening balance: **BDT 100**
- Interest Rate: **Maximum 11%**
- Monthly payments can be made through linked Mashik Munafa Account

Monthly Deposit	Upon Maturity		
BDT	3 Years	5 Years	7 Years
100	4,100	7,700	12,400
500	20,500	38,500	62,000
1,000	41,000	77,000	124,000
2,000	82,000	154,000	248,000
5,000	205,000	385,000	620,000
10,000	410,000	770,000	1,240,000
20,000	820,000	1,540,000	2,480,000



Double Savings

Double Savings is a voluntary savings scheme through which beneficiaries can **double their money in 6.5 years.**

Purpose

- **Capital Asset purchase** (motorcycle, home, tractor etc.)
- **Children's Future** (higher education, marriage and special needs)
- **Retirement security**

Features

- Any amount can be deposited **starting from a minimum of BDT 10,000** to its multiples
- Upon maturity, the depositor will get the principal plus interest.

One Time Deposit (BDT)	Duration	Interest (BDT)	Upon Maturity (BDT)
100,000	6.5 Years	100,000	200,000
	5 Years	50,000	150,000
	3 Years	25,000	125,000
	1 Years	7,000	107,000



Mashik Munafa Shonchoy

Mashik Munafa Shonchoy (Monthly Benefit Savings Scheme) is a voluntary savings scheme that gives depositors the opportunity to earn **monthly interest of BDT 900 per one lakh taka** savings.

One Time Deposit (BDT)	Monthly Interest Amount	Interest Rate
100,000	900	10.80%
75,000	600	9.60%
50,000	400	9.60%
25,000	200	9.60%

Purpose

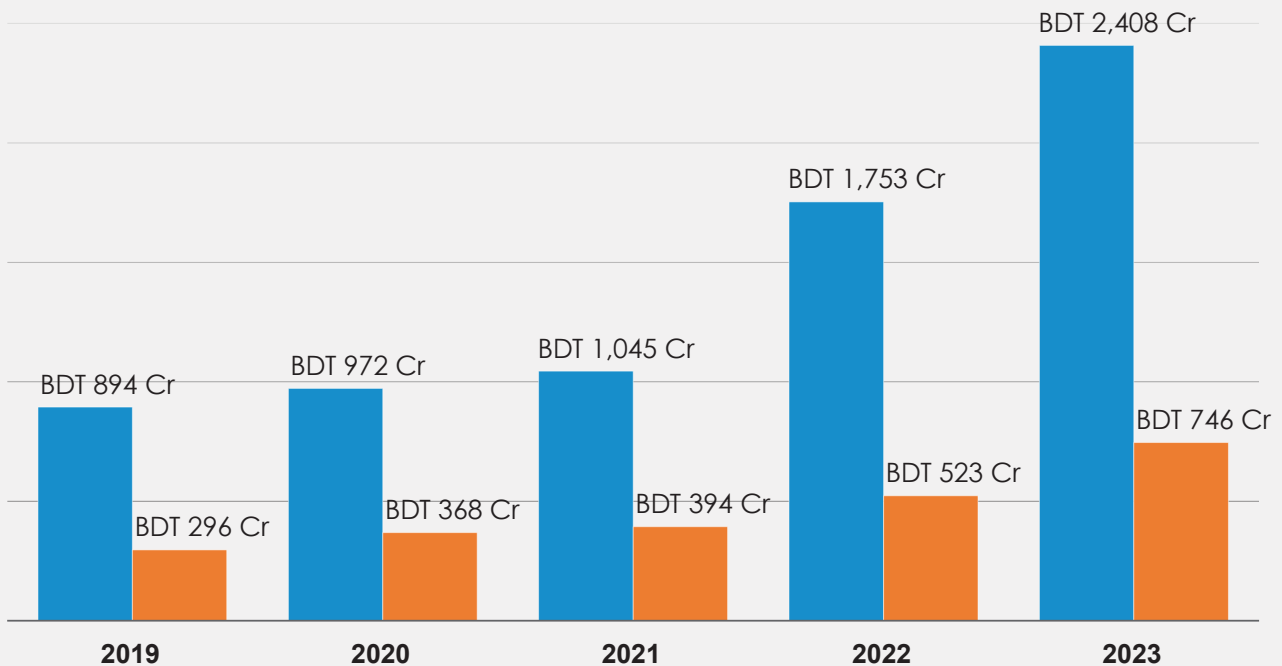
- Retirement security
- Guaranteed monthly income
- Medical expenses

Features

- Interest collection from the first month onwards, via cash or bank
- Minimum deposit balance: **BDT 25,000**
- Monthly DPS payments can be made through linked account

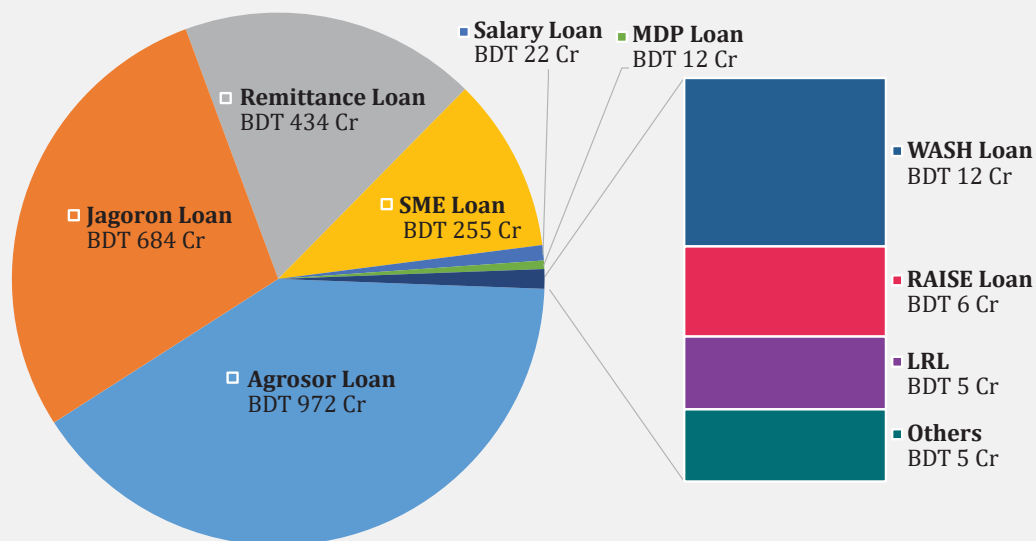
Program Achievements

- Loan Outstanding
- Savings



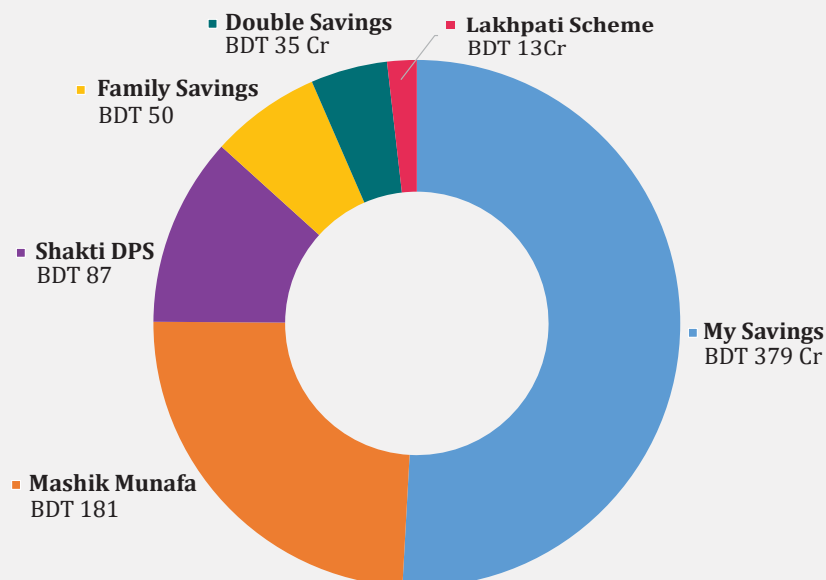
Expansion Over the Last Five Years

Composition of Loan Portfolio



Savings Product	Saving Balance Jun-22 (BDT)	Saving Balance Jun-23 (BDT)	Net Increase (BDT)	Percent Change
My Savings	3,106,911,457	3,793,291,828	686,380,371	22.09
Family Savings	409,166,483	504,986,533	95,820,050	23.42
SDPS	502,574,178	862,355,985	359,781,807	71.59
Lakhpatri Scheme	167,111,567	134,917,481	-32,194,086	-19.27
Double Savings	242,254,878	351,244,114	108,989,236	44.99
Mashik Munafa Shonchoy	804,722,533	1,806,250,000	1,001,527,467	124.46
Grand Total	5,232,741,096	7,453,045,941	2,220,304,845	42.43

Composition of Savings Portfolio



Future Plans

- ✦ Ensuring the successful implementation and operation of the bKash Principal Agent system for all 2,527 MFOs.
- ✦ Expansion to 810 branches throughout Bangladesh
- ✦ Build a community of 1,000,000 members.
- ✦ Enhance the loan portfolio to BDT 8,524 crore.
- ✦ Boost savings to BDT 3,700 crore (43% of the loan portfolio).

Indicators	June 2023	2023 - 24	2024 - 25	2025 - 26	2026 - 27	2027 - 28
Districts	55	55	60	64	64	64
Branches	504	530	580	655	735	810
MFOs	2527	2650	3045	3465	3859	4455
Members	414,956	475,464	580,532	699,248	839,584	1,010,654
Loan Outstanding (BDT)	24,081,962,412	28,771,097,206	37,708,783,739	50,000,556,565	66,012,319,418	85,238,408,473
Savings Balance (BDT)	7,456,381,064	10,269,345,359	14,684,305,584	20,198,893,686	27,501,156,695	37,002,092,917
MFO Productivity (Members)	164	179	191	202	218	227
MFO Productivity (Loan - BDT)	9,529,862	10,857,018	12,383,837	14,430,175	17,107,177	19,133,201
MFO Productivity (Savings - BDT)	2,950,685	3,875,225	4,822,432	5,829,407	7,126,960	8,305,745

HEALTH PROGRAM

Providing health care as a human right

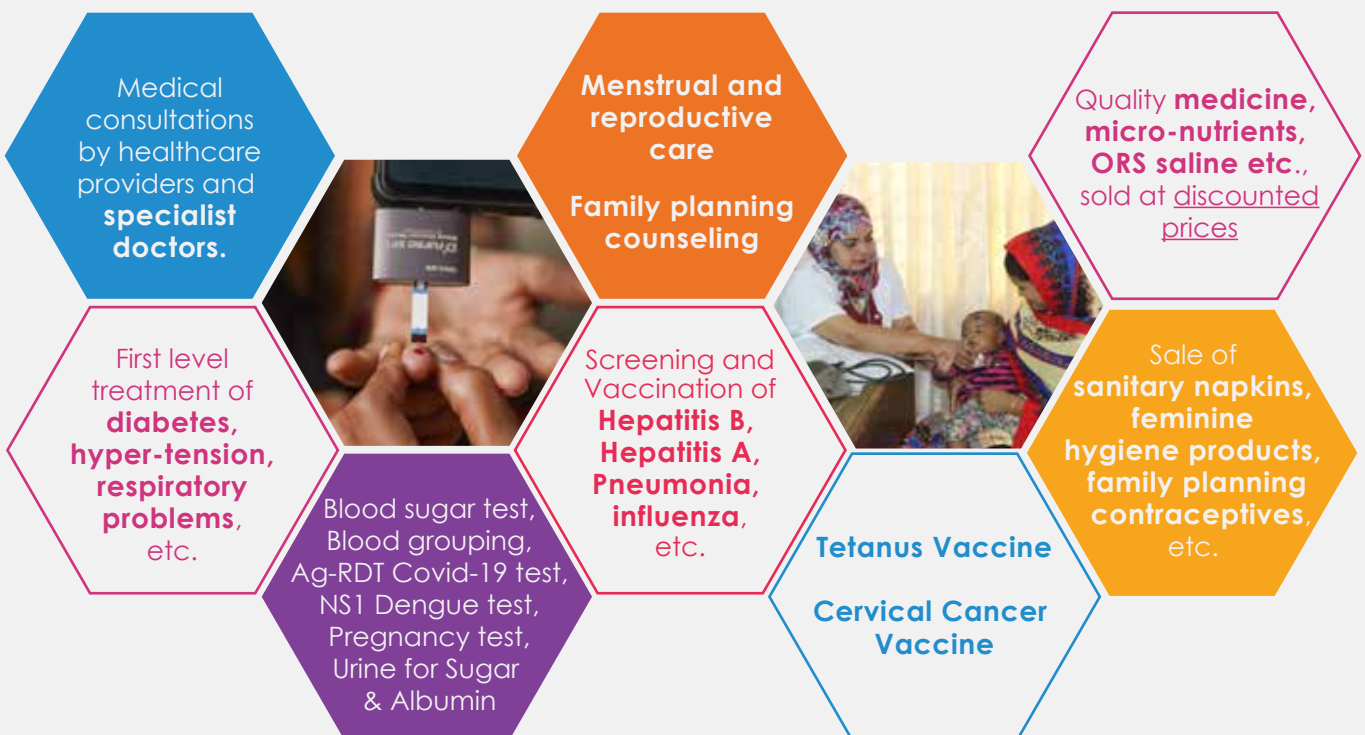


Shakti's data-driven, technology-enabled Health Program has been providing primary health care services for its clients and the greater community since 1997. The program encompasses promotive, preventive, and basic curative care services through paramedics and doctors, both onsite and online. The objectives of Shakti's Health Program are:

- ✦ Improve the quality of life through accessible and affordable services.
- ✦ Women's well-being, including maternal, and child healthcare
- ✦ Non-communicable disease identification and treatment at the first level, as well as referral
- ✦ Access to quality medicine at an affordable price and prevention of forged product dispersion among marginalized communities.

Shakti Medical Care Centers (SMCC)

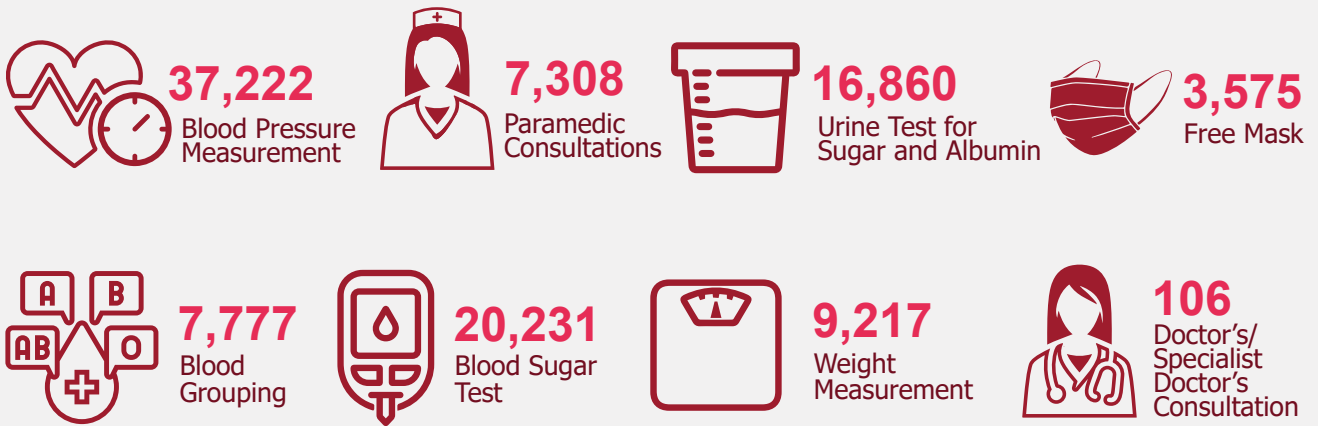
Shakti Medical Care Centers (SMCCs) are a community-based, 'one stop' service outlet for health, family planning, nutrition, vaccinations, and basic laboratory services. Each SMCC, located within a 20-kilometer radius of 4–5 microfinance branches, is headed by qualified paramedics/medical assistants who specifically cater to the needs of clients based in that vicinity. **To make health systems more seamless and accessible, the SMCCs are equipped with electronic communication technology for audio/video consultations with physicians and specialist doctors. Currently, there are 87 SMCCs nationwide, providing:**



Free Health Services for Clients

The Shakti Health Program offers a free health checkup for all its clients and their family members once a year. Within this package, each client or family member receives **a paramedic/medical assistant consultation, a doctor's consultation, a height or weight measurement, a blood pressure check, a blood sugar test, a blood grouping test, and a urine test for sugar and albumin. We also screen and identify chronic ailments and non-communicable diseases.** Clients and their family members can avail of the services anytime during the year.

In 2022-2023, the following free services were provided:



Free Medical Camps

This year, a total of **103 free medical camps** have been arranged in our working areas to enhance community access to healthcare. Each medical camp was attended by two specialist doctors and several assisting paramedics. Collectively, **20,754 patients have availed of free medical services** at our nationwide medical camps throughout the year. Among the patients, **5,107 were male, 11,590 were female, and 4,057 were children. 3% of the total patients were referred to hospitals** for further treatment. Prevalent diseases across the community identified through the medical camps are:

- + hypertension (12%)
- + back pain and musculoskeletal problems (11%);
- + diabetes (10%);
- + peptic ulcer (14%);
- + maternal health (6%);
- + child health (4%);
- + common cold and lung problem (8%);
- + anemia (11%);
- + skin diseases (5%).



Health Grant

To uphold Shakti's commitment to the health security of its members, the organization has created a special Health Grant. This grant provides members with financial assistance for complex surgeries and catastrophic illnesses like cancer, heart disease, stroke, etc., along with aid and relief during natural disasters. This year, **BDT 1.1 crore was given to 618 members in health grants.**

Mobile Clinic

In order to serve disadvantaged communities residing in remote locations, Shakti, supported by MetLife Foundation and CAF America, has introduced the Shakti Mobile Clinic. The Mobile Clinic is a **customized, battery-powered three-wheeler that provides all the services of a SMCC**, including paramedic consultation, physician and/or specialist doctor video consultation, basic lab and diagnostic services, medicine sales, screening, and vaccination. **A special focus is given to women's health issues in terms of pregnancy-related care, childcare, breast and cervical cancer screening, adolescent hygiene, and reproductive health.** After servicing at the static SMCCs, our paramedics use the Mobile Clinics to reach satellite spots, social gathering spots, and mini-medical camps on a regular basis. In each working area, at least two remote locations are covered every day. **This low-carbon, cost-effective e-vehicle is an innovative solution to sustainable peri-urban and rural mobility and emergency response.** During weekends, the Mobile Clinics provide transportation services for patients from their households to nearby hospitals or health clinics for a minimum price. Currently, **the Mobile Clinics serve 15 SMCC-covered areas.** In the coming years, Shakti plans to expand this initiative in phases to cover all SMCC areas.



Story of Sreyoshi & Ayesha

Students of Class 8
Fulkori High School
Chapainawabganj

To protect their dignity, build confidence, and strengthen sexual and reproductive health, Shakti's Health Program puts special emphasis on menstrual hygiene management, family planning counseling, and nutritional guidance for women. In this regard, our medical assistants visit schools and colleges to disseminate information on menstrual hygiene management among adolescent girls. The program also provides sanitary napkins and other necessary supplies at less than market prices.

On one such visit, Sreyoshi and Ayesha, Class-8 students of Fulkori High School in Chapainawabganj, confided in our paramedic, Mrs. Shahin Akter, that they weren't aware of proper menstrual hygiene management during their first menstruation cycle. Nor did they know how to use and dispose of sanitary napkins. It restricted their mobility, compromised their safety, and affected their attendance at school.

It was only after Paramedic Shahin's informative session that they learned about personal hygiene and proper disposal. Sreyoshi and Ayesha also mentioned that they feel embarrassed to buy sanitary napkins and other female hygiene products from predominantly male-operated pharmacies.

They were highly appreciative of Shakti's Health Program, which provides women with the alternative of buying such items from female health professionals at a reduced price. This not only affords women privacy and social support but also gives them improved access to affordable absorbent materials and supportive supplies.

In this way, Shakti continues to empower our future female leaders to overcome obstacles to their health, freedom, and development.





Shakti Pharma

To overcome the pervasive stigma around women’s sexual health, personal hygiene, and family planning in Bangladesh, Shakti has launched a women-centric, model pharmacy named “Shakti Pharma.” The objectives of Shakti Pharma are:

- ✦ Sale of **quality-assured and fully unadulterated medicine** with free home delivery.
- ✦ **Counseling on female reproductive health and hygiene.**
- ✦ **Preservation of medicine and vaccines** at a proper and regulated temperature.
- ✦ Conduct **basic health care services at a reasonable price.**
- ✦ Administer **vaccines free of charge.**

This pioneering intervention, led by a team of **all female pharmacists, is fully digitalized** to ensure accuracy, privacy, and ease of service. On the supply side, automated billing, inventory, payments, and sales help streamline our invoicing workflows. Additionally, customer data dashboards and multiple payment channels (e-wallets, credit cards, and cash) enhance targeted engagement and drive business agility.

