



ANNUAL REPORT  
2023-2024

# BUILDING RESILIENCE THROUGH INNOVATION





This year's theme, **Building Resilience through Innovation**, reflects Shakti Foundation's activities and commitments over the last twelve months.

For us, **resilience** signifies the ability to overcome challenges and emerge stronger by embracing innovative problem-solving. We have consistently sought dynamic approaches to achieve our mission of creating sustainable and resilient individuals and communities. This year, our focus is on showcasing how our staff and beneficiaries have utilized innovation to build resilience—not only within themselves, but also throughout their communities and Shakti Foundation as a whole.



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# ABOUT THE REPORT

## Approach to Reporting:

Our approach to reporting strives to deliver a comprehensive and transparent assessment of Shakti Foundation's ("Shakti" or the "organization") financial and non-financial performance over the past year. This report details our ongoing commitment to enhanced disclosures and corporate governance practices, as well as an overview of our operating model, resource allocation, accomplishments, and forward-looking strategies for our clients, donors, regulators, employees, partners, and other stakeholders.

## Reporting Period:

The Shakti Foundation Annual Report is an annual publication that provides material information relating to our initiatives, strategy, and performance for the period from July 1, 2023, to June 30, 2024. For key performance indicators (KPIs), comparative figures for the last five years have been used.

## Reporting Framework:

The financial and statutory data in this report adheres to International Financial Reporting Standards (IFRS), International Accounting Standards (IAS), the Microcredit Regulatory Authority (MRA) Act, 2006, and all other relevant laws and regulations of the land.

## Independent Audit:

We assure the quality of both texts and visual elements contained in this report through our robust internal assurance system. To further strengthen the credibility of the report, we have engaged Toha Khan Zaman & Co., an independent auditing firm, to conduct an external review. Shakti's General Body and Senior Management maintain no other relationship with the external auditor beyond this professional engagement.

## Management Responsibility:

The Senior Management team has diligently reviewed this report, ensuring the highest standards of governance oversight and the accuracy, completeness, and relevance of the information presented.

## Availability of the Report:

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



# BRIEF OVERVIEW OF THE REPORT



The Shakti Foundation Annual Report 2023-24 highlights the organization's key achievements, challenges, impacts, and financial and non-financial assessments over the past year. The theme for this year's report is '**Building Resilience through Innovation,**' which underscores Shakti's continuous commitment toward fostering resilience through new and effective ideas.

The report opens with messages from Shakti Foundation's respected Chairperson Mahbooba Akhter Mahmood and the esteemed Founder and Executive Director Humaira Islam, Ph.D. The report then highlights Shakti's mission, vision, and core values, followed by an overview of its corporate governance and partnerships. The next section, Year in Review, showcases major achievements, supported by data and impact stories that demonstrate the role of innovation in overcoming challenges.

The Programs section offers detailed insights into ongoing initiatives, while the Financial Overview portion illustrates our commitment to transparency in revenue, expenditures, and sustainability. The report also outlines challenges and lessons learned during the financial year.

Concluding with a Future Goals and Strategic Plans segment that focuses on innovative strategies for growth and resilience, the report is enriched with financial statements, audit reports and relevant supporting data.

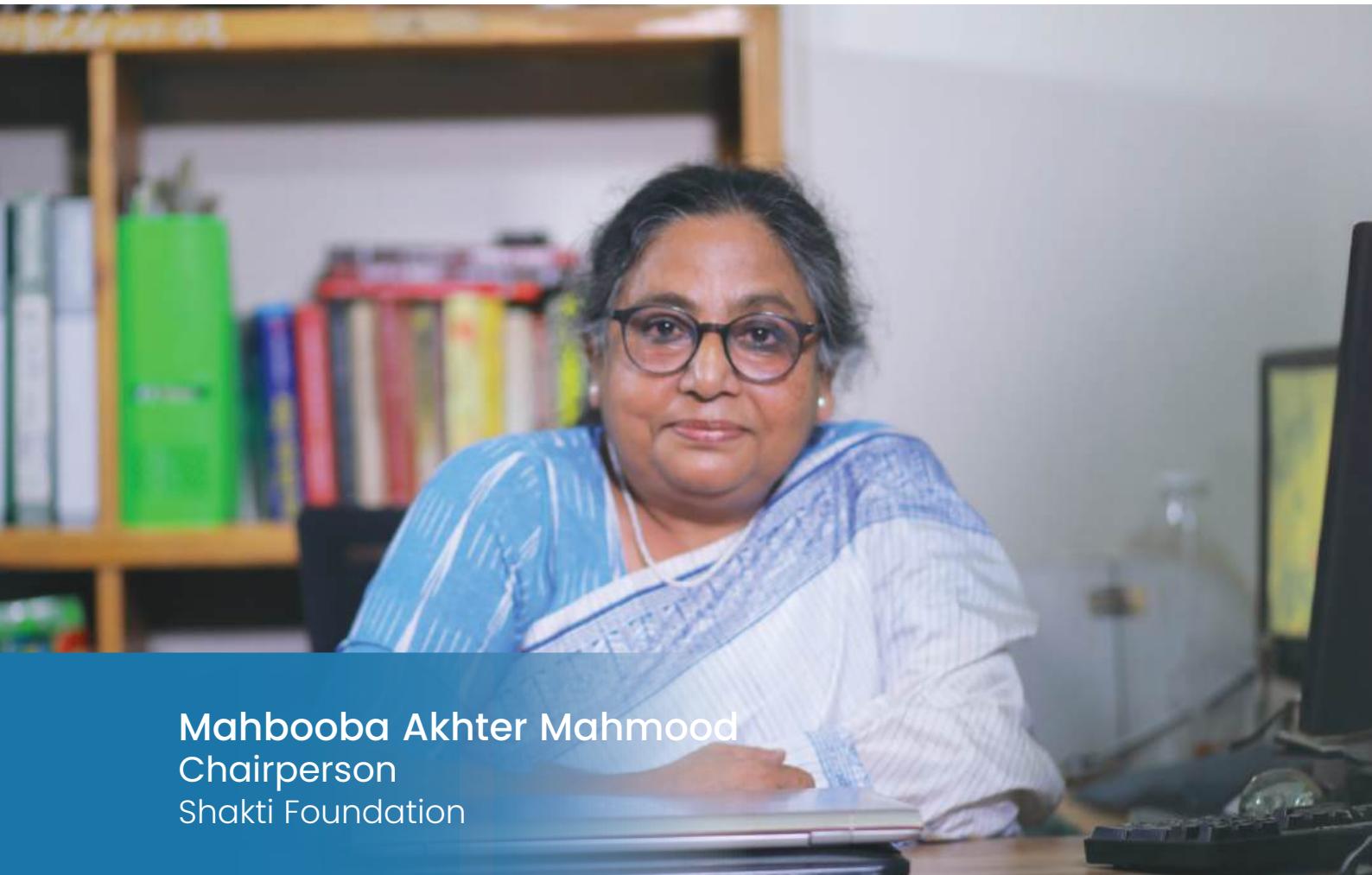




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# CHAIRPERSON'S FOREWORD



**Mahbooba Akhter Mahmood**  
Chairperson  
Shakti Foundation

For over three decades, Shakti Foundation has been at the forefront of empowering women in Bangladesh by establishing strong social and economic foundations. This year, we have taken a significant step towards our goal by focusing on building long-term resilience to pressing environmental and societal challenges. Resilience is not merely about enduring hardships but also about overcoming new challenges every day. With ingenuity, teamwork, and dedication, Shakti Foundation continues to work towards lasting solutions.

Over the past few years, we have relentlessly emphasized the adoption of innovative approaches that have the potential to transform community welfare, particularly in the areas of climate change, health, women's empowerment, and microfinance. As we confront challenges such as climate change and social inequality, we leverage innovation to enhance our services, renew our mission, and broaden our impact.



While healthcare infrastructure has improved in urban centers, millions of people in remote areas still struggle to access basic medical services, with massive gender inequalities exacerbating the issue. For many in Bangladesh, healthcare remains a distant dream—especially for women and children living in rural and peri-urban areas. This year, Shakti expanded its inventive mobile clinic services to 25 underserved areas, a critical step toward achieving universal healthcare and ensuring equitable access for the most vulnerable women. Additionally, our health program has implemented an innovative strategy that operationalizes digital applications for healthcare delivery, marking significant progress in the field.