In the financial year 2022–23, Shakti Pharma incurred **pharma and non-pharma sales worth BDT 1.12 crore, bringing total sales since its launch in 2019 to BDT 3.6 crore.**

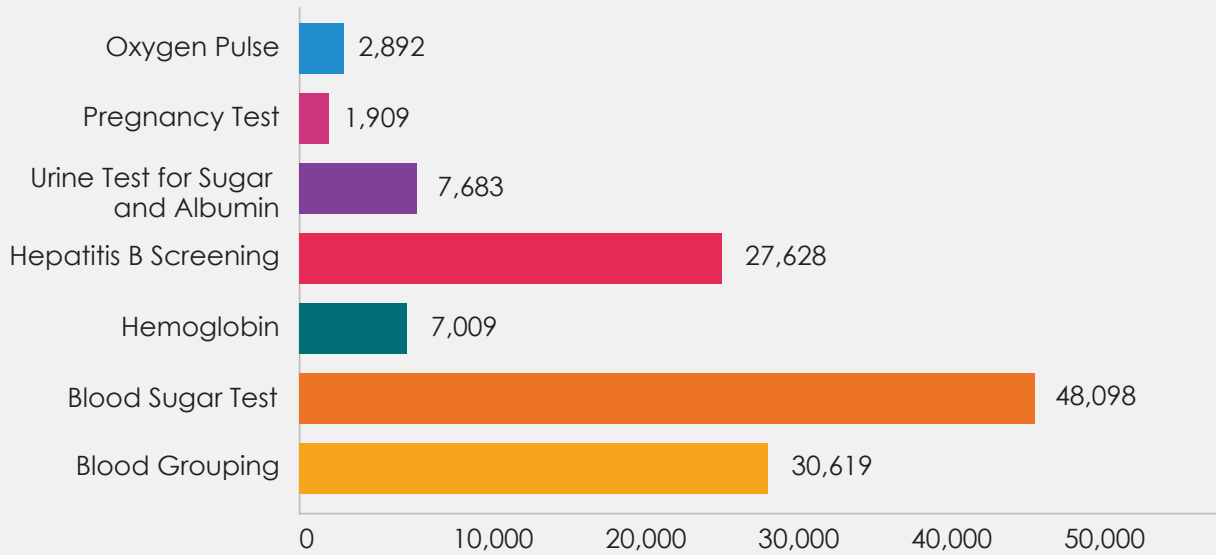
The sales were divided as shown in the table:

Categories	Amount (BDT)
Pharmaceuticals	7,507,853.60
Surgical	2,018,530.26
Toiletries	947,167.53
Cosmetology	75,717.54
Women Health	66,071.05
Food and Nutrition	462,021.61
Child Health	101,606.86
Other	6,405.10
Total	11,185,373.56

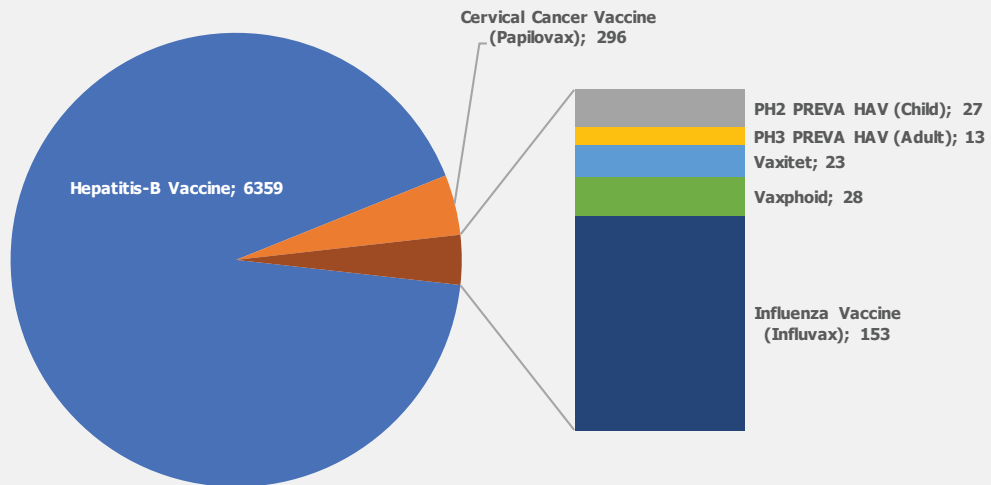
Program Achievements

During the financial year 2022–23, **17,546 patients availed of our medical consultation services, of which 15,578 were by paramedics/medical assistants and 1,968 were by physician/specialist doctors.**

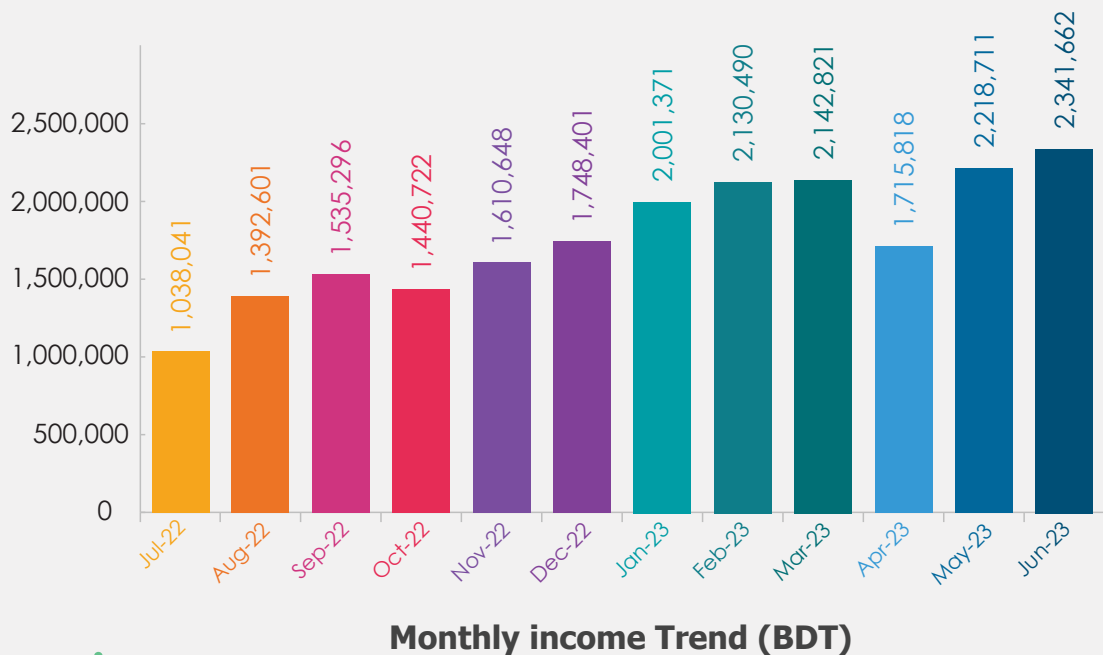
A total of **125,538 pathology services** have been provided during the financial year 2022-2023. Blood sugar tests stand as the most common service provided in 2022–2023, followed by blood grouping and Hepatitis B screening. The chart below shows the breakdown:

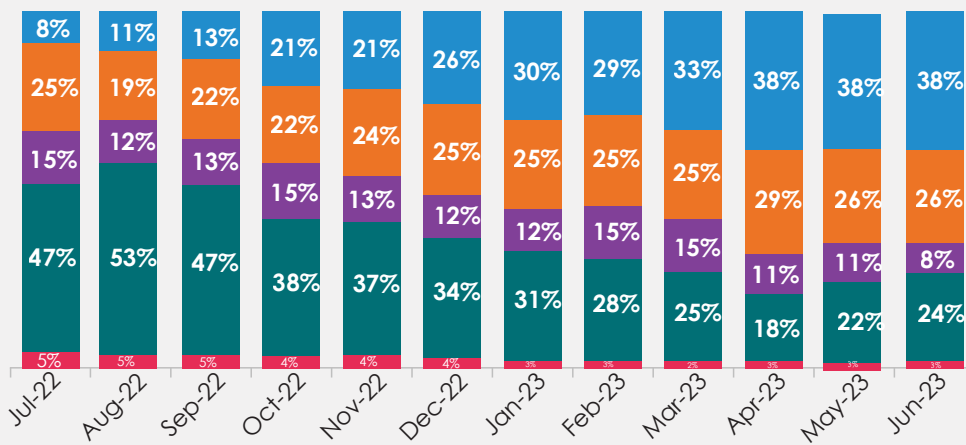


Vaccines Given in Financial Year 2022 - 2023



The program has experienced substantial growth over the past year, and income from the services has gradually grown. The chart below shows the monthly income from the services provided:





● Consultation ● Pathology ● Vaccine ● Non-Pharma Commodities ● Medicine sales

Future Plans

Program Expansion

To expand parallelly with other programs of the organization, the Health Program will set up 10 more SMCCs in phases in the coming year.

Emerging Technology in Lab and Diagnostic Services:

- ✦ Partnership with Praava Health to enable quality and affordable pathology services for all Shakti members, staff, and the greater community. This includes SMCC-based sample collection and report delivery points, pathology tests at a 40–50% discount, imaging tests at a 20–25% discount, and a 24/7 helpline.
- ✦ Introduction of strip-based instant tests for blood hemoglobin, lipid profile, and uric acid.
- ✦ Installing portable ultrasonography and ECG machines on a pilot basis in selected SMCCs is underway. The success of the service can lead to expansion in other centers as well as in the Mobile Clinics.

Service Recognition and Referral Linkage

One of the main priorities of the program is to ensure a legal base and widespread dispersion. In this regard, the Health Program will strongly engage in advocacy for the recognition of our SMCCs and Mobile Clinics by relevant authorities. We also aim to create linkages and a robust mechanism for referring patients to the nearest hospital or tertiary institution for further treatment.



Database Management

Currently, the focus is on creating a database comprising information about our clients, their demographics, disease profiles, treatments provided, and follow-ups. Besides our current telehealth solutions, AI-based interventions can facilitate effective follow-up and emergency response.

Upgrading the Mobile Clinic

In collaboration with Opportunity International, Australia, 15 more four-wheeler Mobile Clinics will become operational. These will be faster, more durable, and can cover greater distances. Consequently, services for medical referral and transportation will also be expanded at a lower cost.

Menstrual Hygiene and Reproductive Health Management:

To mobilize awareness for adolescents and young adults, our all-female team of medical assistants will travel to schools and social institutions with the Mobile Clinics for mass campaigns.

WOMEN EMPOWERMENT

Decisive, Effective and Inclusive



Shakti has been contributing to the national shift in gender equality since its inception. Our organization believes that the first step in mobilizing change is through mindset. The Women Empowerment (WE) Program enables Shakti to think globally through the international celebration of woman power and act locally by transforming thousands of disadvantaged women into independent entrepreneurs, changemakers, and leaders.

Gender Policy and Workshops

Building on achievements and lessons learned, Shakti's Gender Policy focuses on action-oriented institutional accountability while implementing an integrated approach that is gender responsive, rights-based, and participatory. The components of this policy are as follows:

- + **Zero tolerance for sexual harassment as per the Policy for Prevention of Sexual Harassment.**
- + **Considering family residence while posting a female employee.**
- + **Facilitating safe accommodation in the workplace.**
- + **One year of maternity leave (6 months of fully paid and 6 months of unpaid leave).**
- + **7 consecutive days of paternity leave for male employees at the time of childbirth.**
- + **One (1)-hour breastfeeding break for nursing mothers until the infant is 1 year old.**

Parallely, Shakti organizes gender workshops across the country to sensitize staff and members alike on gender equality at the workplace. The focus of these sessions is to address discrimination, establish grievance mechanisms, and spread awareness about gender rights. This year, **211 staff members participated in the workshop, of which 108 were women and 103 were men. Additionally, 175 female Shakti entrepreneurs have been trained through these workshops.**

Activism

The United Nations General Assembly has designated November 25 as the **International Day for the Elimination of Violence Against Women**. A total of **137 (female 74, male 63) employees** commemorated this day in Dhaka, Khulna, and Cox's Bazar with torch-lit rallies and peaceful processions.

On December 9, the **anti-corruption** office of the Bangladesh government organized a human chain to encourage people from all walks of life to unite and raise their voices against corruption. **25 Shakti employees** participated in the human chain in solidarity with the occasion.

On March 8, Shakti celebrated **International Women's Day** with 52 other Naripokkho-affiliated organizations. Our employees actively participated in a rally that started at the Arunday Gate of Ramna Park in Dhaka and ended at Suhrawardy Uddyan. With the participation of various organizations, a vibrant cultural program was also held on the occasion. Besides, Shakti was one of 66 organizations that, under the leadership of Bangladesh Mahila Parishad and the Social Resistance Committee, organized a cultural event and a rally that started at Central Shaheed Minar and ended at Swaparjito Shadhinota Chattar. **90 female and 55 male employees attended the celebration.**

Women in the Workplace

The WE Program has worked relentlessly to ensure a safe and inclusive work environment for all its employees in the field and at the office. Below are some of Shakti's high-achieving females, guided by passion and unwavering in dedication.



Chand Sultana
Area Supervisor
Uttara Area,
Dhaka



Mst. Rabeya Akter
Area Supervisor
Fatullah Area,
Narayanganj



Sipon Rani Roy
Branch Manager
Jhautola, Cumilla



Morjina Akter
Branch Manager
Sonakanda,
Narayanganj



Mafruzha Khatun
Branch Manager
Nandina, Jamalpur



Hafiza Khatun
Branch Manager
Moylapota, Khulna



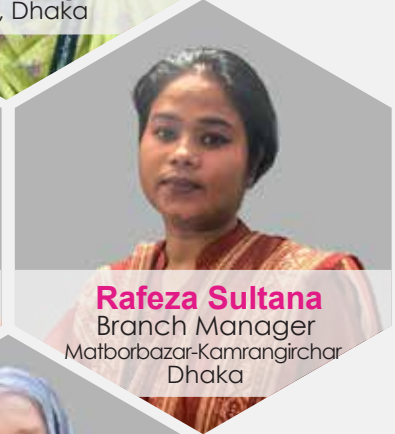
Mst. Rashida Yeasmin
Branch Manager
Pallabi-2, Dhaka



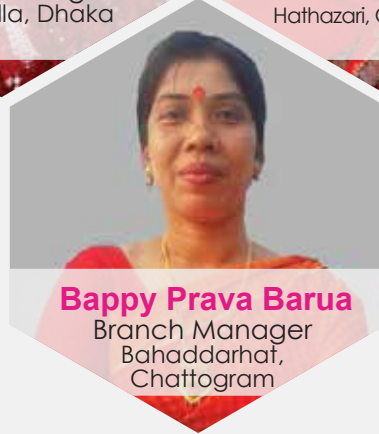
Suravi Khatun
Branch Manager
Lalbagkella, Dhaka



Mahmuda Akter
Branch Manager
Hathazari, Chattogram



Rafeza Sultana
Branch Manager
Matborbazar-Kamrangirchar
Dhaka



Bappy Prava Barua
Branch Manager
Bahaddarhat,
Chattogram



Sajeda Akter
Branch Manager
Bhulta Gausia,
Narayanganj

Mobility

For Shakti to realize its commitment to women's empowerment, it must continue to invest in female staff and leaders within the organization. The following initiatives have been adopted to help Shakti women confront daily challenges to their mobility, security, and integrity:

Protection Allowance

Since 2022, a protection allowance of BDT **1,200 per month** has been granted to all women employees (permanent, temporary, or full-time) at every level of the organization so they can use safer, more female-accessible modes of transport.



Women's Motorcycle Safety, Driving, and Awareness

This year, instructors from Hero Honda Bangladesh conducted a comprehensive session on motorcycle training, traffic rules, and maintenance for **twenty-three (23) female staff members**. These internal trainers will then move on to conduct organization-wide motorcycle training in alignment with Shakti's drive for greater women's safety in public spaces.

Motorcycle Loan

To encourage greater autonomy, **100 female staff were provided. Subsidized Interest-Free Motorcycle Loans with No Down Payment.**

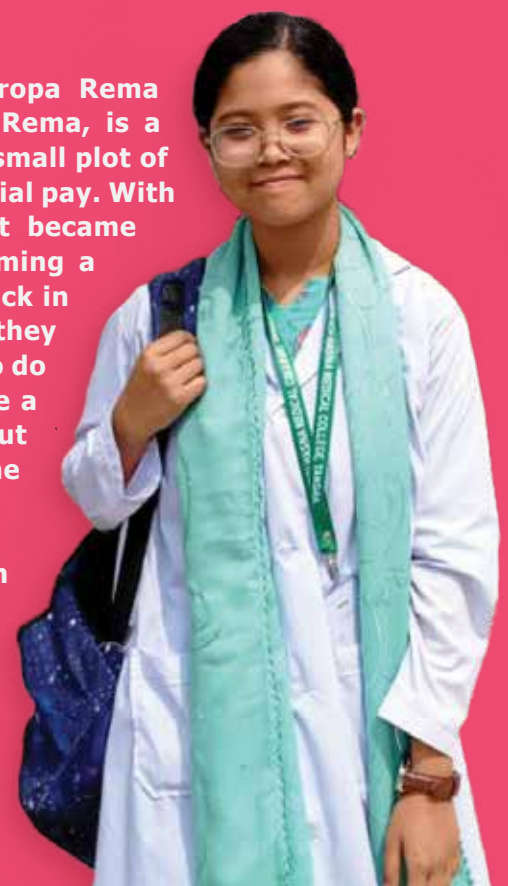
Shikkha Britti Program (Educational Scholarship)

Shakti's Shikkha Britti Program was launched in 2009 in the pursuit of fighting poverty with the most holistic weapon of development—**education**. Over the years, the organization has witnessed rising drop-out rates within its member families. This not only leads to a loss of potential but also perpetuates the poverty circle. To empower the future generation, Shakti provides education scholarships to meritorious students from low-income households. This year, **218 worthy students received grant money worth BDT 36,062,00 for their higher education.**

Story of Propa Rema

Hailing from the Garo indigenous community in Tangail, Propa Rema excelled at school from an early age. Her mother, Suchitra Rema, is a Shakti client at the Madhupur, Tangail branch. She farms on a small plot of family land, and Propa's father teaches at a local school for menial pay. With poverty on one side and social restrictions on the other, it became increasingly difficult for Propa to pursue her dream of becoming a doctor. Propa said, "Since I was a child, I have seen that the sick in our hill tribes are out of reach of doctors or hospitals because they have to travel a long way. It is even more difficult for those who do not have money to travel so far for medical help. It caused me a lot of pain to see so many relatives and neighbors die without treatment. That is why I decided to become a doctor, so that the poor and helpless do not die from lack of medical treatment."

To fulfill her child's dream, Propa's mother submitted an application for Shakti's Scholarship (Shikkha Britti) Program, and Shakti rewarded Propa's hard work and resilience with the "Higher Education Scholarship." Today, Propa is successfully enrolled at Sheikh Hasina Medical College in Tangail and has completed her first year of MBBS studies.





Shakti's
**Gender
Policy**



1/3
workforce:
female



BDT 36 lakh
scholarship for
218 students



Coding for Girls

As part of our commitment to fostering a brighter future, Shakti Foundation, in collaboration with Oculin Tech BD Ltd, has initiated a transformative project titled "Coding for Girls." The primary objective of this initiative is to **empower adolescent girls at the school level with valuable skills for the digital era. In addition, the project aims to nurture their interest in information technology (IT)** and computer science by providing comprehensive training on programming languages and freelancing skills, all completely free of charge.

The training has been conducted in Arai hazar Upazila of Narayanganj and Titass Upazila of Cumilla. **40 female students from rural high schools**, namely Lalpur Nazrul Islam High School (Titass Upazila, Cumilla) and Srinivashdi Government Primary School (Arai hazar Upazila, Narayanganj), received the three-month-long training.

Beyond local high schools, we plan to extend this collaboration to local training institutes with the aim of disseminating IT skills in rural areas. The comprehensive curriculum for this training program encompasses Basic Computer Training, Web Development, Graphics Designing, and Introduction to Python.

CLIMATE CHANGE PROGRAM

Balancing Harmony with Nature



The increased frequency and intensity of natural disasters in Bangladesh, one of the world's largest and most populous deltas, has created an urgent need for climate action. The objective of Shakti's Climate Change Program is to design and implement projects that build climate adaptation, mitigation, and resilience. We serve communities and demographics that are disproportionately affected by climate change.



Solar Initiative

Shakti launched its Solar Initiative in 2010 with the aim of integrating renewable energy systems into impoverished households and remote areas. Under this program, households are offered a convenient payment scheme for the installation of solar home systems (SHS), along with training on proper equipment use and maintenance. In 2016, Shakti was nominated as IDCOL's partner organization for the installation of SHS under the TR/KABITA program. Since then, it has installed and maintained approximately **60,000 solar**

streetlights, solar AC systems, solar DC systems, and solar home systems (SHS) in schools, markets, households, mosques, and government buildings across the nation.

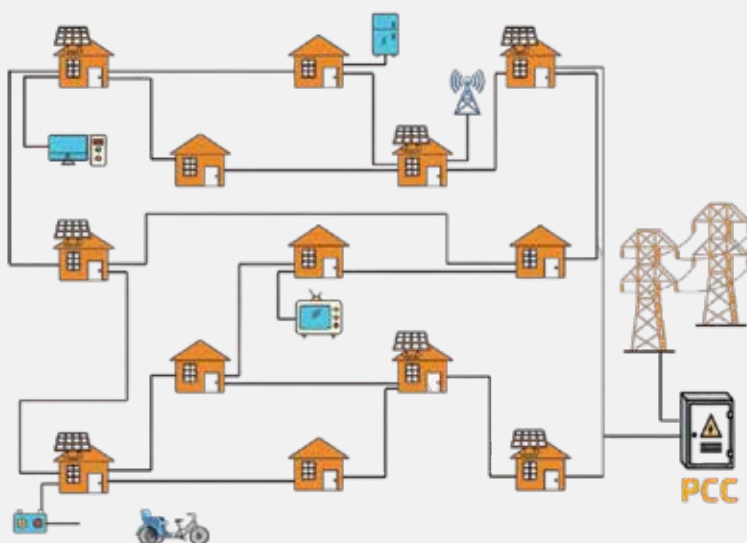
Solar Energy System	No.	KW
Solar Home System	56,038	3,362
Solar AC System	62	32.5
Solar DC System	83	26.5
Solar Street Light	3,548	230.6
Total	59,731	3,651.6

Smart Energy for a Smart Bangladesh


This FCDO-supported project, jointly implemented by Shakti Foundation and SOLshare, is a pathbreaking action research initiative in the renewable energy sector. Under the regulatory sandbox in Dhobaura Upazila of Mymensingh district, a P2P (peer-to-peer) solar microgrid, or a network of interconnected solar home systems (SHS), and an electric three-wheeler (E3W) charging pitstop have been smartly connected to the national grid through a central connection called the Point of Common Coupling (PCC). Through the PCC, surplus solar energy from the P2P solar microgrid can now be fed directly to the national grid. **This initiative not only extends the life of these systems but also supports the country's Nationally Determined Contributions (NDC) targets to boost renewable energy in the energy mix.**

Additionally, the surplus solar energy can also be fed to the E3W charging pitstop, especially during grid unavailability due to power outages or load shedding. This innovative solution enhances energy efficiency, reduces losses, and ensures additional income for the community. **For the six million solar home systems (SHSs) in Bangladesh, our results showcase the potential of creating millions of green jobs by integrating with the national grid.**

In the coming year, we plan to install a solar irrigation pump in the project area. One such pump is capable of watering an entire acre of land. This initiative marks a global first, transforming a small farming community from passive consumers to proactive prosumers, co-powering the country.



 **20**
Users

 **5.2 kW**
System Power

 **1,487 kWh**
Exported to Grid

 **Tk. 48,687**
Income Earned

Nature Based Solution Project

9,013



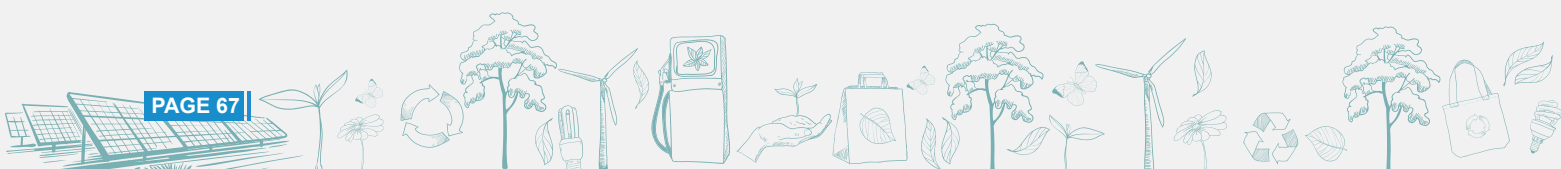
One of the main causes of global warming is **deforestation**. The lack of trees in urbanized areas, along with Dhaka's rapidly growing population, is giving rise to extreme heat levels. In this regard, Shakti Foundation, in collaboration with DNCC and HSBC Bank, has undertaken a massive green intervention at Ramchandrapur Khal in Lautola Bosila, Mohammadpur, titled the Nature-Based Solution Project.



Ramchandrapur Khal at Lautola Bosila, Mohammadpur, was part of a large canal system connected to the Turag/Buriganga River at different points. The area had been unlawfully taken over by an illegal truck terminal and several auto repair shops. **This urban blight has been transformed into a rich urban forest boasting a biodiversity of 72 varieties of trees, herbs, shrubs, and climbers.** The Ramchandrapur Khal, aka Lautola Khal, has been painstakingly retrieved from the occupied land and embellished by over **9,000 fruit, medicinal, and ornamental plants** on either side.

The Nature-Based Solution Project was formally inaugurated on National Mourning Day, August 15, 2022, by the chief guest, the Honorable Mayor of DNCC, Mr. Md. Atiqul Islam. Deputy Executive Director of Shakti Foundation, Mr. Imran Ahmed; CEO of HSBC Bank, Mr. Md. Mahbub-ur-Rahman; CEO of DNCC Zone-5, Mr. Mokabbir Hossain; and Councilor Ward 31, Mr. Asif Ahmed, were present on the occasion.

Over the next few years, Shakti and DNCC will jointly install a water purification system to replenish and clean the canal to enable fresh, flowing water. In alignment with **SDG 6: Clean Water and Sanitation**, DNCC, in collaboration with Bhumijo and Shakti Foundation, will build a wash center for the general public. This will include gendered toilets, drinking water provision, and a refreshments corner. Lastly, plans for an encircling walkway and sitting spots are in progress.



Muktir Shobujayon Project (Greening for Liberation)



Under the oversight of DNCC, Shakti and MetLife Foundation (CAF America) have partnered together to launch the Green Initiative Plan in Dhaka. The first component of the Plan is a green intervention in Mirpur-10 titled the Muktir Shobujayon (Greening for Liberation) Project, which has transformed the abandoned lot opposite the Jallad Khana Memorial Site into a modern, green, and child-friendly public space. This community-based adaptation strategy is positively contributing to a pressing problem faced by our urban areas: **air pollution**.

The Jallad Khana Killing Field in Mirpur-10, Dhaka, is intertwined with the history of Bangladesh's Liberation War. Previously considered a hub for drug-related activities, this forsaken lot beside the Memorial Site has been converted into a green center of life and recreation. **1,111 fruit, medicinal, and ornamental plants, as well as a vertical garden**, have been introduced in the area. Children's play equipment has been renewed, and the concrete playground has been replaced by Mexican turf grass to ensure safety and dust control. In addition, the Jallad Khana Garbage Secondary Transfer Station (STS), a malodorous and unsightly dumping ground, has been given a fresh makeover by renowned cartoonist Syed Rashad Imam Tanmoy and his team.

The Muktir Shobujayon Project was formally inaugurated on Independence Day, March 26, 2023, by the chief guest, the Honorable Mayor of DNCC, Mr. Md. Atiqul Islam. Special Assistant to the Honorable Prime Minister, Barrister Biplab Barua; Chief Executive Officer of MetLife Bangladesh, Mr. Ala Ahmad; and Deputy Executive Director of Shakti Foundation, Mr. Imran Ahmed, were present on the occasion.

To fulfill SDG 11: Sustainable Cities and Communities, SDG 13: Climate Action, and SDG 15: Life on Land, Shakti will continue to maintain the lush green space with a comprehensive plant healthcare strategy, an onsite watering system, and a dedicated gardening team. Detailed inspection and follow-up maintenance work will be undertaken on a weekly basis, including watering, pruning, weeding, and cleaning. Pesticides, fertilizer, and flora will be applied at certain time intervals, i.e., seasonally or every three months. Emergency maintenance, such as damage caused by traffic accidents, will be conducted by DNCC as needed.





“Since 2015, drug addiction, illegal intrusions, and a prevailing sense of fear have plagued the area beside the Mirpur Jallad Khana Memorial Site. Thanks to the Muktir Shabujayon Project, it now stands as a testament to community strength. Once a source of fear, it now attracts hundreds of visitors daily and has become a sanctuary for families seeking recreation. I envision this space evolving into a center for learning about our nation's history, which embraces narratives of the liberation war, independence, and the visionary ideals of Bangabandhu Sheikh Mujibur Rahman. The transformation of Mirpur Jallad Khana is a collective accomplishment, breathing new life into the community and nurturing the legacy of the Independence War for future generations. I am filled with profound satisfaction and pride.”

Mr. Kazi Zahirul Islam Manik
Councilor of Ward 3
Dhaka North City Corporation

Future Plans

✦ **Nagar Shobujayon (Streetscape) Project:** The second component of the Green Initiative Plan will commence during the monsoon season (July–September) of the next financial year. This high-impact project, titled the Nagar Shobujayon (Streetscape) Project, aims to integrate green infrastructure concepts in the heart of Dhaka City. Under DNCC's oversight, road medians from Army Stadium to Jahangir Gate area and Bijoy Sharani to Kazi Nazrul Islam Avenue in Dhaka City will undergo a massive transformation with the plantation of **over seventeen thousand functional, aesthetic, and sustainable trees**. Additional improvements will include removing accumulated trash and dust, pruning existing plants, installing fencing, fixing damaged medians, and commissioning graffiti art for the concrete road dividers. The benefits of these perennial plants are as follows:

- Increase the **aesthetic value** of the surrounding area.
- **Capture harmful carbon dioxide** from vehicle emissions.
- Maximize the **absorption of stormwater**, thus reducing chronic neighborhood flooding during the peak monsoon season.
- Increasing tree cover will contribute to **reducing the urban heat island effect** by shading impervious surfaces.

- ✦ In September 2023, Shakti will participate as one of the lead organizations at the '**Regional Climate Summit 2023**'. The three-day conference, jointly hosted by The Climate Parliament Bangladesh, the Earth Society, and the Observer Research Foundation (ORF), will focus on Environment and Climate Change, Water and Waste, Future of Energy, Regional Cooperation, the Climate Fund, Dialogue with South Asian Parliamentarians, and Role of Youth in Climate Action for South Asia.

Under the segment of Environment and Climate Change, Shakti Foundation will lead the session on Balancing Development and Ecosystem Management. The discussions will focus on the paradigm shift from human-centered to earth-centered models that aim to achieve a just balance among the economic, social, and environmental needs of present and future generations. Our desired outcomes from this panel session are as follows:

- Start an **interactive dialogue on embracing sustainability** as a guiding principle in development.
 - Reinforce existing **earth-centered processes** through community engagement and awareness building.
 - Discuss and conceptualize “Harmony with Nature” strategies such as **national green fleet policies, urban green space interventions, and other climate-smart measures**.
 - Advance collaboration between policymakers, organizations, independent experts, and other stakeholders for **collective, meaningful action on climate change and health**.
 - Build a **knowledge network** that will further advance this paradigm shift.
- ✦ **Save Your Breath – Shakti for Clean Air:** Shakti will launch the first-of-its-kind air pollution awareness billboard in Bangladesh during the coming winter season. The billboard will feature artificial lungs that simulate breathing and **demonstrate the impact of ambient air on healthy lungs**. A real-time air quality index will also be displayed on the billboard. The campaign aims to educate the masses about community-level pollutants and advocate for policy changes to improve air quality
- ✦ **GLOBE Program:** Supported by NASA, NOAA, NSF, and the U.S. Department of State, the GLOBE Program is an **international science and education program that focuses on promoting hands-on STEM education and environmental stewardship**. In collaboration with US Embassy Dhaka, Shakti will be the first Bangladeshi organization to implement the GLOBE Program for students at the grass-roots level.



THE GLOBE PROGRAM
A Worldwide Science and Education Program

The GLOBE Program is sponsored by these organizations



ENRICH PROGRAM

Breaking barriers and building resilience through community-based interventions



ENRICH (Enhancing Resources and Increasing Capacities of Poor Households towards Elimination of their Poverty) is PKSF's multifaceted program on poverty eradication at the household level. Conceived and guided by former PKSF Chairman, Qazi Kholiquzzaman Ahmad, it was initiated in 2010 and is currently operating in 198 unions in 62 districts across the nation. PKSF is implementing the socio-economic activities of this program through its 111 Partner Organizations (POs). Shakti has been given the honor to serve as one of PKSF's POs in the Majidpur Union of Titas Upazilla in the Cumilla District since 2018. **A total of 56 staff from programs, health, and education are serving the 38,480 residents of this area.**

ENRICH Homes

Shakti aims to convert each household within Majidpur Union into an ENRICH home where the homestead land can be utilized for income-generating purposes such as planned vegetable and/or fruit gardens, spice cultivation, livestock rearing, and poultry farming. The objective is to increase income and food supply as well as champion sustainability in the area. **This year, 46 new ENRICH homes were developed, bringing the grand total to 100 ENRICH homes in 5 years of operation.**

In addition, Shakti ensures that each ENRICH home is equipped with a sanitary latrine and a tube well to safeguard hygiene, prevent the spread of diseases, and reduce arsenic exposure. **The ENRICH Program has installed a total of 11 deep tube wells in Majidpur Union since its inception.**



Digital Healthcare

The health initiative under the ENRICH Program comprises a team of **18 health inspectors, 2 Enrich Health Officers (EHO), and 1 ENRICH Program Coordinator (EPC)**. Through a one-time-only BDT 100 health card, the residents of Majidpur Union can avail of year-long medical care services through our program. This year, **2,344 health cards were sold.**

Equipped with state-of-the-art technology, including a **smartphone-based mobile app and medical testing equipment linked via Bluetooth**, our health service providers deliver efficient and effective doorstep care to **83% of households** in the working area. Our diligent employees gather vital information on each resident, including health status, income, demographics, and access to essential resources such as safe water, solar systems, and cookers. Subsequently, health measurements are meticulously recorded using advanced medical devices, such as ECG machines, pulse oximeters, glucose monitors, blood pressure cuffs, BMI calculators, and thermometers, all seamlessly integrated with our mobile app.

Health Camps

Our health camps connect renowned doctors from the fields of internal medicine, gynecology, orthopedics, otolaryngology (ear, nose, and throat), and ophthalmology to the impoverished communities in Majidpur Union for quality and free-of-charge healthcare. **This year, 819 patients have availed of free consultations, basic diagnostic services, and necessary medicine through four health camps organized in the area.**



Breast Cancer Screening

For the financial year 2022-2023, Shakti organized the 2nd Breast Cancer Screening Camp in collaboration with the Bangladesh Society for Breast Cancer Studies. **136 underprivileged women from Majidpur Union availed of free breast cancer screening and consultation services by five renowned oncologists from Dhaka.**

Community Care

There are currently 7,621 households in Majidpur Union. Every month, 18 Shakti health inspectors visit each of these households and hold courtyard sessions to raise awareness about health, hygiene, and nutrition. This year, **health inspectors held 864 courtyard sessions and distributed the following free medicine:**

- + **5,810** nutrients
- + **5,703** dewormers
- + **17,430** folic acid tablets and **17,140** calcium tablets to **1,396 pregnant women**

Static Clinic

Residents can access primary health care and diagnostic tests from trained medical assistants at our health centers five days a week from 2 PM to 5 PM. **From July 2022 to June 2023, 390 static clinics were organized, with 3,884 patients receiving primary healthcare and counseling.**

Satellite Clinics

Our mobile medical teams of MBBS doctors conduct eight visits per month to each village in Majidpur Union. They provide general treatment and quality medicines, along with holding courtyard sessions for health education and counseling. **96 satellite clinics have provided medical services to 2,594 patients this year.**



2,818
Diabetes
Tests



8,120
Blood
Pressure
Check



110
ECG
Tests



416
Free Eye
Treatment



2,219
Oxygen
Saturation
Tests



643
Measure of
Malnutrition
in Children



136
Free Breast
Screening



8,118
Pulse Rate
Tests

Eye Care

A growing number of people in our country are afflicted with vision impairment as they age. Yet, poverty prevents them from attaining proper care and treatment.

The Shakti-PKSF ENRICH Program has organized a total of 17 medical camps till now, serving 3,219 patients. Of these, **six camps have been fully dedicated to eye care. 1,808 patients have availed of free vision screening and medical consultations, and 199 have received pro bono cataract operations** through Shakti-affiliated hospitals.

In the current year, Shakti organized a specialized eye care camp where **416 patients received free treatment** such as vision testing, eye screening, spectacles, and medicine, along with the provision of relevant arrangements for cataract surgery. 75 cataract patients were identified and granted full financial support for cataract surgery by Prime Bank Eye Hospital, Dhaka, through Shakti Foundation.

By way of such initiatives, Shakti continues to stand by the poverty-stricken and marginalized communities of our nation.



Story of Bishambar Das

Seventy-two-year-old senior citizen Bishambar Das had been suffering from cataracts for a long time. His vision was so clouded that he had trouble recognizing his loved ones and was unable to perform daily activities. As the sole breadwinner, Bishambar's inability to see had put his family's livelihood at stake. Trapped within the poverty cycle, he could not afford cataract surgery.

Bishambar came to know about Shakti's free eye camp through one of our roaming health inspectors. Upon arrival at the camp, one of the visiting ophthalmologist doctors from Shakti-affiliated Prime Bank Eye Hospital diagnosed Bishambar, after which he underwent a physical fitness test for cataract surgery. The next day, he was taken to Prime Bank Eye Hospital in Dhaka for a pro bono cataract removal procedure. After the surgery, our health professionals visited him regularly for follow-up and counseling. Today, Bishambar has perfect vision and is able to lead an improved life with his family.

Preventing Death by Lightning Strikes

2,000


Between 2010 and 2020, lightning killed 3,273 people, or about four people a week, in Bangladesh. In 2021, there were 5,757,836 lightning counts in Bangladesh, with 42.44 lightning events per km². It is anticipated that Bangladesh will have many more fatal lightning strikes due to global warming and climate change. In this regard, **the Shakti ENRICH Program conducted palm tree plantation campaigns, planting a total of 2,000 palm trees to mitigate the impact of lightning strikes.**



Education

31 education-assistance centers have been set up for the provision of afterschool tuition to primary school students (Kindergarten, Class I, and Class II) from 3:00–5:00 PM daily. These lessons focus on morality, general knowledge, Bangladeshi culture, and historical events to improve the cognition of these young minds and provide them with a practical worldview. Our qualified teachers also understand the importance of home culture and parental engagement. As such, 339 parent-teacher meetings have taken place this year. **Currently, 889 students are enrolled in 31 education-assistance centers across Majidpur Union.**

A yearly grant of **BDT 12,000** is provided to the poor and meritorious students of Majidpur Union for higher education. This financial year, BDT 348,000 has been given to 29 students. **So far, grant money worth nearly BDT 10 lakh has been given to 78 students, of whom 56 are female.**



Skills Training

Under the ENRICH Program, the following skills trainings are conducted to **increase income generating activities in the area.** This year, the following trainings were given to the residents:

Name	Sessions	Trainees
Cow Husbandry	1	25
Cow Fattening	1	25
Organic Vegetable Farming	1	25
Homestead Vegetable Farming	1	25
Health Inspector Training	1	18
Teacher's Training	1	31
Total	6	149



31 education centers
for **889** students



BDT 10 lakh
scholarships
to **78** students



149 trained in
livelihood
development



52 meetings held
by **Youth
Committee**



Youth Engagement

The Youth Committee of Majidpur Union organized 54 ward meetings and 2 union meetings in 9 wards this year. These counseling sessions were women-centric, focusing on the issues of gender-based violence, dowry, child marriage, drugs, etc., to sensitize and educate the masses and catalyze collective action.

Senior Citizen Assistance

Under this program, Shakti provides financial and non-financial support to destitute, senior citizens of the area so they can live out their twilight years with comfort.

In the current year alone, Shakti-PKSF ENRICH Program has provided **10 free wheel chairs, 100 blankets, and old age allowance worth BDT 5.495 lakhs to 93 senior citizens.**

Additionally, **burial assistance of BDT 54,000 has been given to 27 families** to preserve the dignity of the deceased and ease the pain of the family.



Future Plans

- ✦ Organize more specialized eye camps for at least 300 vision-impaired patients, along with the distribution of medicine, spectacles, and free cataract operations to 100 poor and helpless senior citizens.
- ✦ Provide healthcare to at least 60% of the households in Majidpur Union through Health Cards.
- ✦ Increase medicine distribution by at least 20%.
- ✦ Introduce portable, high-tech medical equipment
- ✦ Increase the number of students at the education-assistance center to 1,000.
- ✦ Increase the number of ENRICH Homes with sanitary latrine and tube well by 50%

FINANCIAL --- HIGHLIGHTS



LAST FIVE YEARS AT A GLANCE

Particulars	FY 2022-23	FY 2021-22	FY 2020-21	FY 2019-20	FY 2018-19
A. Institutional Profile					
Number of Districts	55	54	54	54	54
Number of Upazilla	366	323	310	300	300
Number of Union	2,129	1,637	1,610	1,370	1,370
Number of Villages	8,755	7,521	7,380	6,362	6,362
Number of Branches	504	502	445	409	416
Number of Members	414,956	422,561	422,874	440,088	457,498
Total Personnel (Excluding Support Staff)	4,115	3,838	3,866	3,653	3,796
B. Savings Portfolio (in Million BDT)					
Yearly Savings Deposit	6,026.16	4,299.10	2,646.79	2,859.56	2,713.37
Cumulative Savings Deposit	29,917.10	23,890.94	19,591.84	16,945.05	14,085.49
Yearly Savings Withdrawal	3,803.23	3,003.90	2,391.86	2,139.89	2,069.18
Cumulative Savings Withdrawals	22,460.72	18,657.49	15,653.59	13,261.73	11,121.84
Savings Portfolio	7,456.38	5,233.45	3,938.26	3,683.33	2,963.65
Savings Portfolio Growth	42.48%	32.89%	6.92%	24.28%	27.77%
Per Client Average Savings (BDT)	17,969.09	12,385.08	9,313.08	8,369.52	6,477.95
Savings to Loan Portfolio	30.83%	29.68%	37.34%	37.51%	32.78%
C. Loan Portfolio (in Million BDT)					
Yearly Loan Disbursed	36,647.45	26,023.75	14,881.14	14,235.03	15,194.16
Cumulative Loan Disbursed	183,312.71	146,665.27	120,641.52	105,760.38	91,525.35
Yearly Loan Recovered	30,098.11	18,938.48	14,154.15	13,456.18	13,175.22
Cumulative Loan Recovered	159,130.67	129,032.56	110,094.09	95,939.94	82,483.76
Loan Portfolio	24,182.04	17,632.70	10,547.43	9,820.45	9,041.59
Loan Portfolio Growth	37.14%	67.18%	7.40%	8.61%	28.75%
Number of Borrowers	329,663	325,991	337,851	363,060	396,945
Borrower/Member Ratio	79.45%	77.15%	79.89%	82.50%	86.76%
D. Sustainability/Portability					
Return on Equity (ROE)	23.47%	12.44%	5.79%	1.91%	19.51%
Return on Average Assets	3.50%	1.92%	0.89%	0.30%	2.95%
Operating Self-Sufficiency	122.00%	111.81%	105.40%	101.66%	115.67%
Financial Spread (Net Financial Margin)	18.03%	10.57%	5.12%	1.63%	13.55%
E. Portfolio Quality					
On Time Recovery Rate (OTR)	96.89%	96.95%	100%	97.27%	96.89%
Cumulative Recovery Rate (CRR)	99.69%	98.82%	99.59%	99.33%	99.51%
Portfolio at Risk (PAR)	3.24%	9.59%	4.04%	5.24%	6.13%
Risk Coverage Ratio	114.28%	100%	150.28%	104.16%	100.00%
Loan Loss Reserve Ratio	2.79%	3.43%	4.40%	4.13%	4.37%
Write-Off Ratio	0.16%	-	-	0.14%	0.23%
F. Assets/Liability Management					
Yield on Portfolio	22.93%	21.86%	20.11%	20.41%	23.61%
Current Ratio	1.38:1	1.25:1	1.45:1	1.48:1	1.49:1
Financial Cost to Total Income	34.42%	30.97%	31.60%	34.11%	25.62%
G. Leverage					
Debt to Equity	3.88:1	4.43:1	5.30:1	5.11:1	4.45:1
Debt Service Coverage Ratio	1.28:1	1.22:1	1.11:1	1.12:1	1.16:1
Capital Adequacy Ratio	16.55%	15.10%	15.87%	16.27%	17.36%
H. Efficiency/Productivity					
MFO Productivity (Member)	164	182	212	239	233
MFO Productivity (Loan-BDT)	9,529,862	7,570,144	5,249,841	5,271,115	4,552,189
MFO Productivity (Savings-BDT)	2,950,685	2,259,694	2,000,177	1,997,465	1,508,987
Avg. Disbursed Loan Size (BDT)	137,000	96,800	54,322	45,929	36,698
Avg. Outstanding Loan Size (BDT)	73,050	53,782	30,922	26,772	22,523

HORIZONTAL ANALYSIS

OPERATING PERFORMANCE

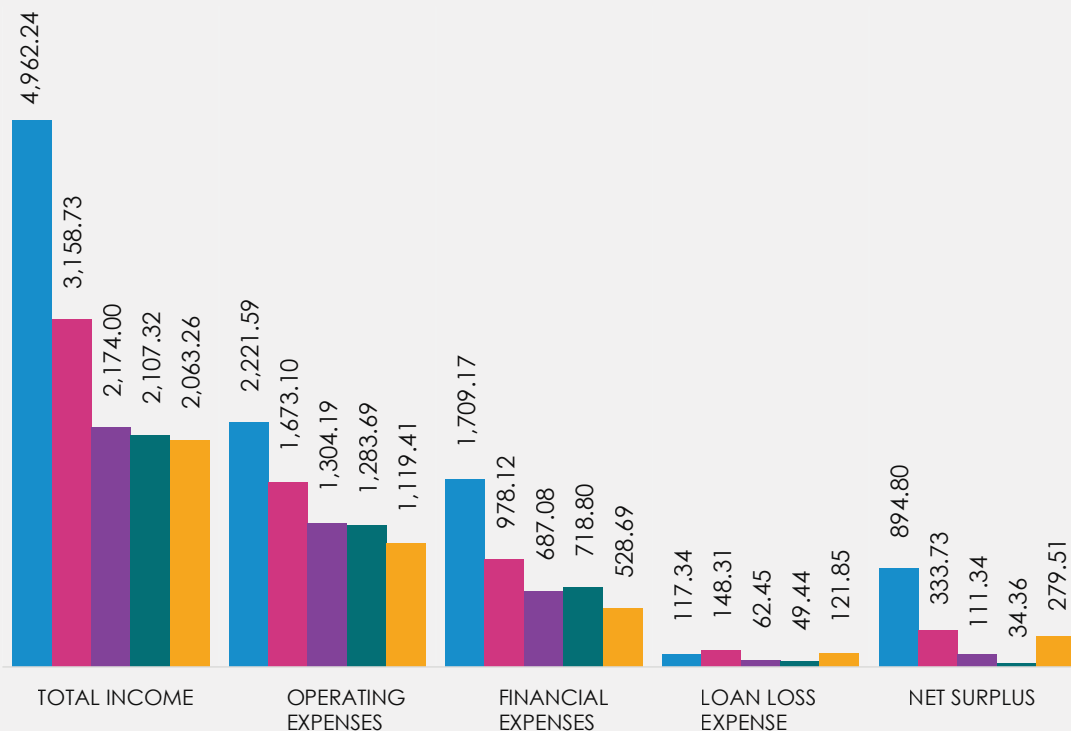
Amount in Million-BDT

Particulars	FY 2022-2023		FY 2021-2022		FY 2020-2021		FY 2019-2020		FY 2018-2019	
	BDT	Changes over preceding year (%)	BDT	Changes over preceding year (%)	BDT	Changes over preceding year (%)	BDT	Changes over preceding year (%)	BDT	Changes over preceding year (%)
Service charge income	4,762.50	56.57%	3,041.72	49.99%	2,027.91	6.50%	1,904.08	1.69%	1,872.41	16.37%
Interest on bank deposit	134.48	99.28%	67.48	6.20%	63.54	-25.53%	85.32	118.99%	38.96	-3.88%
Other operating income	65.26	31.78%	49.52	-40.01%	82.55	-29.99%	117.91	-22.37%	151.89	8.74%
Total Income (A)	4,962.24	57.10%	3,158.73	45.30%	2,174.00	3.16%	2,107.32	2.14%	2,063.26	15.31%
Operating expenses	2,221.59	32.78%	1,673.10	28.29%	1,304.19	1.60%	1,283.69	14.68%	1,119.41	14.25%
Financial expenses	1,709.17	74.74%	978.12	42.36%	687.08	-4.41%	718.80	35.96%	528.69	17.06%
Loan loss expense	117.34	-20.88%	148.31	137.50%	62.45	26.31%	49.44	-59.42%	121.85	0.97%
Tax expense	19.34	-24.07%	25.47	184.65%	8.95	-57.45%	21.03	52.37%	13.80	28.98%
Total Expenditure (B)	4,067.44	43.98%	2,825.00	36.96%	2,062.67	-0.50%	2,072.96	16.21%	1,783.75	14.14%
Net Surplus (A-B)	894.80	168.12%	333.73	199.75%	111.34	224.00%	34.36	-87.71%	279.51	23.42%