Another noteworthy initiative has been our air pollution campaign, which, through impactful visual narratives, has sparked essential policy discussions and underscored the urgent need for collaborative action across sectors. To combat climate change and pollution, our coordinated tree plantation programs have transformed abandoned spaces into green hubs, fostering community participation in collaboration with Dhaka City Corporation, RAJUK, and local districts.

In times of natural disaster, our disaster response activities have demonstrated prompt and compassionate action. Our dedicated employees have delivered aid to families affected by floods and supported those displaced by calamities. These initiatives underscore our commitment to enhancing communities' adaptive capacities and facilitating sustainable development.

The stories we share this year celebrate courage, transformation, and hope, reflecting Shakti Foundation's mission to empower women and nurture resilient communities. We remain steadfast in our commitment to creating a more sustainable future for Bangladesh—one idea, one action, and one community at a time. By embracing innovation, improving operational efficiencies, and expanding our outreach in meaningful ways, we continue to advance toward this goal.



**Mahbooba Akhter Mahmood**

# MESSAGE FROM THE EXECUTIVE DIRECTOR



"Shakti" means power, and we believe a woman's power lies in her resilience—be it against life's challenges, societal obstacles, or natural adversities. Throughout history, women have shown remarkable endurance, as seen in their day-to-day actions to ensure survival and a better future for their families. After disasters, women are often the first to rebuild, demonstrating unmatched courage. This inspired Shakti Foundation to empower women as leaders and changemakers, fostering their journey toward social and economic independence.

For over three decades, Shakti Foundation has partnered with disadvantaged women in Bangladesh, witnessing their resilience firsthand. This inspired us to design programs under four key pillars, leveraging their strength to address global challenges like pandemics, conflicts, inflation, and environmental crises.

Our Microfinance Program has always prioritized nurturing women's resilience. Starting with small loans of 3,000 taka, women in Dhaka's slums began businesses, supporting their families and improving their quality of life. Over time, repeat loans enabled business expansion, better housing, healthcare, and education, promoting gender equality and earning women greater social recognition.

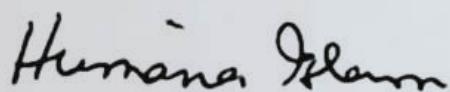
Shakti has worked with three generations of women. The first generation experienced newfound freedom—writing their names for the first time, leaving household confines for weekly kendro meetings, and emerging as community leaders. The second generation, often their children, expanded businesses and ensured better education and living standards. Today's third generation benefits from modern technology and training, exhibiting tremendous growth potential as entrepreneurs and changemakers.

Health is critical to resilience. Shakti's Health Program focuses on women's health challenges, including untreated conditions, maternal care, hygiene, and access to healthcare, especially in remote areas. These efforts aim to bridge the health gap women inherently face, enabling them to thrive.

Climate change poses another pressing challenge. Women disproportionately bear its impacts, from health hazards to security risks, as men migrate for work. Shakti integrates climate resilience into its programs, promoting climate-resilient livelihoods and leadership among women to address these challenges.

At the core of all Shakti programs is our commitment to women's empowerment. By harnessing their resilience, we strive to help women overcome barriers for a free and equitable society.

In the coming year, we call on all stakeholders to continue their dedication, working together to create an inclusive, sustainable tomorrow.



**Humaira Islam, Ph.D.**

Founder & Executive Director  
Shakti Foundation

# ORGANIZATIONAL OVERVIEW

At Shakti Foundation, 'Shakti' signifies strength and empowerment—a reflection of both who we are and what we strive to achieve. Shakti Foundation for Disadvantaged Women was established in 1992 with the goal of empowering the most underprivileged and vulnerable sections of the country. What started then as a small microfinance initiative with just 15 beneficiaries has now turned into one of the largest non-government organizations in Bangladesh, with 530 branches spanning 55 districts and serving almost half a million people through multiple programs and initiatives.

Shakti Foundation's flagship initiative, the Microfinance Program, has created a community of 463,000 entrepreneurs, helping them transform their lives and livelihoods. But we believe that true empowerment goes beyond financial aid—it involves holistic development that benefits individuals, communities, and the environment. This philosophy is at the core of every program we implement, ensuring that our efforts to eradicate poverty, empower people, and protect the ecosystem are interconnected and sustainable.

We believe that our clients are our biggest strength, and lifting them up is our foremost priority. With that goal in mind, Shakti Foundation offers financial assistance, technical advice, and personalized door-to-door services so our beneficiaries can overcome any obstacle that comes their way. Our passion for the well-being of our planet also inspires us to undertake projects that educate and make the public aware of critical environmental issues like air pollution.





## VISION

We believe women are entrepreneurs, change makers, and leaders.



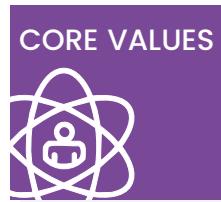
## MISSION

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.
- The integration of women in the decision-making process of Shakti Foundation.
- Contributing to building a climate-resilient nation through effective, gender-responsive adaptation strategies.



## CORE 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

# OUR VISIONARY FOUNDER

“

The resilience of women in Bangladesh, reflected in their actions to rise up to the challenges in every sphere of life faced by the under privileged community, encouraged us to design our programs in order to create sustainable tomorrow through women's socio-economic empowerment.”

**Humaira Islam, Ph.D.**  
Founder & Executive Director  
Shakti Foundation



Humaira Islam, Ph.D., founded Shakti Foundation for Disadvantaged Women with one goal in mind: to improve the social and economic conditions of urban poor women by providing them with opportunities they rarely receive. Her belief was that with the right tools and opportunities, the poor, uneducated, and underprivileged women can rise to leadership roles in their families and communities. Over the last 33 years, that one small seed has grown into a giant tree that gives shade and shelter to numerous people all over the country.

Dr. Islam was working on her doctoral thesis on women's empowerment when this idea emerged. However, her concern for women's issues, especially those of poor women, had been with her since she was young. She was raised to believe she should 'do whatever she thought was right even if others didn't agree.' Yet as she grew up, she couldn't help but notice the inequalities between men and women in society, nor the enormous gap between the small elite and everyone else. While working on her thesis, she identified a strong link between the unequal status of women and their limited economic opportunities. Driven by this realization, she committed her life to empowering those impoverished women.

Dr. Islam has devoted her life to empowering and uplifting disadvantaged women, staying unwaveringly committed to her dream of making a meaningful difference in their lives. She firmly believes that an empowered woman holds the potential to significantly contribute to the development of her family, society, and the nation. As a mentor, guide, and coach, she has been a source of inspiration for the employees and members of Shakti, motivating them to excel in their roles within the organization, their families, and their communities.

Dr. Islam earned her Ph.D. (1991), M.Phil. (1981), and M.A. (1974) from the University of Dhaka. Her expertise spans various areas of development and organizational leadership. She has presented multiple papers and participated as a keynote speaker at several national and international conferences. She has also been actively involved in seminars and training programs throughout her career.

Alongside fulfilling her role as Executive Director of Shakti Foundation, Dr. Islam 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.

## Awards & Recognitions:



1994  
Ashoka Fellow

2012  
Women's World Banking  
Excellence in Leadership

2006  
Member, National Council of  
Diabetic Association, Bangladesh

2024  
SAARC Women's Association  
Award of Excellence

# MANAGEMENT REPORT



Bangladesh has consistently demonstrated its resilience, emerging stronger with an indomitable spirit even in the face of adversity. This year was no exception. We confronted unprecedented challenges stemming from global conflicts, double-digit inflation, and frequent natural disasters that continue to disrupt lives. As we embark on a new year—a year filled with hope and opportunities to build a caring, inclusive and equitable nation—we reaffirm our commitment to an integrated approach for the socio-economic empowerment of women.

At Shakti, we understand the importance of designing programs that deliver a holistic impact on the lives of our community. Our health and climate change programs address the unique challenges faced by women in climate-vulnerable regions. Meanwhile, our microfinance initiatives continue to promote innovative entrepreneurial solutions and better safety nets for the marginalized population, namely women and children.

This past year, we intensified our efforts in the agricultural and resilient livelihood sectors, forging meaningful collaborations with private sector companies and development partners. These partnerships have yielded significant positive changes for disadvantaged communities, including the creation of green spaces rich in biodiversity, ensuring access to safe drinking water and sanitation, increasing productivity and resilience of marginalized agriculture workers, and caring for adolescent girls and elderly women.