TREND ANALYSIS OF OPERATING PERFORMANCE

■ FY 2022-2023 ■ FY 2021-2022 ■ FY 2020-2021 ■ FY 2019-2020 ■ FY 2018-2019

Amount in Million-BDT



HORIZONTAL ANALYSIS

FINANCIAL POSITION

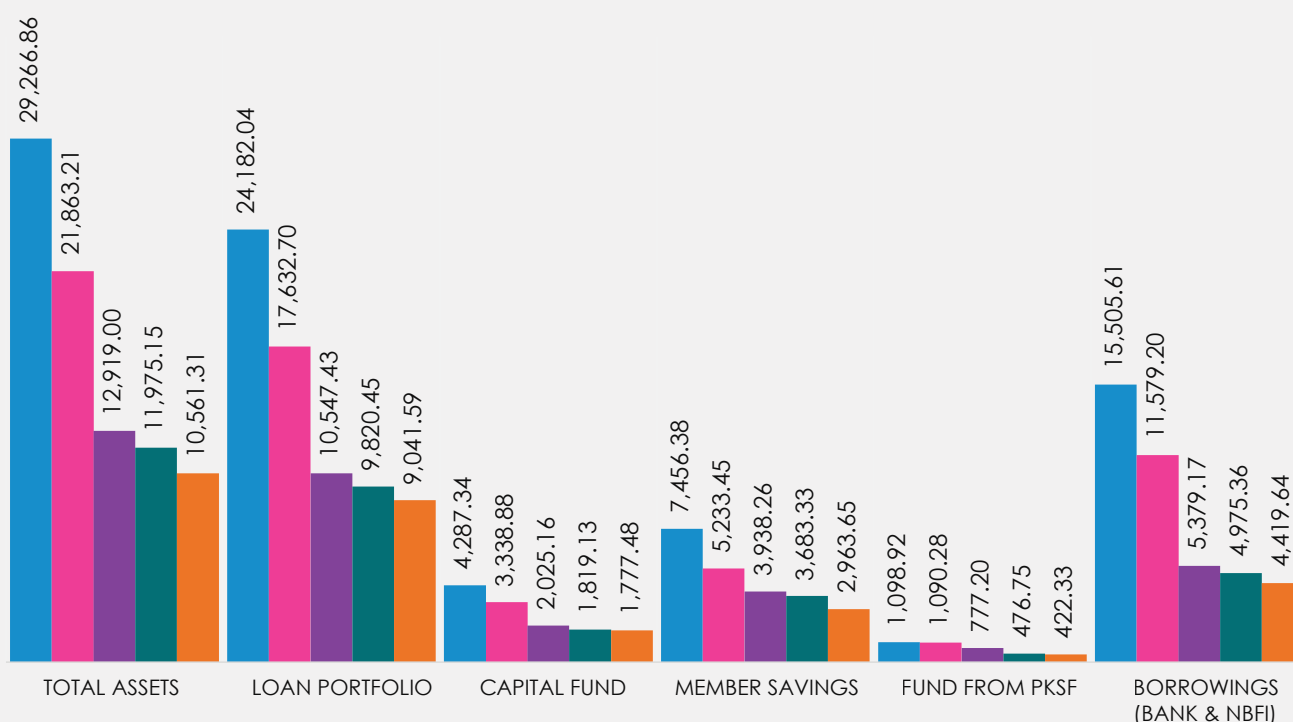
Amount in Million-BDT

Particulars	June 2023		June 2022		June 2021		June 2020		June 2019	
	BDT	Changes over preceding year (%)	BDT	Changes over preceding year (%)	BDT	Changes over preceding year (%)	BDT	Changes over preceding year (%)	BDT	Changes over preceding year (%)
Assets										
Property, plant and equipment	834.07	1.66%	820.44	159.38%	316.30	4.94%	301.42	6.58%	282.82	20.50%
Capital work-in-progress	237.51	53.53%	154.70	59.35%	97.08	321.62%	23.03	-	-	-
Investment	1,983.43	26.90%	1,563.05	46.70%	1,065.44	2.65%	1,037.93	34.44%	772.05	25.20%
Loan portfolio	24,182.04	37.14%	17,632.70	67.18%	10,547.43	7.40%	9,820.45	8.61%	9,041.59	28.75%
Cash & cash equivalent	1,413.57	13.88%	1,241.32	96.02%	633.26	15.40%	548.77	112.89%	257.77	-29.26%
Other assets	616.23	36.64%	451.00	73.81%	259.48	6.54%	243.56	17.62%	207.07	75.32%
Total Assets	29,266.86	33.86%	21,863.21	69.23%	12,919.00	7.88%	11,975.15	13.39%	10,561.31	26.29%
Capital and Liabilities										
Capital fund	4,287.34	28.41%	3,338.88	64.87%	2,025.16	11.33%	1,819.13	2.34%	1,777.48	63.39%
Member savings	7,456.38	42.48%	5,233.45	32.89%	3,938.26	6.92%	3,683.33	24.28%	2,963.65	27.77%
Fund from PKSF	1,098.92	0.79%	1,090.28	40.28%	777.20	63.02%	476.75	12.88%	422.33	39.92%
Borrowings (Bank & NBFI)	15,505.61	33.91%	11,579.20	115.26%	5,379.17	8.12%	4,975.36	12.57%	4,419.64	26.56%
Other liabilities	918.61	47.83%	621.41	-22.25%	799.21	-21.69%	1,020.59	4.33%	978.19	-15.78%
Total Capital & Liabilities	29,266.86	33.86%	21,863.21	69.23%	12,919.00	7.88%	11,975.15	13.39%	10,561.31	26.29%

TREND ANALYSIS OF FINANCIAL POSITION

■ JUNE 2023 ■ JUNE 2022 ■ JUNE 2021 ■ JUNE 2020 ■ JUNE 2019

Amount in Million-BDT



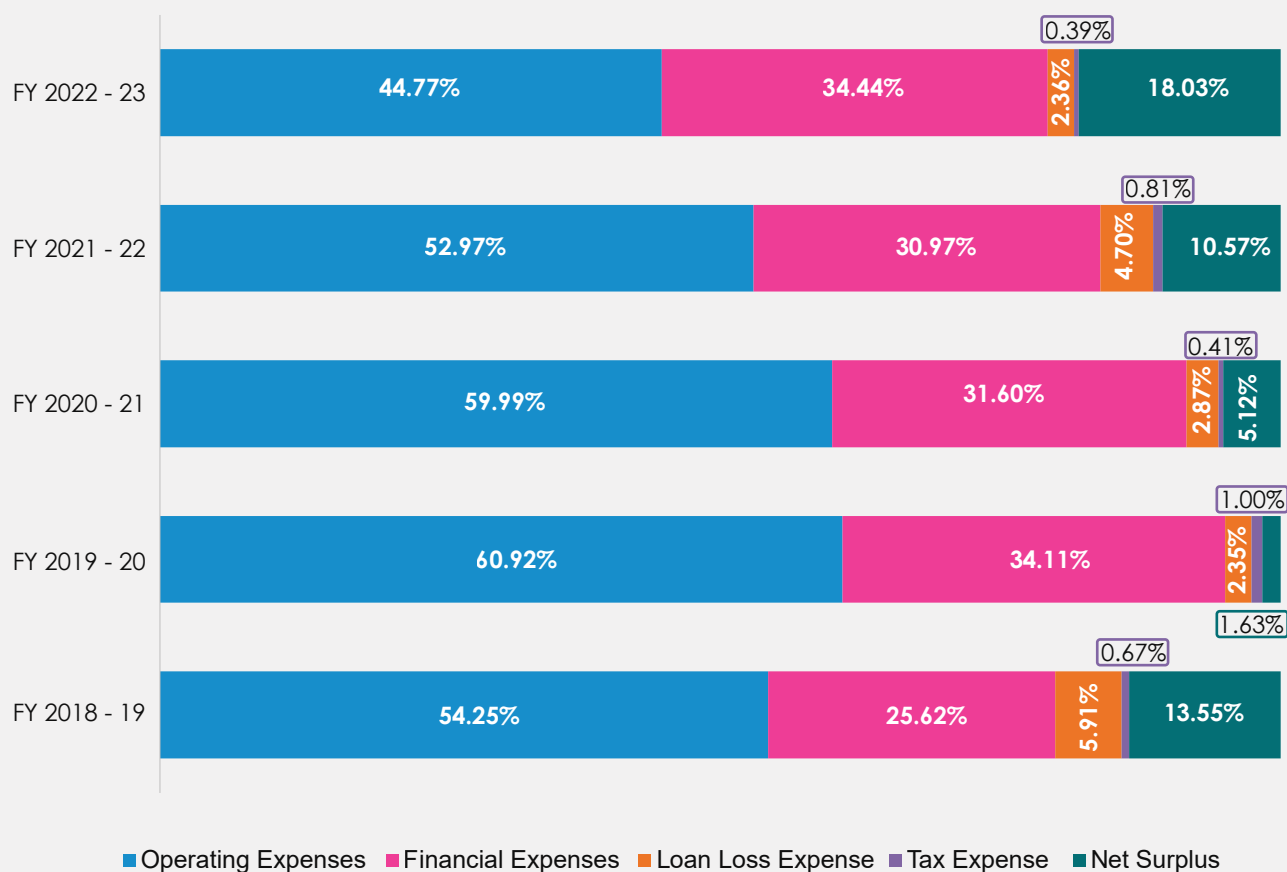
VERTICAL ANALYSIS

OPERATING PERFORMANCE

Amount in Million-BDT

Particulars	FY 2022-2023		FY 2021-2022		FY 2020-2021		FY 2019-2020		FY 2018-2019	
	BDT	%	BDT	%	BDT	%	BDT	%	BDT	%
Service charge income	4,762.50	95.97%	3,041.72	96.30%	2,027.91	93.28%	1,904.08	90.36%	1,872.41	90.75%
Interest on bank deposit	134.48	2.71%	67.48	2.14%	63.54	2.92%	85.32	4.05%	38.96	1.89%
Other operating income	65.26	1.32%	49.52	1.57%	82.55	3.80%	117.91	5.60%	151.89	7.36%
Total income (A)	4,962.24	100%	3,158.73	100%	2,174.00	100%	2,107.32	100%	2,063.26	100%
Operating expenses	2,221.59	44.77%	1,673.10	52.97%	1,304.19	59.99%	1,283.69	60.92%	1,119.41	54.25%
Financial expenses	1,709.17	34.44%	978.12	30.97%	687.08	31.60%	718.80	34.11%	528.69	25.62%
Loan loss expense	117.34	2.36%	148.31	4.70%	62.45	2.87%	49.44	2.35%	121.85	5.91%
Tax expense	19.34	0.39%	25.47	0.81%	8.95	0.41%	21.03	1.00%	13.80	0.67%
Total expenditure (B)	4,067.44	81.97%	2,825.00	89.43%	2,062.67	94.88%	2,072.96	98.37%	1,783.75	86.45%
Net Surplus (A-B)	894.80	18.03%	333.73	10.57%	111.34	5.12%	34.36	1.63%	279.51	13.55%

ITEM-WISE PORTION OF TOTAL INCOME



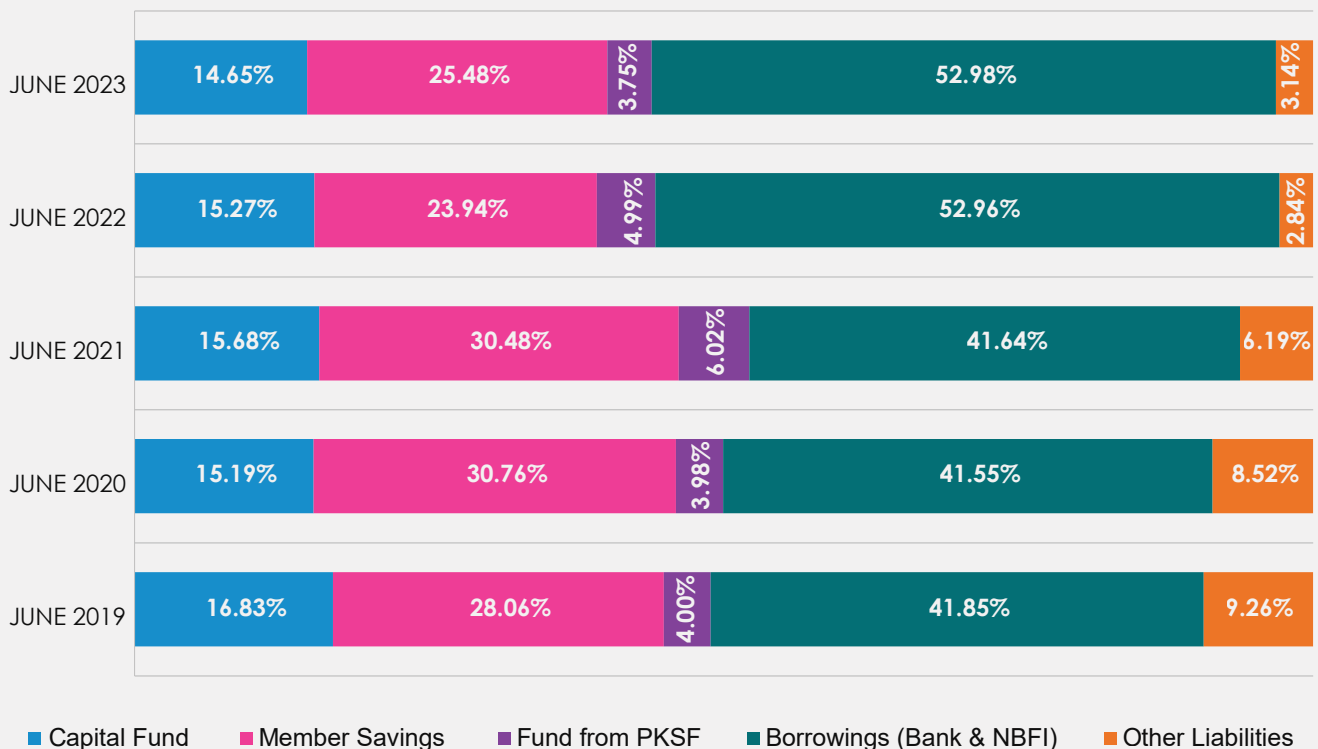
VERTICAL ANALYSIS

FINANCIAL POSITION

Amount in Million-BDT

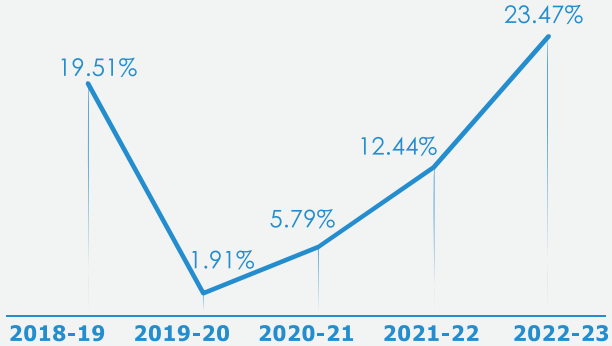
Particulars	June 2023		June 2022		June 2021		June 2020		June 2019	
	BDT	%	BDT	%	BDT	%	BDT	%	BDT	%
Assets										
Property, plant and equipment	834.07	2.85%	820.44	3.75%	316.30	2.45%	301.42	2.52%	282.82	2.68%
Capital work-in-progress	237.51	0.81%	154.70	0.71%	97.08	0.75%	23.03	0.19%	-	
Investment	1,983.43	6.78%	1,563.05	7.15%	1,065.44	8.25%	1,037.93	8.67%	772.05	7.31%
Loan portfolio	24,182.04	82.63%	17,632.70	80.65%	10,547.43	81.64%	9,820.45	82.01%	9,041.59	85.61%
Cash & cash equivalent	1,413.57	4.83%	1,241.32	5.68%	633.26	4.90%	548.77	4.58%	257.77	2.44%
Other assets	616.23	2.11%	451.00	2.06%	259.48	2.01%	243.56	2.03%	207.07	1.96%
Total Assets	29,266.86	100%	21,863.21	100%	12,919.00	100%	11,975.15	100%	10,561.31	100%
Capital and Liabilities										
Capital fund	4,287.34	14.65%	3,338.88	15.27%	2,025.16	15.68%	1,819.13	15.19%	1,777.48	16.83%
Member savings	7,456.38	25.48%	5,233.45	23.94%	3,938.26	30.48%	3,683.33	30.76%	2,963.65	28.06%
Fund from PKSF	1,098.92	3.75%	1,090.28	4.99%	777.20	6.02%	476.75	3.98%	422.33	4.00%
Borrowings (Bank & NBF)	15,505.61	52.98%	11,579.20	52.96%	5,379.17	41.64%	4,975.36	41.55%	4,419.64	41.85%
Other liabilities	918.61	3.14%	621.41	2.84%	799.21	6.19%	1,020.59	8.52%	978.19	9.26%
Total capital & liabilities	29,266.86	100%	21,863.21	100%	12,919.00	100%	11,975.15	100%	10,561.31	100%

COMPOSITION OF FUND

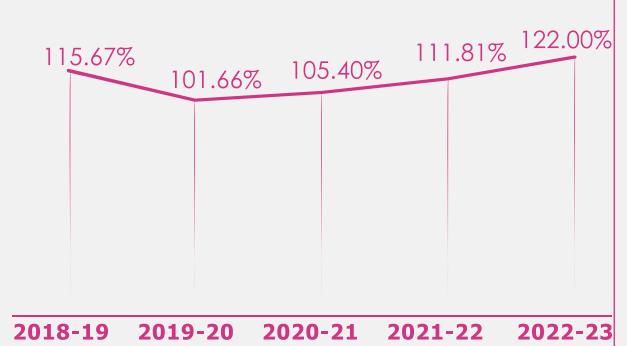


KEY RATIOS

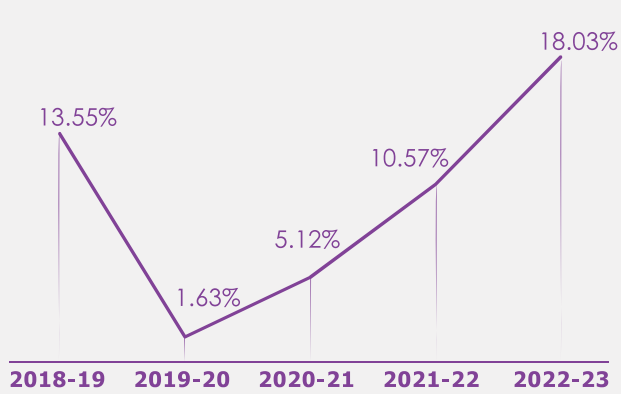
RETURN ON EQUITY (ROE)



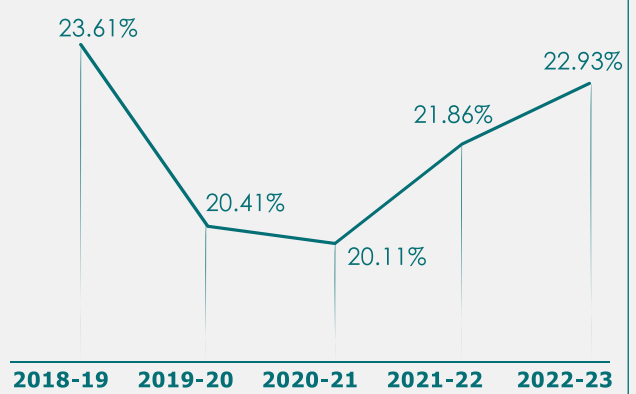
OPERATING SELF-SUFFICIENCY



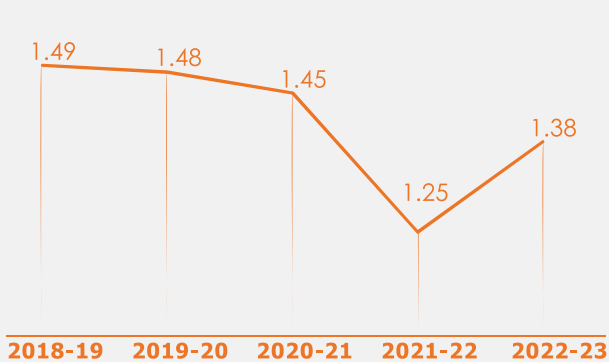
NET FINANCIAL MARGIN



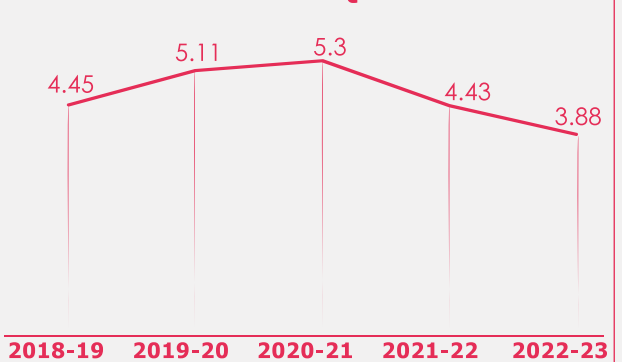
YIELD ON PORTFOLIO



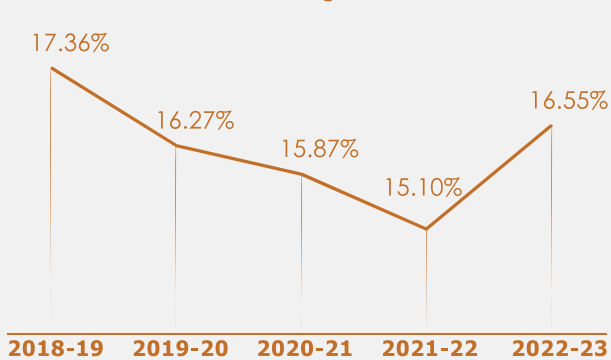
CURRENT RATIO



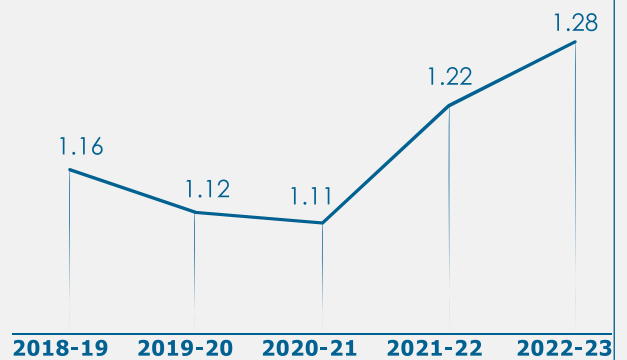
DEBT TO EQUITY



CAPITAL ADEQUACY RATIO



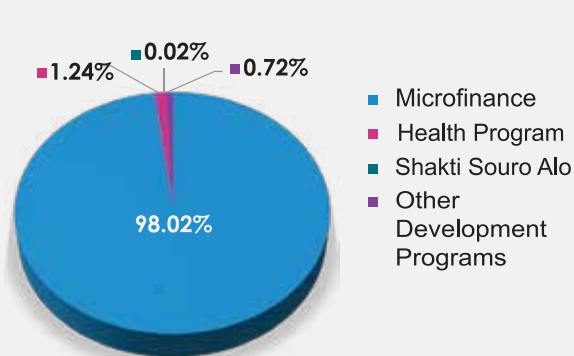
DEBT SERVICE COVERAGE RATIO



PROGRAM-WISE INCOME & EXPENDITURE 2022-23

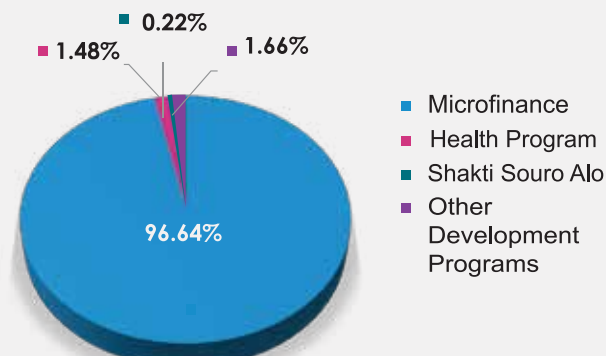
PROGRAM-WISE INCOME

Particulars	BDT in Million	Percentage
Microfinance Program	4,899.27	98.02%
Health Program	61.87	1.24%
Shakti Souro Alo	0.99	0.02%
Other Development Programs	36.08	0.72%
Total	4,998.21	100.00%



PROGRAM-WISE EXPENDITURE

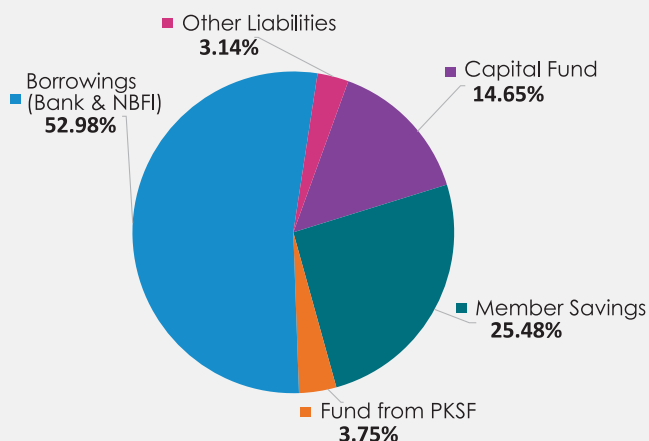
Particulars	BDT in Million	Percentage
Microfinance Program	3,997.04	96.64%
Health Program	61.25	1.48%
Shakti Souro Alo	9.15	0.22%
Other Development Programs	68.55	1.66%
Total	4,135.99	100.00%



FUND MANAGEMENT

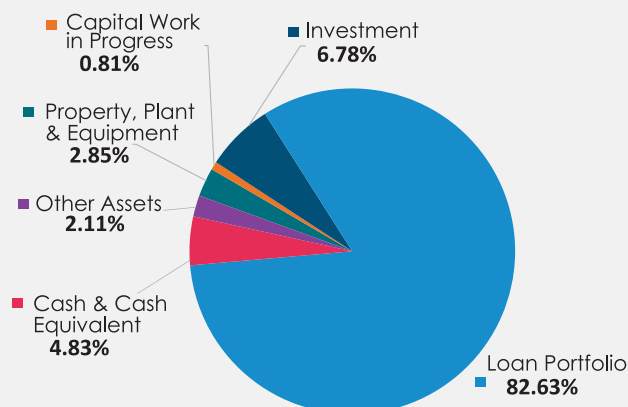
SOURCE OF FUND AS ON 30TH JUNE 2023

Source of Fund	BDT in Million	Percentage
Capital Fund	4,287.34	14.65%
Member Savings	7,456.38	25.48%
Fund from PKSf	1,098.92	3.75%
Borrowings (Bank & NBFf)	15,505.61	52.98%
Other Liabilities	918.61	3.14%
Total	29,266.86	100.00%



APPLICATION OF FUND AS ON 30TH JUNE 2023

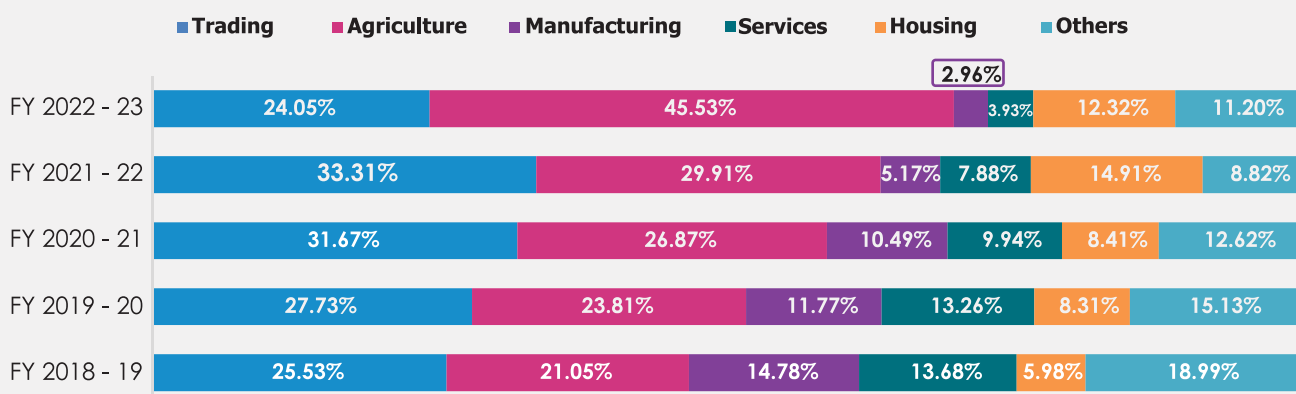
Application of Fund	BDT in Million	Percentage
Property, Plant & Equipment	834.07	2.85%
Capital Work-in-Progress	237.51	0.81%
Investment	1,983.43	6.78%
Loan Portfolio	24,182.04	82.63%
Cash & Cash Equivalent	1,413.57	4.83%
Other Assets	616.23	2.11%
Total	29,266.86	100.00%



SECTOR-WISE LOAN DISBURSEMENT

Amount in Million-BDT

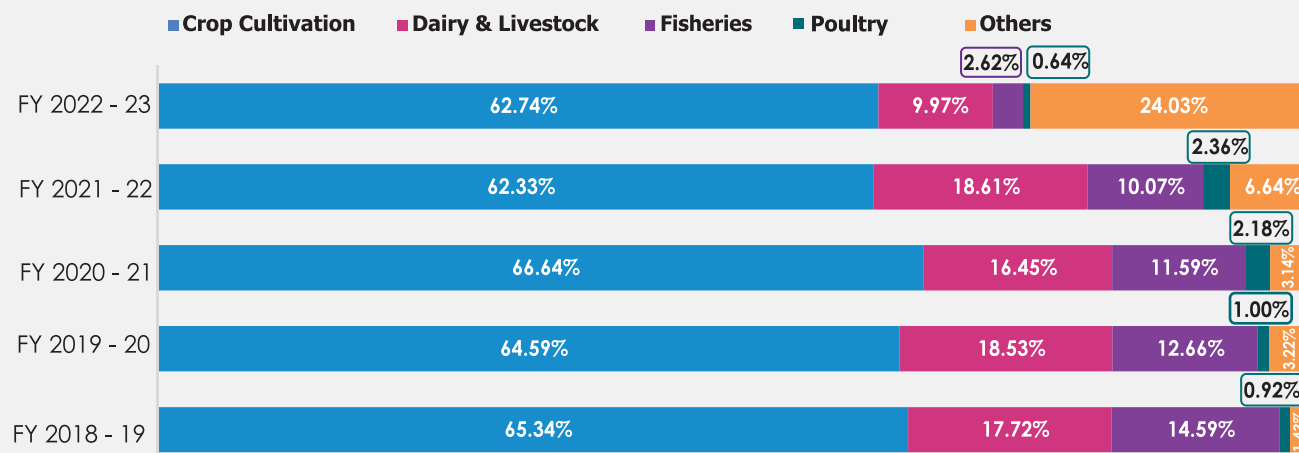
Loan Sector	FY 2022-2023		FY 2021-2022		FY 2020-2021		FY 2019-2020		FY 2018-2019	
	BDT	(%)	BDT	(%)	BDT	(%)	BDT	(%)	BDT	(%)
Trading	8,815.10	24.05%	8,668.38	33.31%	4,713.58	31.67%	3,947.43	27.73%	3,878.44	25.53%
Agriculture	16,685.62	45.53%	7,782.74	29.91%	3,999.07	26.87%	3,388.79	23.81%	3,197.76	21.05%
Manufacturing	1,085.69	2.96%	1,346.19	5.17%	1,560.85	10.49%	1,674.89	11.77%	2,245.30	14.78%
Services	1,440.17	3.93%	2,051.22	7.88%	1,478.57	9.94%	1,887.02	13.26%	2,078.16	13.68%
Housing	4,515.33	12.32%	3,881.00	14.91%	1,251.63	8.41%	1,183.58	8.31%	908.39	5.98%
Others	4,105.55	11.20%	2,294.22	8.82%	1,877.43	12.62%	2,153.32	15.13%	2,886.10	18.99%
Total	36,647.44	100.00%	26,023.75	100.00%	14,881.13	100.00%	14,235.03	100.00%	15,194.16	100.00%



AGRICULTURE SECTOR WISE LOAN DISBURSEMENT

Amount in Million-BDT

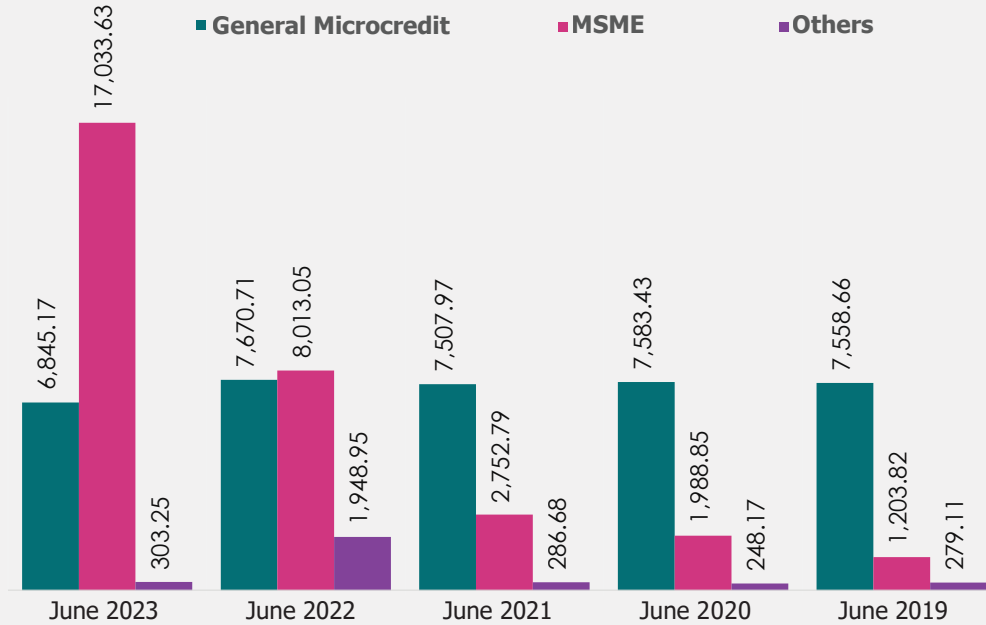
Agriculture Loan Sector	FY 2022-2023		FY 2021-2022		FY 2020-2021		FY 2019-2020		FY 2018-2019	
	BDT	(%)	BDT	(%)	BDT	(%)	BDT	(%)	BDT	(%)
Crop Cultivation	10,468.79	62.74%	4,850.79	62.33%	2,665.06	66.64%	2,188.72	64.59%	2,089.34	65.34%
Dairy & Livestock	1,663.49	9.97%	1,448.62	18.61%	657.87	16.45%	627.84	18.53%	566.60	17.72%
Fisheries	437.66	2.62%	783.40	10.07%	463.36	11.59%	429.08	12.66%	466.56	14.59%
Poultry	106.63	0.64%	183.42	2.36%	87.13	2.18%	34.04	1.00%	29.42	0.92%
Others	4,009.06	24.03%	516.51	6.64%	125.66	3.14%	109.10	3.22%	45.84	1.43%
Total	16,685.62	100.00%	7,782.74	100.00%	3,999.07	100.00%	3,388.79	100.00%	3,197.76	100.00%



PRODUCT-WISE LOAN OUTSTANDING

Amount in Million-BDT

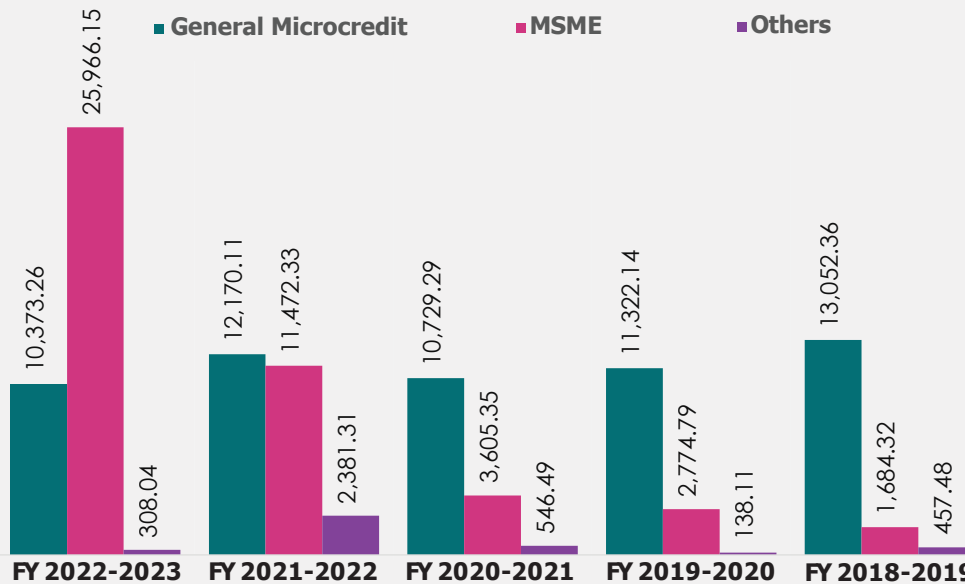
Particulars	June 2023	June 2022	June 2021	June 2020	June 2019
General Microcredit	6,845.17	7,670.71	7,507.97	7,583.43	7,558.66
MSME	17,033.63	8,013.05	2,752.79	1,988.85	1,203.82
Others	303.25	1,948.95	286.68	248.17	279.11
Total	24,182.04	17,632.70	10,547.43	9,820.45	9,041.59



PRODUCT-WISE LOAN DISBURSEMENT

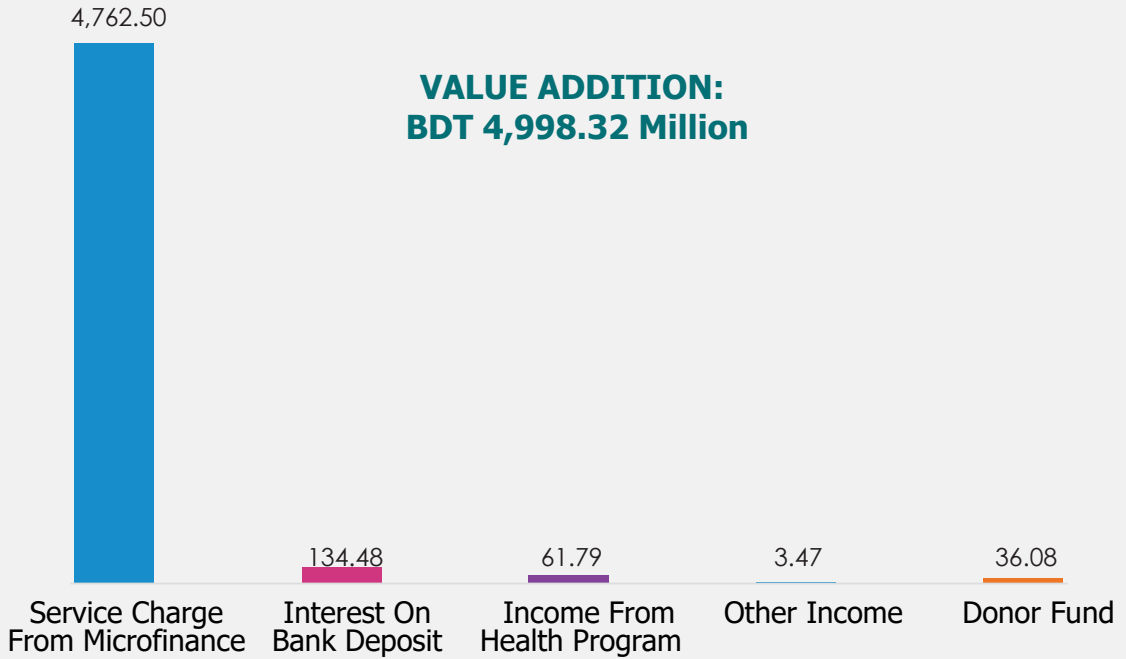
Amount in Million-BDT

Particulars	FY 2022-2023	FY 2021-2022	FY 2020-2021	FY 2019-2020	FY 2018-2019
General Microcredit	10,373.26	12,170.11	10,729.29	11,322.14	13,052.36
MSME	25,966.15	11,472.33	3,605.35	2,774.79	1,684.32
Others	308.04	2,381.31	546.49	138.11	457.48
Total	36,647.45	26,023.75	14,881.14	14,235.03	15,194.16

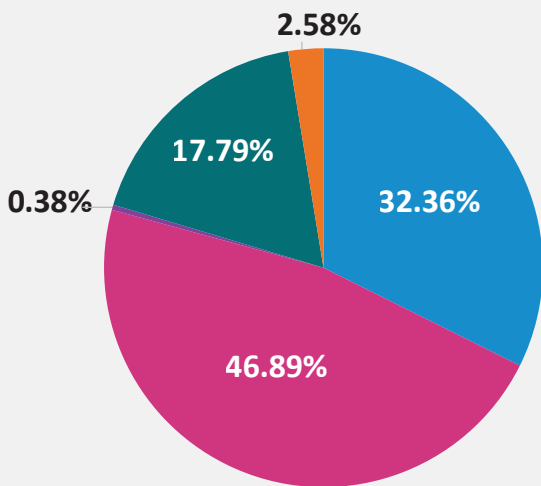


VALUE ADDITION & DISTRIBUTION 2022-23

Amount in Million-BDT

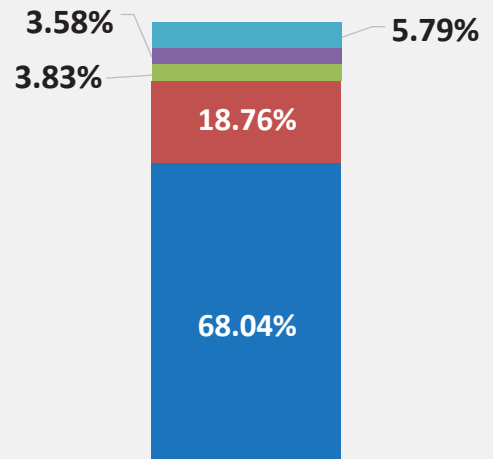


VALUE DISTRIBUTION (%)



- Employment
- Financial Inclusion
- Government Tax
- Retained Within Organization
- Social Development

VALUE DISTRIBUTION TOWARDS SOCIAL DEVELOPMENT



- Health
- Climate Change
- Education
- Disaster Relief
- Others

STATUS OF COMPLIANCE WITH THE REGULATORY RULES

AS ON 30 JUNE, 2023

Particulars	Rules	Status
Liquidity Reserve Ratio	Minimum 10%	Complied
Loan Deposit Ratio	Maximum 80%	Complied
Retention of cumulative surplus	Minimum 10%	Complied
Member Borrower Ratio	Minimum 70%	Complied
Loan Classification & Provision		
Standard	1%	Complied
Watchful	5%	
Sub-standard	25%	
Doubtful	75%	
Bad	100%	
Internal Audit		Complied
Service Rules		Complied
Budgeting & Budgetary Control System		Complied

CONTRIBUTION TO THE GOVERNMENT EXCHEQUER

During the reporting year 2022-2023, BDT 28.08 million in income taxes have been paid. Shakti Foundation's Finance and Accounts Department is responsible for deducting tax and VAT at source before making any payment, where applicable. BDT 16.17 million withholding tax has been deposited to the government treasury via treasury challan immediately after the deduction. A copy of the challan has been handed over to the concerned vendors or service providers. On the other hand, the organization has deposited an amount of BDT 8.97 million as VAT during this fiscal year.

Sources	Amount (BDT)
Corporate tax	28,075,714
TDS against salary	6,532,305
TDS against suppliers/service provider/different sources	9,635,746
Total tax deposited during the year	44,243,765

The table below shows the income tax and TDS deposited in the government treasury, as well as the VAT deducted from different sources and deposited with the relevant authority in the last 5 years:

Fiscal Year	Income Tax & TDS (BDT)	VAT Deducted at Source (BDT)
2022-2023	44.24 Million	8.97 Million
2021-2022	31.66 Million	6.39 Million
2020-2021	31.37 Million	4.37 Million
2019-2020	26.83 Million	5.71 Million
2018-2019	16.08 Million	5.42 Million

CREDIT RATING

Credit Rating Information and Services Limited (CRISL) has affirmed the credit rating of Shakti Foundation with an "AA" (Double A, High Safety) rating in the long term and "ST-2" (High Grade) rating in the short term. CRISL performed the rating based on audited financial statements up to June 30, 2023 and other relevant quantitative and qualitative information.

The Summary of Shakti Foundation's Credit Ratings, dated December 19, 2023, and valid until December 18, 2024, is as follows:

Particulars	2023	2022	2021	2020	2019
Long Term	AA	AA-	AA-	AA-	AA-
Short Term	ST-2	ST-3	ST-3	ST-3	ST-3
Outlook	Stable	Stable	Stable	Stable	Stable

Definition

Long Term AA (High Safety) : Bank loan/facilities enjoyed by banking clients rated in this category are adjudged to have high credit quality, offer higher safety and have high credit quality. This level of rating indicates that the loan/facilities enjoyed by an entity has sound credit profile and without any significant problem. Risks are modest and may vary slightly from time to time because of economic conditions.

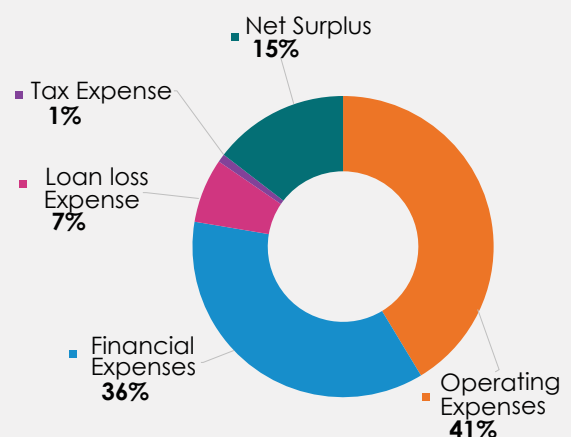
Short Term ST-2 (High Grade) : High certainty of timely payment. Liquidity factors are strong and supported by good fundamental protection factors. Risk factors are very small.