Reducing the digital financial divide for women remains a cornerstone of our empowerment goals. Shakti is continuing to push boundaries by providing innovative financial solutions to women at their doorsteps. Our commitment to sustainability-driven development is evident in Shakti's active participation in policy advocacy and dialogues aimed at raising climate awareness and encouraging innovative solutions to reduce carbon footprints.

Additionally, Shakti's dedication to transparency, accountability, and good governance has been recognized with high ratings of "AA<sub>2</sub>" (Double A, High Safety) for long-term stability and "ST-2" (High Grade) for short-term performance.

As we look ahead, we draw inspiration from the resilience of the communities we serve and take pride in being their steadfast partner as we help build a more equitable and resilient future for the disadvantaged.



**Imran Ahmed**

Deputy Executive Director  
Shakti Foundation

# NATIONAL COVERAGE



# SHAKTI IN NUMBERS



**32**

YEARS



**530**

BRANCHES



**55**

DISTRICTS



**96**

MEDICAL  
CENTERS



COMMUNITY OF  
**463,000**  
ENTREPRENEURS

PRINCIPAL AGENT OF  
**bKash**



**98%** FEMALE  
BORROWERS

ALL-FEMALE  
HEALTHCARE  
PROVIDERS



**BDT 27,107 MILLION**  
LOAN OUTSTANDING

**25** MOBILE  
CLINICS



MEMBER SAVINGS  
**BDT 9,745**  
MILLION

PAPERLESS  
OPERATIONS VIA  
**SHAKTI MOBILE APP**



WASH LOAN  
**BDT 529**  
MILLION

**60,000** ALMOST  
SOLAR  
HOME SYSTEMS



POWERED BY  
**5,000**  
EMPLOYEES

**OVER 70,000**  
TREES PLANTED



**LAUTOLA FOREST**  
DHAKA'S FIRST MAN-  
MADE, URBAN FOREST

FIRST IN BANGLADESH,  
FEMALE-CENTRIC  
**SHAKTI PHARMA**



# MILESTONES OVER THE YEARS



**1992**

Shakti begins its journey by offering **microfinance to slum dwelling women.**



**Shakti Health Program**  
introduced to serve disadvantaged women & children.

**1997**



**2007**

Shakti's Microfinance Program is **certified by the Microcredit Regulatory Authority (MRA).**

Souro Alo  
Initiative starts  
providing  
**renewable  
energy to  
off-grid areas.**

# 2010

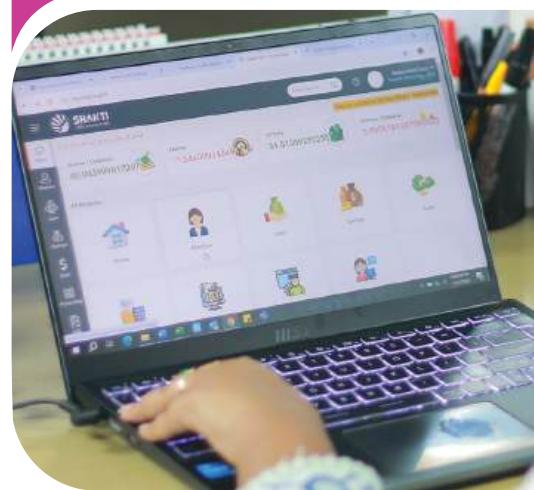


All branches & Head  
Office are  
**interconnected  
through online  
network.**

# 2011



# 2016



Staff performance  
tracking with  
**Automated  
Payroll  
Management.**

# 2015

Digital Financial  
Services made  
available through  
**mobile banking  
and multiple  
payment  
channels.**



**Launch of ENRICH Program** with partner PKSF.

**SMS Notification** service enhances transparency.



**2018**



**BEFTN & RTGS facilities** introduced for faster & safer transactions.

Construction starts for **Shakti Training and Research Center (STARC)**.



**2019**



**Shakti Mobile App** launched for paperless services.



**2020**

**Telemedicine & helpline** launched during the pandemic.

**Enterprise Resource Planning (ERP)** software integrated in Head Office & all branches.

## Climate Change Program and Mobile Clinics

launched in 15 locations.



## 2022

Introduction of **Electronic Loan or e-loan** for small online businesses.

Shakti becomes **bKash Ltd.'s Principal Agent.**

**Member QR Code & E-Passbook** takes digitization further.

## 2023



**Shakti Training and Research Center (STARC)** construction completed.



## 2024

# AWARDS & RECOGNITION

In the 32 years since its inception, Shakti Foundation has been honored with several prestigious awards and recognitions from various national and international organizations. These accolades inspire and motivate us to work harder towards serving our beneficiaries and achieving our collective goals.

Based on the audit conducted that year, CGAP ranked Shakti within the top 20 out of 231 organizations for transparency in its operations.

Placed among the top 5 in the list of best microenterprise lending institutions in a joint initiative by UNCDF and City Group.

Secured an "A+" rating from Bangladesh Microfinance Rating Institute.

Ranked eighth among 690 organizations by Credit and Development Forum (CDF).

Forbes magazine conducted a ranking of 641 organizations from 50 countries where Shakti Foundation was ranked 35 overall and 5 among Bangladeshi organizations.

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

2015

2007

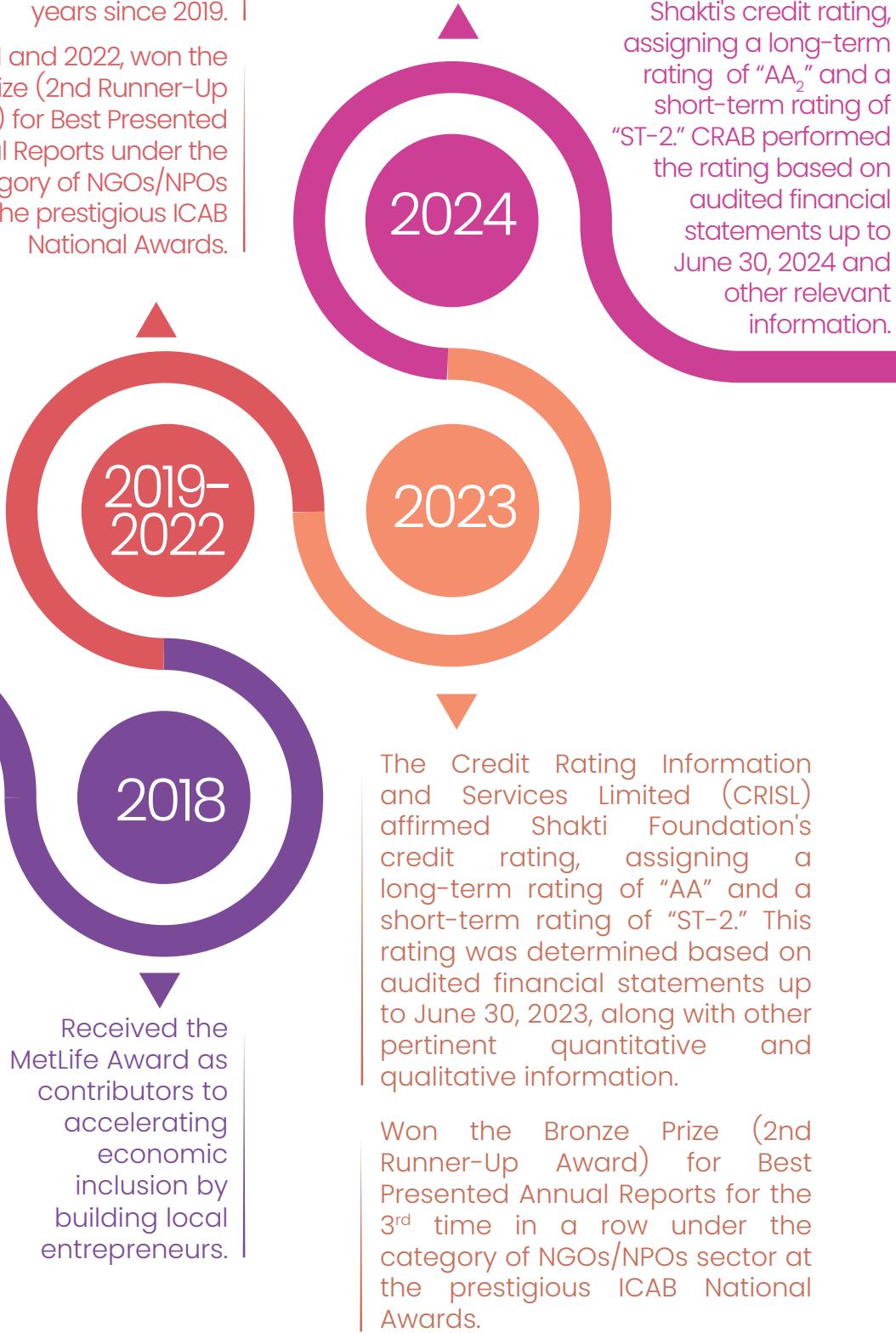
2012

2005

Recognized for Leadership in Microcredit by Women's World Banking, New York.