FINANCIAL PLANNING (FY 2023-2024)

As per the approved budget, a summarized view of expected incomes and expenditures of Shakti Foundation for FY 2023–2024 is presented below:

Particulars	(BDT- Million) 2023-2024
Service Charge Income	6,199
Interest on Bank Deposit	173
Other Income	102
Total income (A)	6,475
Operating expenses	2,677
Financial Expenses	2,350
Loan loss expense	447
Tax expense	57
Total expenditure (B)	5,532
Net Surplus (A-B)	943

PROJECTED ALLOCATION OF TOTAL INCOME



AUDIT --- REPORT




**SHAKTI FOUNDATION
FOR THE YEAR ENDED JUNE 30, 2023**

SHAKTI FOUNDATION FOR DISADVANTAGED WOMEN

AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

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Toha Khan Zaman & Co. is an exclusive member of  RGLOBAL for accounting services in Bangladesh



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INDEPENDENT AUDITORS' REPORT
ON THE AUDIT OF THE FINANCIAL STATEMENTS

**To the Members of General Body of
Shakti Foundation for Disadvantaged Women**

Opinion:

We have audited the accompanying financial statements of **Shakti Foundation for Disadvantaged Women (DVC:2309250277AS694720)**, which comprises the Statement of Financial Position as at 30 June 2023, Statement of Income and Expenditure, Statement of Changes in Capital Fund and Statement of cash flows for the year ended 30 June 2023, and a summary of significant accounting policies and explanatory information.

In our opinion, the accompanying financial statements give true and fair view of the financial position of the **Shakti Foundation for Disadvantaged Women** as at 30 June 2023 and financial performance for the period then ended in accordance with International Financial Reporting Standards (IFRSs) and other applicable laws and regulations including MRA guidelines.

Basis for Opinion:

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Bangladesh, and we have fulfilled our other ethical responsibilities in accordance with these requirements of the IESBA Code and the Institution of Chartered Accountants of Bangladesh (ICAB) Bye Laws. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and those Charged with Governance for the Financial Statements and Internal Controls:

Management of the project is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs and other applicable laws and regulations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the project's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the project or to cease operations, or has no realistic alternative but to do so.



Those charged with governance are responsible for overseeing the project financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements:

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- a. Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- b. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- c. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- d. Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- e. Obtain sufficient appropriate audit evidence regarding the financial information of the Project to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the project audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



Report on other Legal and Regulatory Requirements:

In accordance with the Micro Credit Regulatory Act 2006 & 2010 and other Applicable Laws and Regulation, we also report the following:

- a. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and made due verification thereof;
- b. In our opinion, proper books of accounts as required by law have been kept by the Organization so far as it appeared from our examination of these books; and
- c. The statements of Financial Position, Statement of Income & Expenditure and Statement of Receipts and Payments for the year ended dealt with by the reports are in agreement with the books of account.

Toha Khan Zaman & Co.
Chartered Accountants
Registration No.4/52/ICAB-72

(Syed Jamal Uddin Haider, FCA)
Senior Partner
Enrolment No.277
(DVC:2309250277AS694720)

Dated, Dhaka
24 September 2023

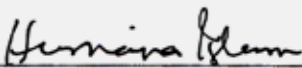



Shakti Foundation for Disadvantaged Women
Statement of Financial Position
As at June 30, 2023

Particulars	Notes	Amount in Taka	
		June 30, 2023	June 30, 2022
Property and Assets:			
Non-current Assets:		1,071,581,087	979,031,682
Property, plant and equipment	6	834,072,907	820,436,300
Capital work-in-progress	7	237,508,180	154,702,325
TR/Kabita receivable from GoB	8	-	3,893,057
Current Assets:		28,195,274,033	20,884,182,522
Loan to members	9	24,182,040,175	17,632,704,755
Short term investment	10	1,719,113,016	1,387,143,783
Reserve fund investment	11	264,315,804	175,902,047
Advance, deposits and prepayments	12	141,944,405	86,843,436
Receivables	13	368,972,925	251,063,011
Right-of-use assets	14	866,020	9,637,222
Inventories	15	8,757,070	8,685,953
Other assets	16	95,693,044	90,880,003
Cash at bank	17	1,398,917,012	1,220,920,310
Cash in hand	18	14,654,562	20,402,002
Total Assets		29,266,855,120	21,863,214,204
Capital Funds and Liabilities			
Capital fund		4,287,335,755	3,338,879,121
Cumulative surplus	19	2,418,839,516	1,661,127,792
Reserve fund	20	264,111,671	173,888,668
Revaluation reserve	21	473,933,826	479,123,481
Loan loss provision	22	671,169,052	600,721,222
Other funds	23	459,281,690	424,017,958
Non-current Liabilities		4,571,261,250	2,228,781,614
Loan from PKSf	24	493,000,000	553,916,668
Loan from banks & NBFIs	25	2,642,981,450	752,322,352
Members' savings	26	1,215,976,608	745,096,533
Gratuity fund	27	206,332,204	164,475,075
Deferred tax liability	28	12,970,986	12,970,986
Current Liabilities		20,408,258,115	16,295,553,469
Loan from PKSf	29	605,916,668	536,358,332
Loan from banks & NBFIs	30	12,862,629,318	10,826,879,514
Members' savings	26	6,240,404,456	4,488,353,808
Provision for bad & doubtful debt	31	78,049,274	70,706,444
Other provision	32	242,500,031	179,423,540
Accounts payable	33	67,412,471	50,458,141
Staff deposit	34	10,306,311	10,602,115
Loan security fund	35	212,175,577	42,743,584
Lease liability	36	1,611,676	9,233,762
Other liabilities	37	87,252,333	80,794,228
Total Capital Funds and Liabilities		29,266,855,120	21,863,214,204


The annexed notes from 1 to 47 and annexure A to E form an integral part of these financial statements.


Chairperson


Founder and Executive Director


Head of Finance

Signed in terms of our separate report of even date.


(Syed Jamal Uddin Haider, FCA)
Senior Partner

Toha Khan Zaman & Co., Chartered Accountants
ICAB Enrollment No.: 277
DVC No.: 2309250277AS694720

Page # 4

Dhaka, Bangladesh
Date: 24 September 2023





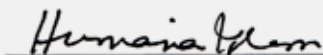
Shakti Foundation for Disadvantaged Women

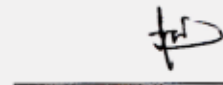
Statement of Income & Expenditure
For the year ended June 30, 2023

Particulars	Notes	Amount in Taka	
		July 01, 2022 to June 30, 2023	July 01, 2021 to June 30, 2022
Income:			
Service charge from microfinance	38.01	4,762,496,397	3,041,722,469
Solar home system accessories sales	38.02	196,850	30,800
Income from Health Program	38.03	61,791,523	46,974,426
Bank interest		53,275,614	17,938,721
Interest on FDR	39.00	81,201,433	49,543,069
Other income		3,274,488	2,518,626
Total Income (A)		4,962,236,305	3,158,728,112
Expenditure			
Microfinance program	47.00	3,997,039,926	2,772,983,622
Solar Program		9,151,454	12,265,055
Health Program		61,245,002	39,743,642
Shakti General Fund		4,150	7,650
Total expenditure (B)		4,067,440,532	2,824,999,969
Net surplus for this year (A-B)		894,795,772	333,728,143

The annexed notes from 1 to 47 and annexure A to E form an integral part of these financial statements.


Chairperson


Founder and Executive Director


Head of Finance

Signed in terms of our separate report of even date.



(Syed Jamal Uddin Haider, FCA)

Senior Partner

Toha Khan Zaman & Co., Chartered Accountants

ICAB Enrollment No.: 277

DVC No.:2309250277AS694720

Dhaka, Bangladesh
Date:24 September 2023



Shakti Foundation for Disadvantaged Women
Statement of Changes in Capital Fund
For the year ended June 30, 2023

Particulars	Cumulative surplus	Reserve fund	Revaluation reserve	Loan loss provision (LLP)	Other Fund					Total
					Vehicle risk coverage fund	Security fund	Shakti General Fund	Risk management fund	Health service development fund	
Balance as at July 01, 2022	1,661,127,792	173,888,668	479,123,481	600,721,222	1,206,802	7,900,924	3,734,804	381,577,399	29,598,032	3,338,879,121
Surplus for this year	894,795,772	-	-	-	-	-	-	-	-	894,795,772
Transferred to reserve fund	(90,223,003)	90,223,003	-	-	-	-	-	-	-	-
CSR during this year	(30,111,387)	-	-	-	-	-	-	-	-	(30,111,387)
Addition during this year	-	-	-	110,000,000	351,538	235,152	12,884,309	-	-	123,470,999
Adjustment/used during this year	(423,223)	-	-	-	-	(146,581)	423,223	-	-	(146,581)
Transferred to general fund	(21,516,088)	-	-	-	-	-	51,114,120	-	(29,598,032)	-
Loan written-off during this year	-	-	-	(39,552,170)	-	-	-	-	-	(39,552,170)
Revaluation reserve transferred	5,189,654	-	(5,189,654)	-	-	-	-	-	-	-
Balance as at June 30, 2023	2,418,839,516	264,111,671	473,933,826	671,169,052	1,558,340	7,989,495	68,156,456	381,577,399	-	4,287,335,755
Balance as at July 01, 2021	1,364,828,727	140,050,214	-	459,800,036	1,186,002	4,060,874	3,614,804	381,577,399	29,598,032	2,384,716,087
Surplus during this year	333,728,143	-	-	-	-	-	-	-	-	333,728,143
Transferred to reserve fund	(33,838,454)	33,838,454	-	-	-	-	-	-	-	-
CSR during this year	(8,456,171)	-	-	-	-	-	-	-	-	(8,456,171)
Addition during this year	4,822,892	-	492,137,122	140,921,186	31,800	3,840,050	120,000	-	-	641,873,050
Used during this year	-	-	(12,970,986)	-	(11,000)	-	-	-	-	(11,000)
Deferred tax liability	-	-	(42,655)	-	-	-	-	-	-	(42,655)
Revaluation reserve transferred	42,655	-	(42,655)	-	-	-	-	-	-	-
Balance as at June 30, 2022	1,661,127,792	173,888,668	479,123,481	600,721,222	1,206,802	7,900,924	3,734,804	381,577,399	29,598,032	3,338,879,121

[Signature]
Chairperson

[Signature]
Founder and Executive Director

[Signature]
Head of Finance

Dhaka, Bangladesh
Date: 24 September 2023

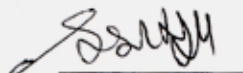
(Syed Jamal Uddin Haider, FCA)
Senior Partner
Toha Khan Zaman & Co., Chartered Accountants
ICAB Enrollment No.: 277
DVC No.: 2309250277AS694720







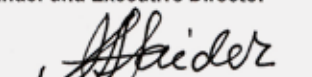
Shakti Foundation for Disadvantaged Women
Statement of cash flows
For the year ended June 30, 2023

Particulars	Amount in Taka	
	July 01, 2022 to June 30, 2023	July 01, 2021 to June 30, 2022
A. Cash flows from operating activities:		
Surplus/(Deficit) for this year	894,795,772	333,728,143
Adjustment for non-cash items to determine net cash from operating activities:		
Depreciation for the year	44,072,062	40,979,125
Loan loss provision	117,342,830	148,307,391
Loss/(Gain) on sale of property, plant and equipment	(20,934)	(161,440)
(Increase)/decrease in current assets:		
Advances, deposits and prepayments	(48,233,549)	(6,705,456)
Receivables	(129,776,085)	(172,979,860)
Right-of-use assets	6,161,800	(3,585,335)
Other assets	(4,813,040)	(21,212,215)
Inventories	(71,117)	(279,108)
Increase/(decrease) in current liabilities:		
Staff DPS	(295,804)	(1,395,378)
Other liabilities	6,710,719	33,257,913
Other Provision	63,081,990	110,925,033
Accounts payable	25,696,319	23,800,024
CSR	(30,111,387)	(8,456,171)
Net cash inflow from operating activities	944,539,576	476,222,667
B. Cash flows from investing activities		
Loan to members	(6,588,961,450)	(7,085,270,319)
Short term investment	(331,969,232)	(462,213,575)
Reserve fund investment	(91,514,032)	(35,372,546)
Acquisition of property, plant & equipment	(55,164,371)	(46,052,089)
Sale of Property, plant and equipment	86,038	930,069
Investment in capital work-in-progress:		
Building under construction (STARC)	(67,779,880)	(49,333,402)
Software under development (ERP)	(6,895,917)	(8,285,287)
Other structure under development (STARC-Bogura)	(8,130,059)	-
Net cash outflow from investing activities	(7,150,328,903)	(7,685,597,149)
C. Cash Flows from financing activities		
Loan received/(paid)	3,935,050,570	6,518,992,762
Members' savings deposit	2,222,930,724	1,294,852,068
Loan security fund	169,431,993	(36,317,231)
Lease liability	(7,656,520)	(3,091,269)
Other funds	55,181,546	43,019,330
Net cash inflow from financing activities	6,374,938,312	7,817,455,660
Net increase in cash and cash equivalents (A+B+C)	169,148,986	608,081,178
Cash and cash equivalents at the beginning of the year	1,244,493,746	636,412,568
Cash and bank balance at the end of the year	1,413,642,732	1,244,493,746
Cash and cash equivalents:		
Cash in hand	14,654,562	20,402,002
Cash at bank	1,398,917,012	1,220,920,310
Cash at bank (Reserve fund) (note:11)	71,158	3,171,434
	1,413,642,732	1,244,493,746


Chairperson


Founder and Executive Director


Head of Finance


(Syed Jamal Uddin Haider, FCA)
Senior Partner

Dhaka, Bangladesh
Date: 24 September 2023

Toha Khan Zaman & Co., Chartered Accountants
ICAB Enrollment No.: 277
DVC No.: 2309250277AS694720



Shakti Foundation for Disadvantaged Women

Notes to the Financial Statements

As at and for the year ended June 30, 2023

1. Background:

Shakti Foundation for Disadvantaged Women, a non-government voluntary organization, registered with the NGO Affairs Bureau under the Foreign Donations (Voluntary Activities) Regulations Ordinance 1978 vide registration No. 626 dated 01 June 1992 renewed on 01 June 2017. It is also registered with the Registrar of Joint Stock Companies and Firms under the Societies Registration Act 1860 vide registration No. S-5803(47)/06 dated 13 July 2006 and Microcredit Regulatory Authority (MRA) vide registration No. 00176-00059-00018 dated 05 September 2007 as a microfinance institution (MFI) to operate microfinance. The objectives of the organization are to work on:

- a. The empowerment of disadvantaged women by facilitating socio-economic independence;
- b. Integration of women in the decision-making process of the Shakti Foundation;
- c. Contribute to building a climate-resilient nation through effective, gender-responsive adaptation strategies;
- d. The development of women as entrepreneurs, decision-makers, leaders and change agents in their families and communities.

The Shakti Foundation for Disadvantage Women has implemented three (3) programs/ projects. The results of operations for the year then ended and the financial position as at 30 June 2023 of the programs have been included in these financial statements. A brief description of the programs is described below:

- i. Microfinance Program
- ii. Shakti Souro Alo
- iii. Health Program

Microfinance Program and its objectives:

Microfinance Program is the core program of Shakti Foundation, being implemented by it is a part of social commitment of Shakti Foundation to its members, which offers various services relating to the development of members in its working areas by providing credit and savings facilities to women in the rural & urban areas in Bangladesh. The objectives of this program are to:

- a. provide microfinance for income generating activities to increase family income;
- b. inculcate savings habit among women through savings schemes;
- c. develop entrepreneurship through the provision of business development services, so that women can control their own enterprises;
- d. develop micro, small and medium scale enterprises through the provision of appropriate financial and non-financial services;
- e. create linkage between the members of Shakti Foundation with financial sector, etc.

Shakti Souro Alo:

Shakti Souro Alo is a Program of Shakti Foundation for Disadvantaged Women. There are 4 (Four) sales centers and one program office in Bangladesh. The program office is situated at House 4, Road 1 (Main Road), Block A, Section 11, Mirpur, Pallabi, Dhaka 1216.

An agreement was signed between Shakti Foundation and Infrastructure Development Company Limited (IDCOL) on 15 November 2010, amended in 10 July 2012 to promote, develop and supply environment friendly and sustainable renewable energy at affordable cost in the rural areas of Bangladesh. The objective of the Program is to provide Solar Home Systems (SHS) to the beneficiaries on credit or cash in the rural area where electricity facility is not available. Credit sales were discontinued since FY 2016-2017. However there remained some receivable against the credit sale of SHS of BDT 100,077,763 which is being collected by those sales centers.

On 03 April 2016 Shakti Foundation for Disadvantaged Women has been nominated by IDCOL for the implementation of renewable energy project under TR/Kabita fund of GoB. This fund was allocated from the Ministry of Disaster Management and Relief. The objective of TR/Kabita program is to provide Solar Home Systems and Street Light facilities in the rural area in Bangladesh where electricity is not available.

Health Program:

Health Program has been started since 1997. It is a part of social commitment of Shakti Foundation to its members, which offers health service facilities to the members. The objectives of Health Program are to:

- a. Improve the quality of health and increase the coverage of health care delivery system;
- b. Disseminate information on preventive health care to women living in slums;
- c. Prevent, control and treat major communicable and non-communicable diseases;
- d. Foster appropriate development of manpower to engage on health service;
- e. Create health awareness among women residing in the slums and squatters;
- f. Mobilize resources to support expanding health care services;
- g. Promote adequate supply and distribution of essential drugs, vaccines and other diagnostic and therapeutic agents; and
- h. Provide training to health volunteers on different topics by the doctors once in a month.

Shakti General Fund:

There is a fund named "Shakti General Fund" which was introduced to increase the financial sustainability and development of Shakti Foundation for Disadvantaged Women in long term with the monetary fund received from various sources.

2. Corporate information of the organization:

Name of organization	: Shakti Foundation for Disadvantaged Women
Year of establishment	: 1992
Program enlistment	: MRA registration no. 00176-00059-00018
Nature of operations (programs)	: Microfinance, Shakti Souro Alo and Health Program
Statutory audit conducted up to	: 30 June 2023
Name of statutory auditors for last year	: Rahman Mostafa Alam & Co., Chartered Accountants
Name of statutory auditors for current year	: Toha Khan Zaman & Co., Chartered Accountants
No. of executive committee meeting held in FY-2022-2023	: 4
Date of last AGM held	: 28 September 2022



List of Executive Committee Members:

SI no.	Name	Designation	Address
1	Mahbooba Akhter Mahmood	Chairman	Full Moon, C-7, Plot # 12-14, Road # 6, Block – E, Niketan, Gulshan. Dhaka
2	Dr. Nilufar Banu	Treasurer	House No-50, Road No-8, Block-D, Niketan, Gulshan, Dhaka
3	Mahera Khatun	Member	Appartment-A5, House-237, Lake Road, Lane-17 DOHS, Mohakhali, Dhaka
4	Taheerah Haq	Member	Appartment-A5, House # 50, Road # 2/A, Dhanmondi, R/A, Dhaka
5	Dr. Toufiq Ali	Member	Apt-A-5, House # 18, Road # 79, Gulshan-2, Dhaka
6	Professor Nazrul Islam	Member	Apt-C5, House # 27, Road # 27(Old), (New -16), Dhanmondi, Dhaka
7	Humaira Islam, PhD	Founder & Executive Director	House 4, Road 1 (Main Road), Block A, Section 11, Mirpur, Pallabi, Dhaka-1216

2.1 Statement of compliance

Compliance requirements under the guidelines on prevention of money laundering and terrorist financing for NGO/NPO sector dated November 2013 by Bangladesh Bank in pursuant to MRA circular No. 24, dated 06 May 2014:

We report that, all the possible steps have been taken and the above guidelines are being followed to prevent money laundering. We also report that, as provided in section 25(1) of Money Laundering Prevention Act, 2012, we are discharging according to our responsibilities which are to:

- maintain complete and correct information with regard to the identity of our customers during the operation of their accounts;
- preserve previous records of transactions of such accounts for at least 5 (five) years from the date of closure of customer accounts, if any;
- provide with the information maintained to Bangladesh Bank from time to time, on its demand; and
- report the matter as 'suspicious transaction report' to Bangladesh Bank immediately on our own accord, if any doubtful transaction or attempt of such transaction is observed.

3. Basis of accounting:

3.1 These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs) which also cover International Accounting Standards (IASs) and other applicable laws and regulations.

3.2 Components of these consolidated financial statements

Following are the components of these financial statements:

- Consolidated statement of financial position as at 30 June 2023;
- Consolidated statement of income and expenditure for the year ended 30 June 2023;
- Consolidated statement of cash flows for the year ended 30 June 2023 and;
- Consolidated Statement of changes in capital fund for the year ended 30 June 2023;
- Explanatory notes to the above consolidated financial statements.





3.3 Compliance checklist of International Accounting Standards (IASs)/International Financial Reporting Standards (IFRSs)

Name of the standards	Ref.	Status
First-time Adoption of International Financial Reporting Standards	IFRS - 1	N/A
Share Based Payment	IFRS - 2	N/A
Business Combinations	IFRS - 3	N/A
Insurance Contracts	IFRS - 4	N/A
Non-current Assets Held for Sale and Discontinued Operations	IFRS - 5	N/A
Exploration for and Evaluation of Mineral Resources	IFRS - 6	N/A
Financial Instruments: Disclosures	IFRS - 7	Complied
Operating Segments	IFRS - 8	Complied
Financial Instruments: Recognition and Measurement	IFRS - 9	Complied
Consolidated Financial Statements	IFRS-10	N/A
Joint Arrangements	IFRS-11	N/A
Disclosure of Interests in other entities	IFRS-12	N/A
Fair Value Measurement	IFRS-13	N/A
Revenue from Contract with Customers	IFRS-15	Complied
Leases	IFRS-16	Complied
Presentation of Financial Statements	IAS - 1	Complied
Inventories	IAS - 2	Complied
Statement of Cash Flows	IAS - 7	Complied
Accounting Policies, Changes in Accounting Estimates and Errors	IAS - 8	Complied
Events after the Reporting Period	IAS-10	Complied
Income Taxes	IAS-12	Complied
Property, Plant and Equipment	IAS-16	Complied
Employee Benefits	IAS-19	Complied
Accounting for Government Grants and Disclosure of Government Assistance	IAS-20	N/A
The Effects of Changes in Foreign Exchange Rates	IAS-21	N/A
Borrowing Costs	IAS-23	N/A
Related Party Disclosures	IAS-24	N/A
Accounting and Reporting by Retirement Benefit Plans	IAS-26	N/A
Separate Financial Statements	IAS-27	N/A
Investments in Associates and Joint Ventures	IAS-28	N/A
Financial Instruments: Presentation	IAS-32	Complied
Earnings Per Share	IAS-33	N/A
Interim Financial Reporting	IAS-34	N/A
Impairment of Assets	IAS-36	Complied
Provisions, Contingent Liabilities and Contingent Assets	IAS-37	Complied
Intangible Assets	IAS-38	Complied
Investment property	IAS-40	N/A
Agriculture	IAS-41	N/A



4. Summary of significant accounting policies:

4.1 Revenue recognition:

i) Service charge on loan to members:

- In case of unclassified loan (regular and watchful) service charge on loan to members is recognized as income under accrual basis accounting policy.
- When a loan has become classified under sub-standard or doubtful interest accrued on such loan is credited to service charge suspense account a liability, instead of crediting service charge income account and recognized as income when realized.
- When a loan has become expired charging of service charge is ceased.

ii) Interest income

Interest on fixed deposit receipt is recognized on accrual basis.

iii) Other income

All other income is recognized when organization's right to receive such income has been reasonably determined and all conditions present are satisfied.

4.2 Expenses

All expenses are recognized in the income statement when a decrease in future economic benefit related to a decrease in asset or an increase in liability has arisen that can be measured reliably.

4.3 Property, plant and equipment (fixed assets)

Items of property, plant and equipment are measured at cost less accumulated depreciation. Depreciation on the items of property, plant and equipment is charged on a straight-line basis at the following rates:

Items	Rate (%)
Land	0
Building	2
Retaining Wall	10
Furniture and fixtures	10
Office equipment (general)	15
Office equipment (computer)	25
Office equipment (mobile device)	33.33
Vehicles	20
Leasehold Improvement	33.33
Other Structure	10

Depreciation on addition to property, plant and equipment is calculated, after they are acquired, starting from the day of putting the assets in use.

4.4 Lease: IFRS-16

Shakti Foundation adopted IFRS 16 with an initial application date of July 01, 2019. The organization also elected to apply the practical expedients, as mentioned in IFRS 16 para 5, for short-term leases and leases for which the underlying asset (rental premises) is of low value i.e. monthly rental value of less than Tk. 100,000.

5 Significant Organizational Policies:

5.1 Loan loss provision: loan classification, loan loss provisioning and write off policy

Provision for loan to members is made as per Microcredit Regulatory Authority Rules 2010. Rate of provision for different classification are given below:

Loan classification	Overdue in days	Rate of provision (%)
Regular	No overdue	1
Watchful	1-30	5
Sub-standard	31-180	25
Doubtful	181-365	75
Bad loan	Above 365	100

During the year loan loss provision has been presented under the head of capital fund. In order to meet comparability, last year presentation has also been changed according to the current year.

Write off:

Loan write off is charged against the provision for loan losses. Loan within their maturity period are classified as "current loan". Loan which remain outstanding over of their maturity period are considered as "bad loan". Loan recovery efforts for delinquent loan over two years have been taken but loan collectivity has proved extremely difficult. List of such loan is presented to Executive Director empowered by Executive Committee for approval of write off.

5.2 Policy on loan to beneficiaries:

Shakti Foundation provides loan to members ranging from BDT 10,000 to BDT 2,000,000 at a reducing balance method service charge rate 0%, 4%, 8%, 9%, 12%, 15%, 16%, 18%, 20%, 22%, 23%, 24%, based on the nature of loan and collected over a period of 45 weeks excluding 2 weeks grace period or 9/12/18/24 months including 1 month grace period. Currently, organization provides different types of loan to members i.e. General Microcredit (Jagoron), Micro enterprise (Agrosor), Sufolon Loan, Shohojogi Loan, Buniad, Income Generating Activities (IGA), Sonchoy loan, Livelihood Restoration Loan (LRL), Enterprise Loan, Livelihood Improvement Loan (LIL), Income Based Loan, Asset Creation loan, WASH Loan, Salary Loan & Remittance Loan etc.

5.3 Policy on member savings

Savings represents an opportunity to member for save an amount and earn profit. It also provides security for emergency need. Shakti Foundation offers three types of savings for members; (a) General savings (b) Voluntary savings and (c) Term deposit with a view to facilitating and encouraging savings.

(a) General savings

Under general savings members can save or withdraw the amount on demand. Members are eligible to get interest 6% to 10.80% of their general savings account balance.

(b) Voluntary savings

Members may save a fixed amount starting from Taka 20 to Taka 500 weekly or Taka 50 to Taka 500 monthly.

Member can withdraw full amount of his or her savings on demand. The annual rate of interest is 6%.

(c) Term Deposit

(i) **Sadasya Deposit Pension scheme (2 to 7 years period)** : Members may deposit Taka 100 or multiple of Taka 100 per month for a period option starting from 2 to 7 years. The annual interest rate is 7.07% to 10.91%.

(ii) **Double savings scheme (In 7 Years)** : Members may deposit Taka 10,000 or multiple thereof to receive double that amount in 7 (Seven) years period. This is a long-term time deposit. The annual rate of interest is 10.41%

Interest is accrued on savings of beneficiaries on half yearly/monthly basis.

5.4 Policy of loan security fund

This fund has been created to secure the loan. Each borrower at the time of taking loan gives .75% on loan disbursed amount. This fund is non-refundable. In case of member's death, life threatening disease, long-term disability and female member's husband or guardian's death, high risk pregnancy loan including service charge receivable is waived. In addition, up to Taka 10,000 is given as donation in case of member/member's husband/member's guardian death.

5.5 Employee provident fund

The organization maintains a recognized contributory employees' provident fund for its eligible confirmed staffs. The fund is operated by a Board of Trustees consisting of 7 (seven) members of the organization. All confirmed employees of the organization contributing 10% of their basic salary as subscription to the fund. The organization also contributes equal amount to the fund. Contributions made by the organization are charged as an expense.

5.6 Gratuity fund

The organization operates a non-funded gratuity scheme. Confirmed employees are entitled to gratuity benefit after completion of minimum 5 (five) years of service with the organization.

5.7 Anti money laundering and combating financing of terrorism policy

Manual for prevention of money laundering and combating financing of terrorism has been approved by the Executive Committee of Shakti Foundation for Disadvantaged Women which is already put into operation.

5.8 National integrity strategy

Manual for national integrity strategy has been approved by the Executive Committee of Shakti Foundation for Disadvantaged Women which is in force.

5.9 Taxation

As per Six Schedule, Part-1 (13), of the Income Tax Act 2023, income from operation of micro credit by a non-government organization registered with NGO Affairs Bureau or Microcredit Regulatory Authority (MRA) is exempted from tax. Shakti Foundation for Disadvantaged Women submits its return for tax for the organization as a whole 'Shakti Foundation for Disadvantaged Women' and TIN number is 612739614382/Circle-101(Companies) Dhaka.

5.10 Reporting period

The financial statements cover the period from July 01, 2022 to June 30, 2023.

5.11 Currencies

These financial statements are prepared in Bangladesh Taka (BDT), which is the organization's functional currency.





Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022
6.00	Property, plant and equipment:		
	Cost:		
	Opening balance	993,285,013	458,496,949
	Add: Acquisition during this year	55,164,371	538,059,968
	Less: Adjustment/disposal during this year	842,218	3,271,904
		<u>1,047,607,166</u>	<u>993,285,013</u>
	Accumulated depreciation:		
	Opening balance	172,848,713	142,195,574
	Add: Depreciation charged during this year	41,462,660	33,628,853
	Less: Adjustment during this year	777,114	2,975,714
		<u>213,534,259</u>	<u>172,848,713</u>
	Written down value	<u>834,072,907</u>	<u>820,436,300</u>
	Details are in Annexure-A		
7.00	Capital work-in-progress:		
	Building under construction (STARC)	204,455,506	136,675,627
	Software under development (ERP)	24,922,615	18,026,698
	Other structure under development (STARC-Bogura)	8,130,059	-
	Total	<u>237,508,180</u>	<u>154,702,325</u>
	Building under construction:		
	Shakti Foundation is constructing a 10 stored building on its own land measuring 70 decimal situated at Bagni Bari, Berulia, Savar, Dhaka. The building is being constructed by own fund. Total work is expected to be completed by 31 December 2024. Up to reporting date 82% (Approx) of total work has been done.		
	Software under development:		
	Shakti Foundation is developing ERP software by its own resource. Total approximate budget for the software was Tk. 3.15 crore. Development is expected to be completed by financial year 2023-2024		
8.00	TR/Kabita receivable from GoB:		
	Solar Program		
	Opening balance	11,038,958	22,537,915
	Add: Sales during this year	-	-
		<u>11,038,958</u>	<u>22,537,915</u>
	Less: Realized during this year	(6,867,419)	(11,498,957)
	Closing balance	<u>4,171,539</u>	<u>11,038,958</u>
	Less: Recoverable within one year	4,171,539	7,145,901
	Recoverable more than one year	-	3,893,057
		<u>-</u>	<u>3,893,057</u>
9.00	Loan to members:		
	Microfinance program (09.01)	24,081,962,412	17,532,453,492
	Solar program (09.02)	100,077,763	100,251,263
		<u>24,182,040,175</u>	<u>17,632,704,755</u>
	09.01 Microfinance program:		
	Opening balance	17,532,453,492	10,447,183,173
	Add: Disbursed during this year	36,647,445,000	26,023,748,000
	Less: Recovery and adjustment during this year	30,058,483,550	18,938,477,681
	Less: Written-off during this year	39,452,530	-
	Closing balance	<u>24,081,962,412</u>	<u>17,532,453,492</u>

Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022
	09.02 Souro Alo program:		
	Opening balance	100,251,263	100,251,263
	Less: Realized during this year	(173,500)	-
	Closing balance	100,077,763	100,251,263
	10.00 Short term investments:		
	Opening balance	1,387,143,783	924,930,208
	Add: Investment during this year	350,000,000	537,500,000
	Add: Re-investment of interest during this year	56,605,832	31,518,130
	Less: Encashment during this year	74,636,599	106,804,555
	Closing balance	1,719,113,016	1,387,143,783
	Program wise break-up of fixed deposit receipt (FDR)		
	Microfinance program:		
	FDR under lien against loan from banks/NBFI	1,611,905,008	1,378,050,394
	FDR against members' Savings	103,453,303	5,477,458
		1,715,358,311	1,383,535,853
	Shakti General Fund	3,754,705	3,607,931
	Total	1,719,113,016	1,387,143,783
	11.00 Reserve fund investment:		
	Fixed Deposit Receipt (FDR)		
	Opening balance	172,730,613	137,358,067
	Add: Investment made during this year	85,000,000	30,000,000
	Add: Re-investment of interest during this year	6,514,033	5,372,546
	Less: Encashment during this year	-	-
	Closing balance	264,244,646	172,730,613
	Add: Cash at bank	71,158	3,171,434
	Total	264,315,804	175,902,047
	12.00 Advance, deposit and prepayments:		
	Advance General	12,078,518	8,116,091
	Advance Office Rent	36,808,764	21,534,481
	Unsettled Staff Advance	32,512,926	29,623,602
	Security Deposit	700,000	500,000
	Advance to Suppliers	28,054,763	6,014,010
	Advance to Regular Staffs	3,713,719	1,922,999
	Advance Income Tax (Note-12.01)	28,075,714	19,132,253
	Total	141,944,405	86,843,436
	12.01 Advance Income Tax:		
	Opening balance	19,132,253	15,847,354
	Add: Addition during this year	28,075,714	19,132,253
		47,207,967	34,979,607
	Less: Adjustment during this year	19,132,253	15,847,354
	Closing Balance	28,075,714	19,132,253

Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022
	Break-up of addition:		
	Advance Income tax paid U/S-154	9,200,000	12,800,000
	AIT on car U/S-153	770,500	596,500
	AIT on FDR interest U/S-102	12,437,585	4,146,931
	AIT on bank interest U/S-102	5,667,620	1,588,822
	Total	28,075,714	19,132,253
13.00	Receivables:		
	Service Charge Receivable on Loan to Members	333,468,920	222,912,792
	Interest Receivable on FDR	22,383,141	17,441,457
	Enrich Program	3,197,783	2,995,898
	Elderly Program	610,720	193,824
	RAISE Project	3,741,336	-
	bKash Principle Agent Program (bPAP)	289,927	-
	Receivable from GoB (TR/Kabita) (Note-08)	4,171,539	7,145,901
	Other Receivable	1,109,560	373,139
	Total	368,972,925	251,063,011
14.00	Right-of-use assets:		
	Cost:		
	Opening balance	24,452,508	20,867,173
	<u>Add:</u> Addition during this year	-	3,585,335
	<u>Less:</u> Adjustment during this year	6,161,800	-
		18,290,708	24,452,508
	Accumulated depreciation:		
	Opening balance	14,815,286	7,465,014
	<u>Add:</u> Depreciation charged during this year	2,609,402	7,350,272
		17,424,688	14,815,286
	Written down value	866,020	9,637,222
	Details are in Annexure-B		
15.00	Inventories:		
	Shakti Souro Alo	2,266,983	2,415,104
	Health Program	6,490,087	6,270,849
	Total	8,757,070	8,685,953
16.00	Other assets:		
	Suspense account	27,247,207	29,127,623
	Staff loan	66,354,457	61,752,380
	Mobile device in stock	2,091,380	-
	Total	95,693,044	90,880,003

Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022
17.00	Cash at bank:		
	Microfinance Program	1,377,746,388	1,208,368,296
	Health Program	8,472,026	7,581,995
	Souro Alo Program	656,803	4,308,071
	General Fund	12,041,794	661,948
	Total	1,398,917,012	1,220,920,310
18.00	Cash in hand:		
	Microfinance Program	14,543,893	20,333,002
	Health Program	99,787	53,836
	Souro Alo Program	10,882	15,164
	Total	14,654,562	20,402,002
19.00	Cumulative surplus:		
	Opening balance	1,661,127,792	1,364,828,727
	<u>Add:</u> Net surplus during this year	894,795,772	333,728,143
	<u>Add:</u> Additional depreciation relates to building revaluation	5,189,654	42,655
	<u>Add:</u> Transferred from other liabilities	-	4,822,892
	<u>Less:</u> Transferred to general fund	21,516,088	-
	<u>Less:</u> Transferred to Reserve fund	90,223,003	33,838,454
	<u>Less:</u> Transferred to Leadership award fund	423,223	-
	<u>Less:</u> CSR	30,111,387	8,456,171
	Closing balance	2,418,839,516	1,661,127,792
20.00	Reserve fund:		
	Opening balance	173,888,668	140,050,214
	<u>Add:</u> Transferred from surplus during this year	90,223,003	33,838,454
	Closing balance	264,111,671	173,888,668
21.00	Revaluation reserve:		
	Opening balance	479,123,481	-
	<u>Add:</u>		
	Revaluation reserve on land	-	232,654,401
	Revaluation reserve on building	-	259,482,721
	Total	479,123,481	492,137,122
	<u>Less:</u>		
	Deferred tax liability for land revaluation	-	12,970,986
	Deferred tax liability for building revaluation	-	15,797,480
	Transferred to cumulative surplus (additional depreciation)	5,189,654	42,655
	Total	5,189,654	28,811,121
		473,933,826	463,326,001
	<u>Add:</u> Deferred tax liability for building revaluation (note: 21.01)	-	15,797,480
	Closing balance	473,933,826	479,123,481



Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022

21.01 Disclosure:

Revaluation reserve of last year has been restated from Taka 463,326,001 to Taka 479,123,481 due to rectification an error occurred in last year. The nature of error was recognizing deferred tax liability on revaluation of building Taka 15,797,480. As service charge on Microfinance loan is exempted from tax, no correspondence expenditure (including depreciation) is claimed to tax authority as allowable expenditure. Tax authority also does not apply tax depreciation in the case of tax assessment. Therefore, no temporary difference arise between tax base and carrying amount of building and so deferred tax concept is not applicable here. But last year deferred tax liability on revaluation of building was recognized Taka 15,797,480 wrongly and revaluation reserve was shown netted off the deferred tax liability. As it is a prior period error, as per requirement of IAS-8 revaluation reserve of last year has been restated. As a result of this change/restate revaluation reserve of last year has been increased by Taka 15,797,480 and balance of deferred tax liability has also been decreased by the same amount.

22.00 Loan loss provision:

Opening balance	600,721,222	459,800,036
Add: Provision made during this year	110,000,000	140,921,186
Less: Principal written-off during this year	39,452,530	-
Less: Service charge receivable written-off during this year	99,640	-
Closing balance	671,169,052	600,721,222

Disclosure:

Microfinance Program:

Last year loan loss provision against regular loan was shown under capital fund. But during this year loan loss provision on total loan portfolio has been shown under capital fund. As it is a changes in presentation In order to meet comparability, last year presentation has also been changed according to current year.

Souro Alo Program:

Provision for bad and doubtful debt of Souro Alo Program has been excluded from here and shown under current liability (see note No. 31)

23.00 Other fund:

Risk management fund	381,577,399	381,577,397
Vehicle risk coverage fund	1,558,341	1,206,802
Security Fund	7,989,494	7,900,923
Leadership award fund	3,754,705	3,184,707
MetLife award fund	430,097	430,097
Fund from InM	325,000	120,000
Health service development fund	-	29,598,032
General fund	63,646,654	-
Total	459,281,690	424,017,958





Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022
24.00	Palli Karma Shahayak Foundation (PKSF) - Long term:		
	Opening balance	1,050,275,000	777,200,000
	Add: Received during this year	545,000,000	613,000,000
		<u>1,595,275,000</u>	<u>1,390,200,000</u>
	Less: Repayments during this year	496,358,332	339,925,000
	Closing balance	1,098,916,668	1,050,275,000
	Less: Payable within one year	605,916,668	496,358,332
	Payable more than one year	<u>493,000,000</u>	<u>553,916,668</u>
25.00	Loan from banks & NBFIs (long term):		
	Opening balance	2,485,101,986	2,046,280,382
	Add: Loan received during this year	4,545,000,000	1,250,000,000
	Add: Interest capitalized during this year	408,946,030	153,473,696
	Add: Excise duty payable on loan	1,383,000	513,000
	Add: Transferred from short term	241,999,340	200,000,000
	Less: Paid during this year	2,317,769,178	1,165,165,092
	Closing balance	5,364,661,179	2,485,101,986
	Less: Payable within one year	2,721,679,729	1,732,779,635
	Payable more than one year	<u>2,642,981,450</u>	<u>752,322,352</u>
	Details are in Annexure-E		
26.00	Members' savings:		
	Opening balance	5,233,450,341	3,938,255,078
	Add: Received during this year	5,668,726,326	4,081,185,709
	Add: Interest capitalized during this year	357,436,943	217,911,933
	Less: Refund/adjustment during this year	3,803,232,545	3,003,902,379
	Closing balance	7,456,381,064	5,233,450,341
	Current portion	6,240,404,456	4,488,353,808
	Non-current portion	<u>1,215,976,608</u>	<u>745,096,533</u>
27.00	Gratuity fund:		
	Opening balance	164,475,075	125,473,866
	Add: Provision during this year	60,000,000	55,000,000
		<u>224,475,075</u>	<u>180,473,866</u>
	Less: Payment during this year	18,142,871	15,998,791
	Closing balance	206,332,204	164,475,075
28.00	Deferred tax liability:		
	Opening balance	12,970,986	-
	Add: Addition during this year (note 28.01)	-	28,768,466
		<u>12,970,986</u>	<u>28,768,466</u>
	Less: Transferred to revaluation reserve (Building)	-	15,797,480
	Closing balance	12,970,986	12,970,986



Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022
28.01	Calculation of deferred tax liability:		
	For land (324,274,657*4%)	12,970,986	12,970,986
	For building (394,936,998*4%)	-	15,797,480
		12,970,986	28,768,466
	Disclosure:		
	Deferred tax liability of last year has been restated from Taka 28,768,466 to Taka 12,970,986. Grounds of restatement has been given in note No. 21.01		
29.00	Palli Karma Shahayak Foundation (PKSF) - Short term:		
	Opening balance	40,000,000	-
	Add: Received during this year	-	90,000,000
	Less : Repayment during this year	40,000,000	50,000,000
		-	40,000,000
	Add: Current portion of loan term loan	605,916,668	496,358,332
		605,916,668	536,358,332
30.00	Loan from banks & NBFIs-short term:		
	Opening balance	9,094,099,880	3,332,894,194
	Add: Loan received during this year	15,744,375,000	13,655,000,000
	Add: Interest capitalized during this year	791,235,959	480,021,322
	Add: Excise duty payable on loan	3,225,000	1,700,000
	Less: Paid during this year	15,249,986,910	8,175,515,636
	Less: Transferred to long term	241,999,340	200,000,000
	Closing balance	10,140,949,589	9,094,099,880
	Add: current portion of long term loan	2,721,679,729	1,732,779,635
		12,862,629,318	10,826,879,514
	Details are in Annexure-E		
31.00	Provision for bad & doubtful debt (Shakti Souro Alo):		
	Opening balance	70,706,444	63,320,239
	Add: Provision made during this year	7,342,830	7,386,205
	Closing balance	78,049,274	70,706,444
32.00	Other provision:		
	Salary and allowances	38,947,818	46,305,375
	Provision for income tax (Note-32.01)	16,968,524	21,150,786
	Provision for interest on staff deposits pension scheme	498,428	515,521
	Provision for mobile, internet , & courier	1,078,271	1,706,442
	Provision for Gas, Electricity & Water	325,596	315,188
	Provision for interest on member savings	150,552,712	89,454,697
	Provision for suspense a/c	11,651,050	5,825,525
	Provision for unsettled staff advance	12,910,561	7,583,125
	Provision for operation expenses	9,567,070	6,566,881
		242,500,031	179,423,540
	Disclosure:		
	Total assets includes amount of suspense a/c Taka 27,247,207 (note-16) and amount of unsettled staff advance Taka 32,512,926 (note-12), major part of these balance arise due to misappropriation by staffs. As it recoverability is in doubt, 43% and 40% provision has been maintained on suspense and unsettled staff advance respectively and the remaining will be covered next three year.		





Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022
32.01	Provision for income tax:		
	Opening balance	21,150,786	18,918,857
	Add: Provision made during this year	16,968,524	21,150,786
	Add: Under Provision prior year	2,369,889	4,305,748
		40,489,199	44,375,391
	Less: Earlier year AIT adjustment during this year	19,132,253	15,847,355
	Less: Paid during this year	4,388,422	7,377,250
	Closing Balance	16,968,524	21,150,786
33.00	Accounts Payable:		
	Payable to provident fund	8,523,997	5,926,044
	Payable to suppliers	2,799,674	3,566,363
	Service charge payable to PKSF	24,198,135	8,136,166
	Interest payable on bank loan	30,658,751	32,202,218
	Withholding tax payable	10,074	4,309
	Withholding VAT payable	13,400	16,096
	Audit fee payable	606,945	606,945
	Other payable	601,495	-
		67,412,471	50,458,141
34.00	Staff deposit pension scheme:		
	Opening balance	10,602,115	11,997,494
	Less: Payment during this year	295,804	1,395,379
		10,306,311	10,602,115
35.00	Loan security fund:		
	Opening balance	42,743,584	79,060,815
	Add: Received during this year	296,433,388	233,876,301
	Add: Transferred from members' savings deposit	-	28,618,814
	Less: Adjustment during this year	127,001,394	298,812,346
		212,175,577	42,743,584
36.00	Lease Liability:		
	Opening Balance	9,233,762	12,262,676
	Add: Addition during this year	-	3,385,335
	Add: Interest accrued during this year	259,228	1,015,251
		9,492,990	16,663,262
	Less: Adjustment during this year	7,881,314	7,429,500
		1,611,676	9,233,762



Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022
37.00	Other liabilities:		
	Security deposit of staffs	36,045,904	26,522,250
	Deposit against motor cycle loan	811,520	2,600,000
	Security deposit of suppliers	3,207,364	2,099,525
	Service charge suspense on loan to members	21,141,897	21,822,170
	Fund for Member incentive from PKSF	8,187,000	11,979,000
	Fund for CSR	1,276,062	819,291
	Fund for Scholarship-PKSF	456,000	396,000
	Fund for Robotics Training Project	316,985	425,000
	Fund for corona	553,755	553,755
	Fund for Ek Lokkho Aahar- Ek Lokkho Hashi	1,001,479	651,117
	Unearned revenue	-	389,373
	Sundry account	14,254,367	12,536,748
		87,252,333	80,794,228
38.00	Income from operation (Core):		
	Service charge from microfinance (Note 38.01)	4,762,496,397	3,041,722,469
	Solar home system accessories sales (Note 38.02)	196,850	30,800
	Income from Health Program (Note 38.03)	61,791,523	46,974,426
	Total	4,824,484,770	3,088,727,695
	Microfinance Program:		
38.01	Service charge from microfinance:		
	Service charge on loan products	4,761,526,478	3,050,756,672
	Less: Service charge waive	7,781,447	16,853,894
		4,753,745,031	3,033,902,778
	Add: Loan processing fee	7,109,696	6,962,768
	Add: Recovery from loan written off	1,641,670	856,923
	Total	4,762,496,397	3,041,722,469
	Solar Program		
38.02	Sale of accessories	196,850	30,800
	Total	196,850	30,800
	Health Program		
38.03	Income from Health Program:		
	Members contribution for health benefit	30,835,800	30,721,440
	Health check-up	708,540	566,290
	Pathology income	6,962,315	4,320,150
	Sale of pharma and non pharmaceutical product	23,284,868	11,366,546
	Total	61,791,523	46,974,426



Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022
39.00	Interest on fixed deposit receipts:		
	Interest income from FDR against members savings	2,381,360	163,210
	Interest income on FDR under lien against bank & NBFIs loan	70,282,365	42,144,754
	Interest income on FDR against reserve fund	8,537,708	7,235,106
	Total	81,201,433	49,543,069

40.00	Interest on members' savings:		
	Members savings revolved in FDR (Note 40.01)	5,712,089	273,196
	Members savings revolved in loan portfolio & others	405,985,851	260,752,482
	Total	411,697,940	261,025,678

Comment:

With a view to complying MRA rules 34(1), amount of Taka 103,453,303 has been invested in financial assets (FDR) from the borrowings collected in the form of members savings. During this year Interest income earned on the financial assets (FDR) funded by member savings is Taka 23,81,360 (Note No. 39). whereas Interest on the borrowings (member savings) has been paid during the year Taka 5,712,089 (Note No. 40.01).