Achieved "AA-" in credit rating for four consecutive years since 2019.

In 2021 and 2022, 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 Awards.



Founder and Executive Director Humaira Islam, Ph.D. was presented the 'Award of Excellence' as a Woman of Inspiration in Urban Microfinance by the SAARC Women's Association.

# YEAR IN REVIEW



## JULY 2023 | Branch Manager Convention

The Branch Manager Convention 2023 was organized to discuss the achievements of the past fiscal year and outline the way forward for Shakti's progress. Almost 650 field staff attended the convention. A major highlight of the event was an enjoyable cultural evening, including a comedy performance. The two-day convention was filled with enthusiastic participants who returned home with renewed vigor and inspiration. One important outcome of the convention was the '**Shakti Star**' program, which recognizes promising employees at the branch level every month.



## AUGUST 2023 | Helping Flood Victims in Chattogram & Cox's Bazar

During the widespread flooding in Chattogram, Cox's Bazar, and Bandarban, a total of 5,500 relief packages were distributed to affected communities. The relief packages included oral saline, water purification tablets, and essential food items such as rice, lentils, potatoes, and dry food.



## SEPTEMBER 2023 | Shakti Hosts Key Session at South Asia's First Regional Climate Summit

For the first time in Bangladesh, a Regional Climate Summit focusing on South Asian countries was held, where Shakti Foundation conducted the session 'Harmony with Nature: Balanced Development and Ecosystem Management'. This session, held on the concluding day, featured a keynote speech by Professor James J. Schauer, a researcher and science envoy from the U.S. Department of State. The three-day event brought together parliamentarians from India, Bhutan, Nepal, Sri Lanka, and the Maldives, along with foreign ambassadors, policymakers, business leaders, and representatives from civil society.



## OCTOBER 2023 | Breast Cancer Screening Campaign

Shakti Foundation continues its efforts to reduce breast cancer mortality through nationwide screening campaigns. As part of this initiative and to celebrate National Breast Cancer Awareness Month, a screening event was organized in Halishohor, Chattogram. Dr. Shafayatujjaman, Associate Professor and Head of Oncology at CMOSH Cancer Institute and Research Center, led a team of six specialized physicians in the effort. A total of 154 individuals, including Shakti's female employees, members, and local community members, received screening and medical consultations.

## NOVEMBER 2023 | Shakti Wins 23<sup>rd</sup> ICAB National Annual Report Award

The Shakti Foundation Annual Report 2021-2022 was awarded the second runner-up position in the NGOs/NPOs category at the 23<sup>rd</sup> ICAB National Awards. Mr. Imran Ahmed, Deputy Executive Director of Shakti Foundation, Mr. Md. Abdul Halim, Senior Director and CFO, and Mr. Nazmul Ahsan, Senior Director and Head of Internal Control and Legal Department accepted the award.



## NOVEMBER 2023 | Green Dhaka Initiative

The Nagar Shobujayon Project has effectively integrated green infrastructure components into several of Dhaka's busiest areas. The road medians between Army Stadium and Jahangir Gate, as well as Bijoy Sharani and Kazi Nazrul Islam Avenue, have been planted with more than 17,000 sustainable, functional, and aesthetically appealing plants. Significant enhancements have been implemented in addition to the plant installations, such as the pruning of existing vegetation, the installation of fencing, the repair of damaged medians, and the removal of accumulated garbage and dust. The project also included vibrant graffiti art on the concrete dividers, which further enhanced the urban environment and added visual interest. The project was funded by MetLife Foundation, supervised by DNCC and monitored by the Shakti Foundation.



## DECEMBER 2023 | Policy Dialogue on Renewable Energy

A high-level policy dialogue was held at Banani's Lakeshore Heights Hotel to discuss the implications of the FCDI-funded solar sharing grid project, which is being jointly implemented by Shakti Foundation and SOLshare. H.E. Sarah Cooke, British High Commissioner to Bangladesh, attended the event as the guest of honor. Mr. Imran Ahmed, Deputy Executive Director of Shakti Foundation, and Mr. Sebastian Groh, Co-Founder and Managing Director of SOLshare, were also present on the occasion. The speakers mainly discussed the issue of connecting solar power to the national grid to create green jobs as well as supplying solar energy for EV charging and farm irrigation.



## DECEMBER 2023 | New Branch Opening

Shakti Foundation proudly inaugurated 26 new branches all over Bangladesh. To mark the occasion, Shakti Health Program organized free medical camps in those districts, offering complimentary healthcare services. Local residents received free consultations from experienced doctors as well as free medicine distribution during the camps.





## JANUARY 2024 | Giving Back to The Elderly & Special Children

Every year, Shakti Foundation organizes a winter donation drive to provide warm clothes, medicine, and food to the elderly and disabled, and this year was no different. A total of 199 inhabitants of four old homes in Dhaka, Barishal, Rangpur, and Jashore were provided with winter essentials. Additionally, a day-long health camp was organized for over 60 special needs students at Rajshahi Buddhi Protibondhi and Autistic School. The students were given essential medicine, new school uniforms, reading tables and chairs.



## FEBRUARY 2024 | Inaugurating NASA GLOBE Program

Shakti Foundation, US Embassy Dhaka, and Brighters Society launched The GLOBE Program in Bangladesh. Under this program, 50 students from Classes 6–10 at Nazrul Islam High School in Lalpur Union of Titash Upazila, Cumilla, are gaining hands-on training in science, technology, environment, and mathematics using simple, scientific devices. Ms. Amy Cass, Economic Officer, US Embassy Dhaka, presided over the inaugural ceremony as chief guest. Representatives from Shakti and Brighters Society, as well as teachers and students from Nazrul Islam High School, were present on the occasion. Collecting and measuring the Gomti River's water temperature and pH levels was the first official data recording for this program.



## FEBRUARY 2024 | Para Utshob

Shakti Foundation took part in the Para Utshob at Baridhara Diplomatic Zone, which was organized by the Baridhara Society and the non-profit organization Heroes for All. Our organization won the award for the 'Most Informative Stall,' where various initiatives of Shakti, including the mini ambulance, artificial lung installation, and eco-friendly products made by clients, were on display.



## MARCH 2024 | 'Award of Excellence' by SAARC Women's Association

On International Women's Day, the SAARC Women's Association honored Ms. Humaira Islam, Ph.D., the founder and executive director of the Shakti Foundation. Dr. Islam was presented the "Award of Excellence" as a Woman of Inspiration in Urban Microfinance.



## MARCH 2024 | Shakti Football Tournament

For the first time, the 'Shakti Football Tournament 2024' was successfully held with the theme 'Jombe Khela Ebar Maathe'. The tournament began with 12 field-level selection matches, followed by two semi-finals and one final match. In the field-level competition, Chattogram North South emerged as the champion, while the Tangail Region was the runner-up. Additionally, a friendly match was organized at the Head Office between two teams, Jagoron and Ogroshor, composed of employees.

## APRIL 2024 | Celebrating Shakti's 32<sup>nd</sup> Anniversary

To celebrate Shakti Foundation's founding anniversary, 4,268 packets of iftar was distributed during the month of Ramadan to pedestrians and the poor. Iftar parties were arranged with employees at all the branches across the country. Additionally, special food was distributed among four old homes and a school for children with special needs on the occasion of Eid-ul-Fitr.



## MAY 2024 | Helping Victims of Cyclone Remal

Last year, Cyclone Remal devastated coastal regions, affecting millions of people. In response, Shakti Foundation extended a helping hand to support those affected. We distributed emergency relief supplies to nearly 2,000 vulnerable families in Banaripara and Pirojpur.



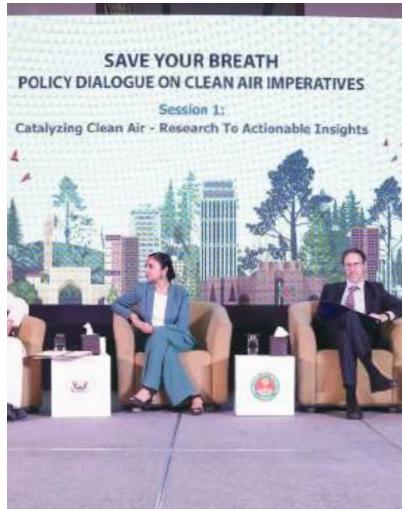
## MAY 2024 | Beat The Heat with Shakti & Springdale

As Dhaka grappled with intense heatwaves, Shakti Foundation and Springdale International School collaborated to conduct a relief campaign for vulnerable individuals. On May 16, clean drinking water, ORSaline, and umbrellas were distributed to over 135 rickshaw pullers, day laborers, pedestrians and others who were directly affected by the heat wave. Additionally, 25 students planted more than 50 medicinal and ornamental plants at the Jallad Khana Playground and Community Space in Mirpur, Dhaka.



## JUNE 2024 | Save Your Breath: Policy Dialogue on Clean Air Imperatives

In honor of World Environment Day, Shakti Foundation and USAID jointly organized 'Save Your Breath: Policy Dialogue on Clean Air Imperatives' at Hotel Sheraton, Banani. The U.S. Embassy Dhaka contributed as a strategic partner to the event, bringing together distinguished policymakers, esteemed researchers and implementing agencies, and other valuable stakeholders. The first of this two-part dialogue, 'Catalyzing Clean Air: Research to Actionable Insights,' was moderated by Shakti Foundation Deputy Executive Director Imran Ahmed. This day-long event was attended by prominent individuals from both domestic and international organizations, emphasizing the importance of collaborative efforts in addressing air quality issues. The panelists included Adv. Syeda Rizwana Hasan, Chief Executive, BELA; Ms. Anjali Kaur, Deputy Assistant Administrator, Asia Bureau, USAID; and Mr. Stefan Liller, Resident Representative, UNDP Bangladesh.



## JUNE 2024 | Swopno Amar Udyokta Hobo

On June 11-12, 2024, a two-day training program titled 'Swopno Amar Udyokta Hobo' was organized under the Shakti ENRICH Program. The training aimed to empower young individuals aspiring to become entrepreneurs. A total of 25 youths from Majidpur Union in Cumilla participated in the program, gaining valuable insights and skills to turn their dreams into reality.



# INFRASTRUCTURE DEVELOPMENT



## SHAKTI TRAINING AND RESEARCH CENTER (STARC), SAVAR

Shakti Foundation has established an international standard Shakti Training and Research Center (STARC) in Savar, designed to facilitate timely and cost-effective training, research, and development activities. It is a dedicated training center where regular training sessions, workshops, meetings, and seminars involving employees, members (customers), and stakeholders will be conducted.



The key activities include organizing training programs to enhance skills and capacity, conducting research initiatives to generate valuable insights, and facilitating knowledge sharing and dissemination to promote informed decision-making. Additionally, STARC focuses on fostering innovation and development to drive impactful solutions, while building strong partnerships and networks to expand reach and collaboration opportunities.

Through these activities, STARC aims to develop skilled human resources and contribute to sustainable development, aligning with Shakti Foundation's broader mission of social and economic empowerment.

FEATURES	Accommodation for 150 trainees	6 modern Training Rooms
2 lavish Meeting Rooms	Well-equipped Computer Lab	
Functional Library & TV Room	High-class Cafeteria	
200-person capacity Multipurpose Hall	Indoor Games Facilities	
Open Theatre with 150 seating capacity	Outdoor Sports Area	
100-person capacity Workshop Room	Product Display Center with digitalized monitoring system	
Fully secured and covered by CCTV cameras	High-speed Wi-Fi coverage	
24/7 Generator and Elevator	Updated and Sensor-activated full-time Fire Extinguishing System	

## SHAKTI TRAINING AND RESEARCH CENTER (STARC), BOGURA

The construction of Shakti Training and Research Center (STARC) in Bogura was completed in the financial year 2023 – 2024. This 0.62-acre establishment features a variety of facilities, and currently hosts regular training programs and workshops to train Shakti employees, fostering growth and development within the organization.



### FEATURES

Training center with dormitories for 50 people	Indoor and outdoor games facilities
2 fully-equipped classrooms	24/7 generator and elevators
Three ponds for fish cultivation	High-speed Wi-Fi coverage
3 pieces of land for vegetable cultivation	Fully secured and covered by CCTV cameras
Gardens for growing flowers, fruits, and timber	Updated and sensor-activated full-time Fire Extinguishing System
A poultry farm	Cafeteria

The main attraction of STARC Bogura lies in its self-sufficiency. The facility produces its own vegetables, fruits, fish, and poultry, which are used to feed both trainees and staff.

Additionally, it features solar-powered energy production systems, ensuring a sustainable and reliable electricity supply for the entire establishment.

## KEY ACTIVITIES

### Training and Workshops

STARC Bogura is now fully operational and conducts regular training sessions and workshops with employees of Shakti.

### Fish Cultivation

To make fish protein easily accessible to low-income communities, Shakti Foundation has been experimenting with fish farming in three ponds. The focus is on low-cost, high-yield practices to maximize benefits.

### Vegetable Farming

Currently, experimental vegetable farming is being conducted, and the results will be shared with Shakti's field staff across districts.

### Poultry Farming

To gain practical experience in small-scale poultry farming, Shakti Foundation is conducting an experimental project with 400 broiler chickens. The project aims to assess the benefits, challenges, and ease of care.

STARC Bogura is currently being utilized for conducting high-quality agricultural research, and the findings will be shared with local farmers and Shakti's field staff across all districts to enhance food production. Shakti Foundation envisions developing this establishment into a major hub for knowledge generation and dissemination, fostering innovation and growth in the agricultural sector.



# DONORS, PARTNERS & ALLIANCES

## DONORS



- CAF America
- Citi Foundation N.A.
- Foreign, Commonwealth and Development Office Bangladesh (FCDO), Bangladesh
- HSBC
- Internal Resources Division (IRD), Bangladesh
- MetLife Foundation
- Opportunity International, Australia

## PARTNERS



- Asian Development Bank (ADB)
- Bhumijo
- BLOOM GO
- BRAC Institute of Governance and Development (BIGD)
- Channel i
- Channel 24
- Consultative Group to Assist the Poor (CGAP)
- Delivery Tiger
- Dhaka Flow
- Georgetown University
- ICDDR, B
- International Development Enterprises (iDE)
- Infrastructure Development Company Limited (IDCOL)
- Institute for Inclusive Finance and Development (InM)
- Microsave Consulting (MSC)
- NASA GLOBE Program
- North South University (NSU)
- Palli Karma-Sahayak Foundation (PKSF)
- PRAAVA Health
- Robi Axiata Limited
- SOLshare
- Stanford University
- United States Agency for International Development (USAID)
- US Embassy, Dhaka
- Water.Org
- Yale University

## GOVERNMENT ALLIANCES



- Chattogram City Corporation
- Dhaka North City Corporation
- Directorate General of Health Services (DGHS), Ministry of Health and Family Welfare
- Family Planning Division, Ministry of Health and Family Welfare
- Rajdhani Unnayan Kartripakkha (RAJUK)
- Sustainable and Renewable Energy Development Authority (SREDA)

## 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)
- Credit and Development Forum (CDF)
- FinEquity
- International Network of Alternative Financial Institutions (INAFI) Bangladesh
- Naripokkho
- Women's World Banking (WWB)

## MFS, BANK & NBFI AFFILIATIONS



- bKash Limited (Principal Agent)
- Alliance Finance PLC
- Bangladesh Development Bank Ltd.
- 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
- 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