40.01	Interest paid on members savings (That part of members savings which revolved in FDR) (A ÷ B) X C	5,712,089	273,196
	A. Interest expense on members' savings during this year (Annex-D)	411,697,940	261,025,678
	B. Member savings balance (note 26)	7,456,381,064	5,233,450,341
	C. Member savings revolved in FDR (note No. 10)	103,453,303	5,477,458

41.00	Interest on loan from banks & NBFIs:		
	Loan revolved in FDR under lien (note No. 41.01)	126,312,654	78,085,458
	Loan revolved in loan portfolio & others	1,088,743,341	578,031,356
	Total	1,215,055,994	656,116,814

Comment:

As per terms and conditions of bank loan sanction letter, average 10% of loan sanctioned amount must be kept in the form of FDR under lien with respective bank. According to the term FDR has been kept Taka 1,611,905,008 under lien from which interest income has been earned during the year amount of Taka 70,282,365 (Note No. 38). On the other hand Interest paid on the loan from banks & NBFIs, proportionately to the FDR amount Taka 126,312,654 (Note No. 41.01)

41.01	Interest paid on loan from banks & NBFIs (That part of loan amount which revolved in FDR form under lien) (A ÷ B) X C	126,312,654	78,085,458
	A. Interest expense on loan from banks & NBFIs (Annexure D)	1,215,055,994	656,116,814
	B. Balance of loan from banks & NBFIs (Annexure E)	15,505,610,767	11,579,201,866
	C. FDR under lien against loan from banks & NBFIs (note No. 10)	1,611,905,008	1,378,058,395





Notes	Particulars	Amount in Taka	
		June 30, 2023	June 30, 2022
42.00	Printing, stationery and office supplies:		
	Stationery & office supplies	15,584,971	11,671,858
	Forms & printing expenses	4,839,604	4,552,763
	Work aid expenses	2,243,544	1,244,756
	Total	22,668,119	17,469,378
43.00	Mobile, Internet & Courier:		
	Mobile bill	24,587,382	18,675,404
	Internet bill	6,359,600	6,282,538
	Courier bill	1,891,850	1,558,447
	Total	32,838,832	26,516,389
44.00	Repair and maintenance:		
	Office maintenance	22,688,081	16,643,127
	Computer accessories	2,308,623	2,151,442
	Repair of fixed assets	2,437,730	1,901,674
	Total	27,434,434	20,696,243
45.00	Fuel cost and vehicle maintenance:		
	Fuel cost	3,800,165	3,111,293
	Vehicle maintenance	4,734,698	4,170,846
	Total	8,534,863	7,282,139
46.00	Other operating expenses:		
	Iftari expenses	3,588,794	2,118,542
	Software maintenance	2,866,874	1,630,093
	Workshop expense	2,355,799	1,312,544
	Security service bill	3,478,103	2,531,962
	Employees' mobile phone subsidy	3,787,194	909,048
	Motor cycle loan subsidy	1,821,768	115,986
	Fooding and accommodation (46.01)	50,265,625	18,160,372
	Event management	-	4,321,729
	Corona precaution expense	-	363,778
	Staff motivation expense	739,600	-
	Staff welfare expense	3,589,136	5,319,681
	Carrying cost	1,145,824	111,190
	National day's celebration	430,956	160,640
	VAT	106,490	59,176
	Loss On Disposal Of Fixed Asset	4,106	1,189
	Miscellaneous	6,185,810	6,515,833
	Total	80,366,079	43,631,764
46.01	Fooding and accommodation:		
	Meal subsidy	1,504,440	548,864
	Accommodation	48,761,185	17,611,508
	Total	50,265,625	18,160,372
47.00	Expenditure:		
	Microfinance program (Annexure D)	3,997,039,926	2,772,983,622



Shakti Foundation for Disadvantaged Women
Details of property, plant and equipment
As at June 30, 2023

Asset category	COST				Rate (%)	DEPRECIATION				Written down value as at 30.06.2023
	Balance as at 01.07.2022	Addition during the year	Disposal/adjustment during the year	Balance as at 30.06.2023		Balance as at 01.07.2022	Charged during the year	Disposal/adjustment during the year	Balance as at 30.06.2023	
Land	99,314,006	-	-	99,314,006	0	-	-	-	-	99,314,006
Land Improvement	3,060,717	-	-	3,060,717	10	306,072	-	943,722	943,722	2,116,995
Building	135,454,277	-	-	135,454,277	2	2,709,085	-	12,115,169	12,115,169	123,339,108
Furniture and fixtures	78,807,358	31,679,699	586,918	109,900,139	10	7,494,655	535,227	42,081,204	67,818,936	67,818,936
Office equipment (computer)	87,982,480	14,267,647	31,857	102,218,270	25	12,540,363	31,855	80,188,599	22,029,671	22,029,671
Office equipment (general)	47,043,530	8,702,223	223,443	55,522,310	15	6,530,358	210,032	33,209,932	22,312,378	22,312,378
Office equipment (Mobile)	1,425,367	90,500	-	1,515,867	33.33	463,135	-	1,085,755	430,112	430,112
Other structure	-	174,302	-	174,302	10	10,553	-	10,553	163,749	163,749
Vehicle	45,362,907	-	-	45,362,907	20	5,294,679	-	36,700,302	8,662,605	8,662,605
Leasehold Improvement	2,130,250	-	-	2,130,250	33.33	710,012	-	1,715,862	414,388	414,388
Software	567,000	250,000.00	-	817,000	33.33	214,093	-	250,853	566,147	566,147
Sub-Total	501,147,891	55,164,371	842,218	555,470,045		36,273,006	777,114	208,301,951	347,168,094	

Revalued Property, Plant & Equipment

Asset category	COST				Rate (%)	DEPRECIATION				Written down value as at 30.06.2023
	Balance as at 01.07.2022	Addition during the year	Disposal/adjustment during the year	Balance as at 30.06.2023		Balance as at 01.07.2022	Charged during the year	Disposal/adjustment during the year	Balance as at 30.06.2023	
Land	232,654,401	-	-	232,654,401	0	-	-	-	-	232,654,401
Building	259,482,721	-	-	259,482,721	2	5,189,654	-	5,232,309	5,232,309	254,250,412
Sub-Total	492,137,122	-	-	492,137,122		5,189,654	-	5,232,309	486,904,813	
Grand Total as on June 30, 2023	993,285,013	55,164,371	842,218	1,047,607,167		41,462,660	777,114	213,534,261	834,072,907	
Grand Total as on June 30, 2022	458,496,949	538,059,968	3,271,904	993,285,013		33,628,853	2,975,714	172,848,713	820,436,300	



Shakti Foundation for Disadvantaged Women
Program-wise Statement of Financial Position
As at June 30, 2023

Particulars	Amount in Taka									
	Microfinance Program		Shakti Souro Alo		Health Program		Shakti General Fund		Total	
	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022
Assets and Property:										
Non-current assets:										
Property, plant and equipment	830,161,233	816,148,189	9,594	19,174	3,902,079	4,268,937	-	-	834,072,907	820,436,300
Capital work-in-progress	237,508,180	154,702,325	-	3,893,057	-	-	-	-	237,508,180	154,702,325
TR/Kabita receivable from GoB	-	-	-	-	-	-	-	-	-	3,893,057
Inter program balance	-	-	-	-	-	43,336,086	61,738,450	9,449,826	61,738,450	52,785,912
	1,067,669,413	970,850,514	9,594	3,912,231	3,902,079	47,605,023	61,738,450	9,449,826	1,133,319,537	1,031,817,593
Less: Elimination of inter program	-	-	-	-	-	-	-	-	(61,738,450)	(52,785,912)
Total non-current assets	1,067,669,413	970,850,514	9,594	3,912,231	3,902,079	47,605,023	61,738,450	9,449,826	1,071,581,087	979,031,681
Current assets:										
Loan to members	24,081,962,412	17,532,453,492	100,077,763	100,251,263	-	-	-	-	24,182,040,175	17,632,704,755
Short term investments	1,715,358,311	1,383,535,853	-	-	-	-	-	3,607,931	1,719,113,016	1,387,143,783
Reserve fund investment	264,315,804	175,902,047	-	-	-	-	-	-	264,315,804	175,902,047
Advances, deposits and prepayment	136,871,399	81,756,098	2,073,006	2,073,006	3,000,000	3,001,320	-	13,013	141,944,405	86,843,436
Receivables	364,239,532	243,572,336	4,171,539	7,145,901	561,854	344,774	-	-	368,972,925	251,063,011
Right-of-use asset	682,680	9,139,314	-	-	183,440	497,908	-	-	865,020	9,637,222
Inventories	-	-	2,266,983	2,415,104	6,490,087	6,270,849	-	-	8,757,070	8,685,953
Other assets	95,693,044	90,880,003	-	-	9,013,130	17,000,000	-	-	95,693,044	90,880,003
Inter program balance	104,971,102	106,867,565	-	-	8,472,026	7,581,995	-	-	113,984,233	123,867,565
Cash at bank	1,377,746,388	1,208,368,296	656,803	4,308,071	8,472,026	7,581,995	12,041,794	661,948	1,398,917,012	1,220,920,310
Cash in hand	14,543,893	20,333,002	10,882	15,164	99,787	53,836	-	-	14,654,562	20,402,002
	28,156,384,465	20,852,808,006	109,256,976	116,208,509	27,820,324	34,750,682	15,796,499	4,282,891	28,309,258,266	21,008,050,087
Less: Elimination of inter program	-	-	-	-	-	-	-	-	(113,984,233)	(123,867,565)
Total Current Assets:	28,156,384,465	20,852,808,006	109,256,976	116,208,509	27,820,324	34,750,682	15,796,499	4,282,891	28,195,274,033	20,884,182,523
Total Assets:	29,224,053,878	21,823,658,520	109,266,570	120,120,740	31,722,403	82,355,705	77,534,949	13,732,717	29,266,855,120	21,863,214,204



Particulars	Amount in Taka									
	Microfinance Program		Shakti Souro Alo		Health Program		Shakti General Fund		Total	
	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022

Capital fund and liabilities:

Cumulative surplus	2,477,125,419	1,690,040,124	(88,763,416)	(80,600,168)	30,088,532	50,379,201	388,980	708,633	2,418,839,516	1,661,127,792
Reserve fund	264,111,671	173,888,668	-	-	-	-	-	-	264,111,671	173,888,668
Revaluation Reserve	473,933,826	479,123,481	-	-	-	-	-	-	473,933,826	479,123,481
Loan loss provision	671,169,052	600,721,222	-	-	-	-	-	-	671,169,052	600,721,222
Other funds	391,125,234	390,685,125	-	-	-	29,598,032	68,156,456	3,734,804	459,281,690	424,017,959
Total capital fund	4,277,455,202	3,334,458,619	(88,763,416)	(80,600,168)	30,088,532	80,577,233	68,545,436	4,443,437	4,287,335,754	3,338,879,122

Non - current liabilities:

Loan from Palli Karma Sahayak	493,000,000	553,916,668	-	-	-	-	-	-	493,000,000	553,916,668
Loan from banks & NBFIs	2,642,981,450	752,322,352	-	-	-	-	-	-	2,642,981,450	752,322,352
Members' savings	1,215,976,608	745,096,533	-	-	-	-	-	-	1,215,976,608	745,096,533
Gratuity fund	204,223,956	162,366,828	2,108,248	-	-	-	-	-	206,332,204	164,475,076
Deferred tax liability	12,970,986	12,970,986	-	-	-	-	-	-	12,970,986	12,970,986
Inter program balance	61,738,450	52,785,912	-	-	-	-	-	-	61,738,450	52,785,912
	4,630,891,451	2,279,459,279	2,108,248	2,108,248	-	-	-	-	4,632,999,700	2,281,567,527
Less: Elimination of inter program	-	-	-	-	-	-	-	-	(61,738,450)	(52,785,912)
Total Non-Current Liabilities:	4,630,891,451	2,279,459,279	2,108,248	2,108,248	-	-	-	-	4,571,261,250	2,228,781,615

Current liabilities:

Loan from Palli Karma Sahayak	605,916,668	536,358,332	-	-	-	-	-	-	605,916,668	536,358,332
Loan from banks & NBFIs	12,862,629,318	10,826,879,514	-	-	-	-	-	-	12,862,629,318	10,826,879,514
Members' savings	6,240,404,456	4,488,353,808	-	-	-	-	-	-	6,240,404,456	4,488,353,808
Provision for bad and doubtful debt	-	-	78,049,274	70,706,444	-	5,500	498,428	515,521	78,049,274	70,706,444
Other provision	239,928,597	176,829,514	2,073,006	2,073,006	-	-	-	-	242,500,031	179,423,541
Accounts payable	66,852,438	50,108,657	-	5,289	560,033	344,196	-	-	67,412,471	50,458,141
Loan security fund	212,175,577	42,743,584	-	-	-	-	-	-	212,175,577	42,743,584
Lease liability	537,838	8,194,358	-	-	1,073,838	1,039,404	-	-	1,611,676	9,233,762
Staff deposit	-	-	1,828,356	1,828,356	-	-	8,477,955	8,773,759	10,306,311	10,602,115
Inter program balance	-	-	113,971,102	123,867,565	-	-	13,130	-	113,984,233	123,867,565
Other liabilities	87,252,333	80,272,854	-	132,000	-	389,372	-	-	87,252,333	80,794,226
	20,315,697,225	16,209,740,621	195,921,738	198,612,659	1,633,871	1,778,472	8,989,513	9,289,280	20,522,242,348	16,419,421,032
Less: Elimination of inter program	-	-	-	-	-	-	-	-	(113,984,233)	(123,867,565)
Total current liabilities:	20,315,697,225	16,209,740,621	195,921,738	198,612,659	1,633,871	1,778,472	8,989,513	9,289,280	20,408,258,115	16,295,553,467
Total capital fund and liabilities:	29,224,053,878	21,823,658,520	109,266,570	120,120,740	31,722,403	82,355,705	77,534,949	13,732,717	29,266,855,120	21,863,214,204



Shakti Foundation for Disadvantaged Women
Details of loan from banks and NBFIs

SL	Name of banks	Short term		Long term		Total	
		June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022
1	Bank Asia Ltd	492,180,870	499,865,511	-	-	492,180,870	499,865,511
2	HSBC	203,825,556	140,000,000	-	-	203,825,556	140,000,000
3	Eastern Bank Ltd	405,186,624	500,100,694	450,109,375	-	855,295,999	500,100,694
4	Trust Bank Ltd	1,299,966,256	1,299,994,540	105,695,757	145,502,121	1,405,662,013	1,445,496,661
5	BRAC Bank Ltd	999,687,500	890,408,333	-	-	999,687,500	890,408,333
6	The City Bank Ltd	598,641,736	596,290,092	-	-	598,641,736	596,290,092
7	Dhaka Bank Ltd	484,799,741	203,097,917	-	-	484,799,741	203,097,917
8	Prime Bank Ltd	200,000,000	199,955,894	-	-	200,000,000	199,955,894
9	Mutual Trust Bank Ltd	999,934,495	999,996,136	-	-	999,934,495	999,996,136
10	Mercantile Bank Ltd.	256,699,247	85,808,196	-	-	256,699,247	85,808,196
11	NRB	500,125,000	200,050,000	-	-	500,125,000	200,050,000
12	NCC Bank Ltd.	300,000,000	300,000,000	-	-	300,000,000	300,000,000
13	Southeast Bank Ltd.	-	192,497,917	366,386,503	83,823,029	366,386,503	276,320,946
14	Premier Bank Ltd.	150,000,000	-	-	-	150,000,000	-
15	IDLC Finance Ltd.	103,204,271	25,984,532	-	-	103,204,271	25,984,532
16	One Bank Ltd.	300,000,000	200,000,000	44,998,750	-	344,998,750	200,000,000
17	Pubali Bank Ltd	-	241,999,340	717,908,936	840,324,475	717,908,936	1,082,323,815
18	The UAE- Bangladesh Investment Company Ltd	-	-	-	29,793,213	-	29,793,213
19	Midland Bank Ltd	-	-	309,591,801	109,047,000	309,591,801	109,047,000
20	United Commercial Bank Ltd	1,000,204,444	1,000,217,728	-	-	1,000,204,444	1,000,217,728
21	Meghna Bank Ltd	699,986,877	199,997,497	-	-	699,986,877	199,997,497
22	Jamuna Bank Ltd.	407,111,112	204,806,791	179,972,251	-	587,083,363	204,806,791
23	Strategic Finance & Investment Ltd.	-	77,087,085	39,255,629	-	39,255,629	77,087,085
24	Lanka-Bangla Finance	-	383,163,971	596,465,452	-	596,465,452	383,163,971
25	Standard Bank Ltd	260,387,507	502,777,778	-	-	260,387,507	502,777,778
26	Bengal Commercial Bank Ltd.	150,343,244	149,999,928	65,112,700	50,106,250	215,455,944	200,106,178
27	Lankan Alliance Finance Limited	100,000,000	-	111,716,395	-	211,716,395	-
28	Citizens Bank PLC	149,999,063	-	-	-	149,999,063	-
29	NRBC Bank Limited	78,666,046	-	-	-	78,666,046	-
30	Community Bank Ltd.	-	-	175,675,923	269,863,756	175,675,923	269,863,756
31	Uttara Bank Ltd.	-	-	68,410,176	202,173,333	68,410,176	202,173,333
32	IPDC Finance Ltd.	-	-	457,273,630	194,548,865	457,273,630	194,548,865
33	Commercial Bank of Ceylon PLC	-	-	269,583,313	143,332,328	269,583,313	143,332,328
34	Mercantile Bank Ltd	-	-	314,126,442	72,226,540	314,126,442	72,226,540
35	Sonali Bank Ltd	-	-	42,107,705	344,361,076	42,107,705	344,361,076
36	DBBL	-	-	511,010,417	-	511,010,417	-
37	National Finance Limited	-	-	44,250,711	-	44,250,711	-
38	SBAC Bank Ltd	-	-	225,009,315	-	225,009,315	-
39	Saudi-Bangladesh Industrial and Agricultural Investment	10,140,949,589	9,094,099,880	5,364,661,179	2,485,101,986	15,505,610,767	11,579,201,866



ACRONYMS

a2i	Aspire to Innovate
AC	Alternating Current
ADB	Asian Development Bank
AGM	Annual General Meeting
Ag-RDT	Antigen Detection Rapid Diagnostic Test
ASK	Ain o Salish Kendra
BDT	Bangladeshi Taka
BEFTN	Bangladesh Electronic Funds Transfer Network
BIAC	Bangladesh International Arbitration Centre
BIGD	BRAC Institute of Governance and Development
BLAST	Bangladesh Legal Aid and Services Trust
BNWLA	Bangladesh National Woman Lawyers' Association
BRAC	Bangladesh Rural Advancement Committee
BUP	Bangladesh Unnayan Parishad
CAF America	Charities Aid Foundation America
CCC	Chattogram City Corporation
CCTV	Closed-circuit Television
CDF	Credit and Development Forum
CEO	Chief Executive Officer
CGAP	Consultative Group to Assist the Poor
Co.	Company
Cr	Crore
CRISL	Credit Rating Information and Services Limited
CUP	Coalition For the Urban Poor
CUS	Centre for Urban Studies
DAB	Diabetic Association of Bangladesh
DC	Direct Current
DED	Deputy Executive Director
DFS	Digital Financial Services
DNCC	Dhaka North City Corporation
DPS	Deposit Pension Scheme
DR	Disaster Response
E3w	Electronic 3 wheeler
ED	Executive Director
EFT	Electronic Fund Transfer
e-Loan	Electronic Loan
ENRICH	Enhancing Resources and Increasing Capacities of Poor Households towards Elimination of their Poverty
E-Passbook	Electronic Passbook
ERP	Enterprise Resource Planning
e-TIN	Electronic Taxpayer's Identification Number
FDR	Fixed Deposit Receipt
HSBC	Hongkong and Shanghai Banking Corporation
IAS	International Accounting Standards

ICAB	The Institute of Chartered Accountants of Bangladesh
IFRS	International Financial Reporting Standards
INAFI	International Network of Alternative Financial Institution
InM	Institute for Inclusive Finance and Development
IPA	Innovation for Poverty Action
KPI	Key Performance Indicator
KW	Kilowatt
KWh	Kilowatt hours
LRL	Livelihood Restoration Loan
MATS	Medical Assistant(s)
MDP	Microenterprise Development
ME	Micro Enterprise
MetLife	Metropolitan Life Insurance Company
MFI	Microfinance Institution(s)
MFO	Microfinance Officer
MFP	Microfinance Program
MPO	Monthly Pay Order
MRA	Microcredit Regulatory Authority
MSME	Micro, Small, and Medium Enterprise(s)
NBFI	Nonbank Financial Institution
NDC	Nationally Determined Contributions
NGO	Non-Governmental Organization
NPO	Nonprofit Organizations
NS1	Nonstructural Protein 1
ORF	Observer Research Foundation
OTR	On-time Recovery Rate
P2P	Peer-to-peer
PCC	Point of Common Coupling
Ph.D.	Doctor of Philosophy
PKSF	Palli Karma-Sahayak Foundation
QR	Quick Response
RAISE	Recovery and Advancement of Informal Sector Employment
RTGS	Real Time Gross Settlement
SDG	Sustainable Development Goal(s)
SHS	Solar Home System(s)
SMCC	Shakti Medical Care Center(s)
SME	Small and Medium Enterprises
SMS	Short Message Service
SR	Social Responsibility
SREDA	Sustainable and Renewable Energy Development Authority
STARC	Shakti Training and Research Center
STEM	Science, Technology, Engineering and Mathematics
TOT	Training of trainers
UGC	University Grant Commission
UNCDF	United Nations Capital Development Fund
UNICEF	United Nations Children's Fund
VAT	Value Added Tax
WASH	Water, Sanitation and Hygiene







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