# SUSTAINABILITY REPORTING

# SHAKTI'S IMPACT: EMPOWERING COMMUNITIES THROUGH SOLAR ENERGY

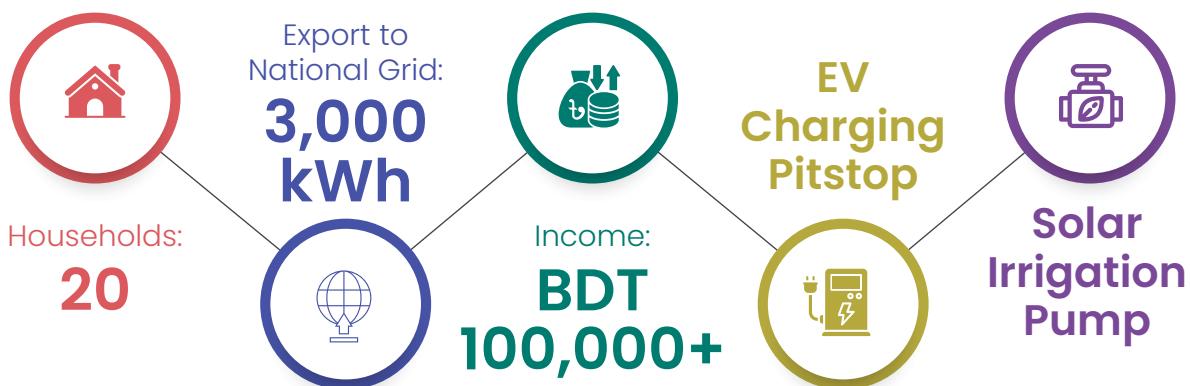
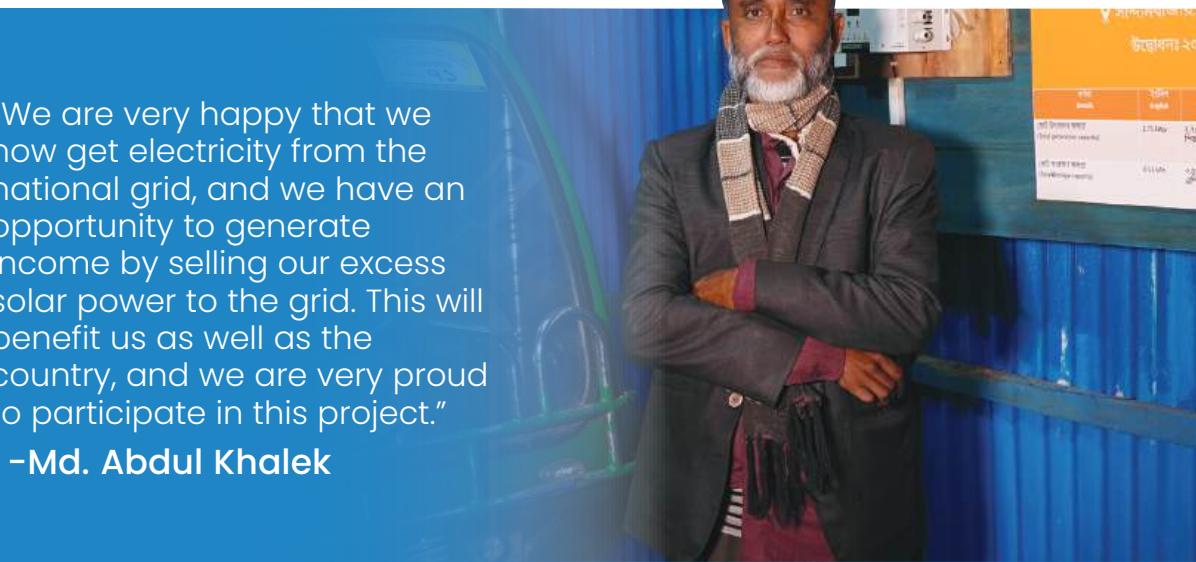
To build a healthy, beautiful, and sustainable world for future generations, there is no alternative to environmental protection. A key step toward this goal is reducing the use of fossil fuels and promoting the adoption of renewable energy sources. Shakti Foundation recognized this need a long time ago, and since 2010, the organization has been working to promote the use of solar energy by installing solar panels in remote areas of the country. In continuation of these efforts, Shakti Foundation, with financial support from FCDO and technical assistance from SOLshare, initiated a solar panel project in the remote Saddam Bazaar area of Dhobaura Upazila, Mymensingh. Under this project, 20 households within a community were interconnected through a solar system using a community-sharing model. A unique feature of this project is that the connected households can sell surplus solar energy to each other and to the national power grid, thereby integrating two of the country's major power supply systems.

However, it was discovered that during power outages the community was unable to sell their excess energy as the grid was only available 53% of the time. Shakti Foundation then developed a solution to ensure the community's 40% excess energy could continue being sold when the grid was down, increasing the system's efficiency by 80%. The extension included the setup of a small EV charging pitstop, where the community could continue earning by selling their excess solar power while also laying the foundation for further scaled-up activities for e-mobility. The electricity generated through these solar systems is also used for operating irrigation pumps and supplying safe drinking water. This has enabled the residents to establish a self-sustaining system. The project concluded in December 2023, and the community members are now successfully maintaining the system while significantly reducing their reliance on fossil fuels and contributing to lower carbon emissions. Shakti Foundation plans to implement similar projects in more areas in the future.



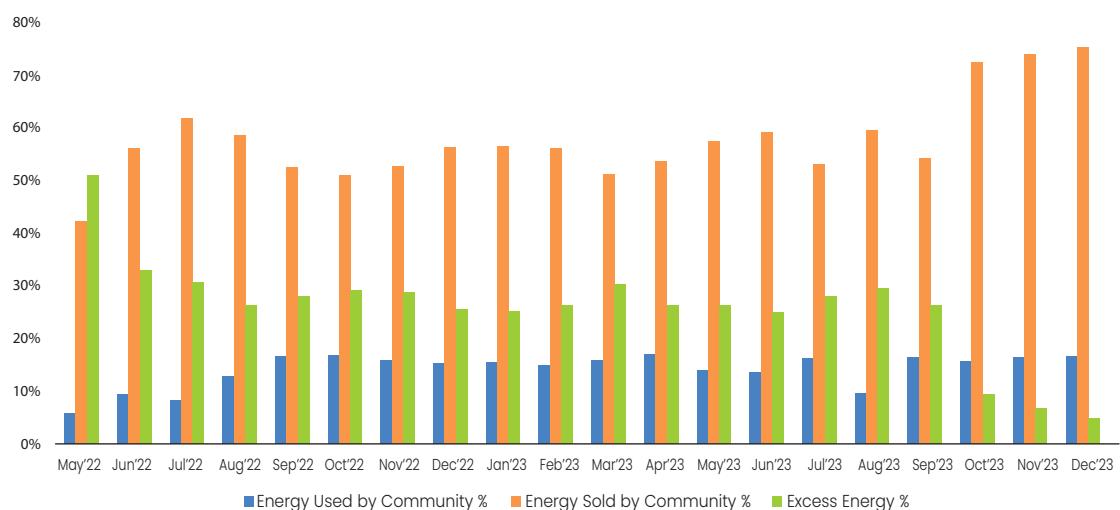
"We are very happy that we now get electricity from the national grid, and we have an opportunity to generate income by selling our excess solar power to the grid. This will benefit us as well as the country, and we are very proud to participate in this project."

-Md. Abdul Khalek

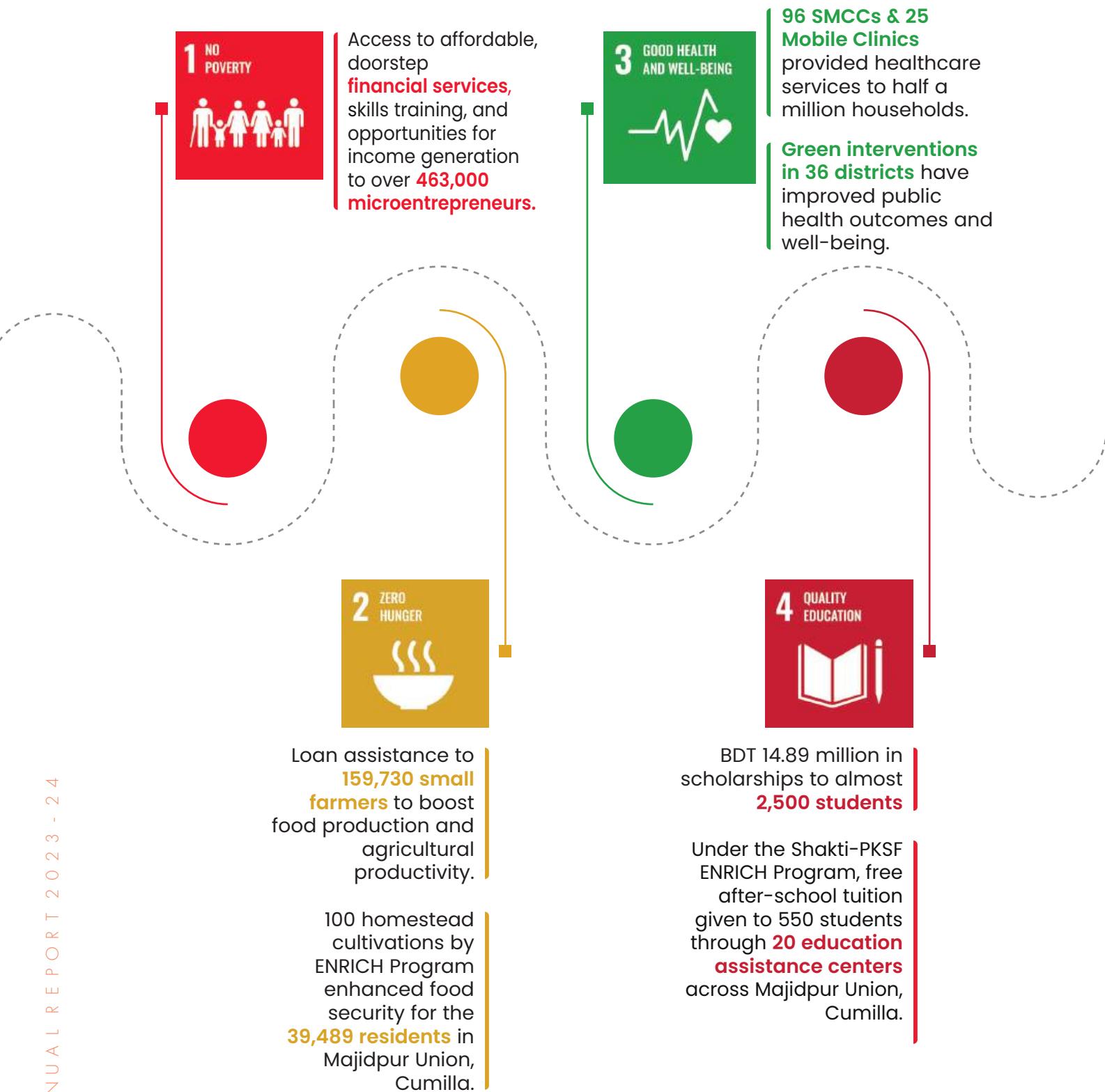


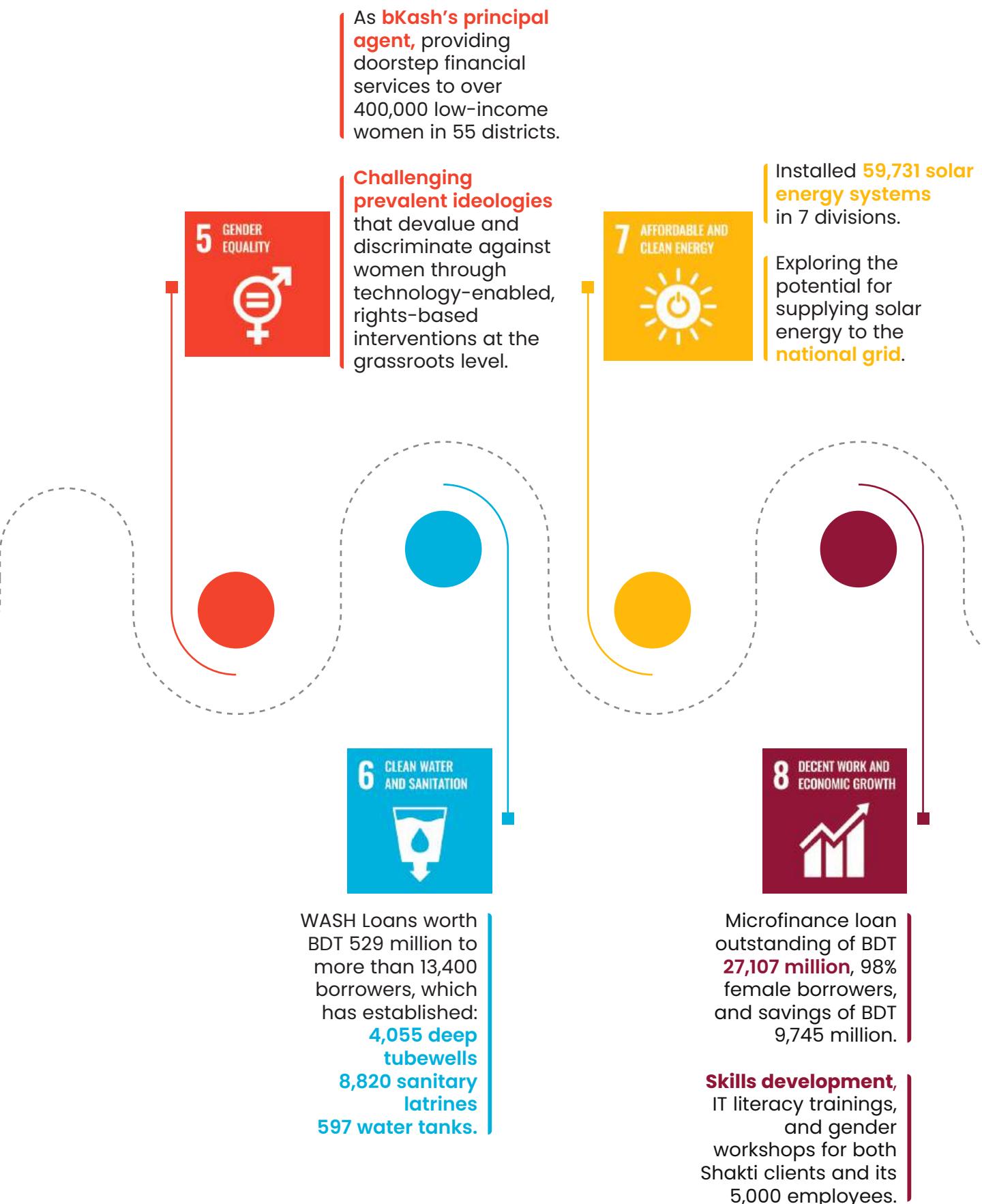
## DATA ANALYTICS

The graph below shows the energy usage within the community at Saddam Bazar, Mymensingh over 20 months:



# CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS







### 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Affordable and equitable access to financial services for **60 million** unbanked individuals (January 2024).



### 11 SUSTAINABLE CITIES AND COMMUNITIES

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.



### 10 REDUCED INEQUALITIES

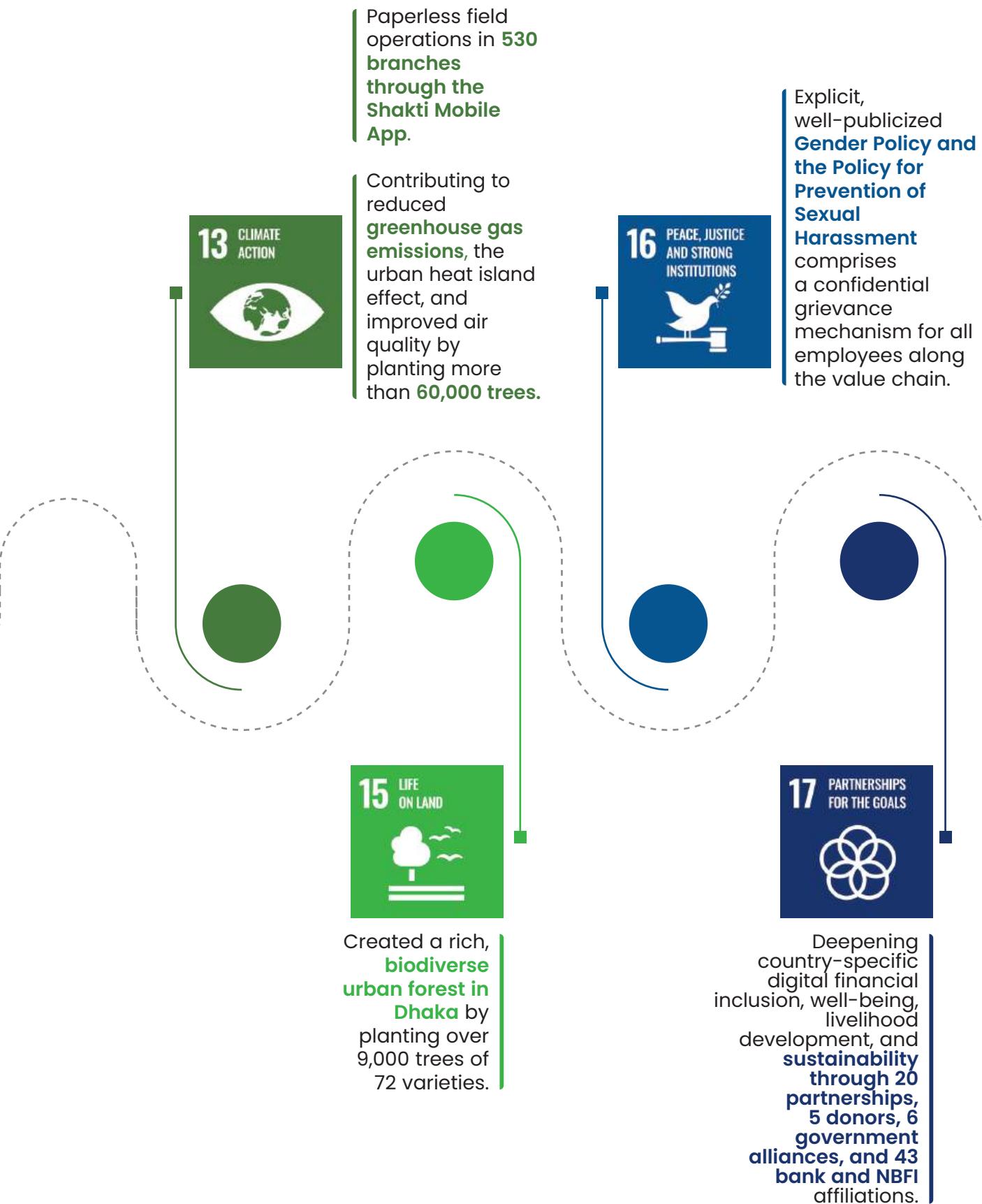
Access to digital financial inclusion, healthcare, and education for over **400,000 low-income women and their families**.



### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Solar systems in over **90 local markets** are facilitating the use of renewable energy in retail.

The Microfinance Program is supporting over **4,000 eco-friendly entrepreneurship initiatives**.





# SHAKTI **GOVERNANCE**

# ANNUAL GENERAL MEETING (AGM)

The 34<sup>th</sup> Annual General Meeting (AGM) of Shakti Foundation was held on September 26, 2024, 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.

AGM MEETING DATE	NUMBER OF TOTAL MEMBERS	NUMBER OF MEMBER ATTENDED
<b>26</b> <small>September 2024</small>	<b>17</b>	<b>13</b>



# GENERAL BODY

	NAME	PROFESSIONAL OCCUPATION	POSITION IN SHAKTI BOARD
1	<b>Mahbooba Akhter Mahmood</b>	Founder & Executive Director, <b>Utsho Bangladesh</b>	Chairperson
2	<b>Dr. Nilufar Banu</b>	Executive Director, <b>Bangladesh Unnayan Parishad (BUP)</b>	Treasurer
3	<b>Humaira Islam, PhD</b>	Founder & Executive Director, <b>Shakti Foundation for Disadvantaged Women</b>	Member Secretary & Executive Director
4	<b>Professor Abul Kalam Azad Khan</b>	National Professor, President, <b>Diabetic Association of Bangladesh (DAB);</b> Chairman, Board of Trustees, <b>Bangladesh University of Health Science</b>	Member
5	<b>Alauddin A. Majid</b>	Former Chairman, Board of Directors, <b>BASIC Bank;</b> Career Banker	Member
6	<b>Mahera Khatun</b>	Former President, <b>Rotary Club of Dhaka Mid City;</b> Life Member <b>Association for Blind Children (ABC);</b> Life member, National Committee of Bangladesh for <b>United World College (UWC);</b> Past President of <b>Rotary Club of Dhaka</b> Mid City, 2013-2014; Member of <b>Rotary Club Dhaka</b> , the First Rotary Club of Bangladesh, since 2020; Former Chief Field Operations, <b>UNICEF, Sudan</b>	Member

	NAME	PROFESSIONAL OCCUPATION	POSITION IN SHAKTI BOARD
7	<b>Mehnaz Rabbani</b>	Director, Operations, Strategy and Partnership, <b>BRAC Institute of Governance and Development, BRAC University</b> ; Former Evidence and Impact Advisor for Asia, <b>Save the Children International</b>	Member
8	<b>Justice Md. Tafazzul Islam</b>	Barrister at Law, Former Chief Justice of Bangladesh; Former Member of <b>Permanent Court of Arbitration (PCA)</b> , The Hague, Netherlands	Member
9	<b>Muhammad Khalid Shams</b>	Former Deputy Managing Director, <b>Grameen Bank</b> ; Managing Director, <b>Grameen Telecom</b>	Member
10	<b>Professor Nazrul Islam</b>	Emeritus Professor, <b>Geography and Environment Department</b> , Dhaka University; Founder-Chair, <b>The Centre for Urban Studies (CUS)</b> ; Former Chairman, <b>University Grant Commission (UGC)</b>	Member
11	<b>Dr. Qazi Khaliquzzaman Ahmad</b>	Chairman, <b>Dhaka School of Economics (DScE)</b> ; Chairman <b>QK Ahmad Foundation</b>	Member
12	<b>Sarah Ali</b>	Managing Director of <b>Bitopi Advertising Limited</b> , <b>Mighty Byte Limited</b> , <b>Activate Media Solutions Limited</b> , <b>Spotlight Event Management Limited</b> ; Treasurer of <b>Advertising Agencies Association of Bangladesh</b> ; Executive Committee Member of <b>Obhoyaronno, Bangladesh Animal Welfare Foundation</b> ; Honorary Consul of Peru	Member

	NAME	PROFESSIONAL OCCUPATION	POSITION IN SHAKTI BOARD
13	<b>Shahrier Ahmed</b>	Managing Director, <b>RN Clothing Limited (RAW NATION);</b> Director, <b>Islam Garments Ltd;</b> Managing Director, <b>Euro Jeans Ltd.</b>	Member
14	<b>Shireen Scheik Main Uddin</b>	Principal Consultant, <b>ASSAN Dhaka;</b> Former Vice President, <b>American Express Bank,</b> Dhaka	Member
15	<b>Sonia Bashir Kabir</b>	Founder, <b>SBK Tech Ventures &amp; SBK Foundation;</b> Vice Chair, <b>UN Tech Bank for LDCs Dhaka, Bangladesh;</b> Former Managing Director, <b>Microsoft Bangladesh;</b> Founder President of <b>TiE Dhaka</b>	Member
16	<b>Taheerah Haq</b>	Former Country Director, <b>Ashoka;</b> <b>CEO Public Relations Management;</b> Social Worker	Member
17	<b>Dr. Toufiq Ali</b>	Former CEO of <b>KAFCO;</b> Former Chief Executive, <b>Bangladesh International Arbitration Centre (BIAC);</b> Former Ambassador, Former Secretary (Multilateral), <b>Ministry of Foreign Affairs, Dhaka;</b> Adjunct Faculty, <b>Foreign Service Academy</b>	Member

# EXECUTIVE COMMITTEE



**Mahbooba Akhter Mahmood**

Chairman  
Shakti Board



**Dr. Nilufar Banu**

Treasurer  
Shakti Board



**Humaira Islam, PhD**

Member Secretary & Executive Director, Shakti Board



**Mahera Khatun**

Member  
Shakti Board



**Professor Nazrul Islam**

Member  
Shakti Board



**Taheerah Haq**

Member  
Shakti Board



**Dr. Toufiq Ali**

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:

MEETING DATE	NO. OF MEMBERS ATTENDED
24 July, 2023	7
27 September, 2023	6
12 February, 2024	6
29 April, 2024	6
26 June, 2024	6

# WORKING COMMITTEES



## Audit Committee:

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



## Finance Committee:

Reviews and confirms all financial decisions to manage the organization efficiently, including fund management, credit line facilities, and financial transactions. Its purpose is to protect Shakti from internal and external risks and shocks.



## Sexual Harassment Prevention Committee

Consists of internal and external members experienced in gender and sexual harassment issues. Aims to create a safe, harassment-free environment and ensures prompt response to complaints.



## Disciplinary Committee

Reviews investigation reports on sexual harassment and code of conduct violations, providing necessary recommendations.



## Social Responsibility (SR) Committee

Facilitates health grants for beneficiaries for critical disease treatment or accident-related injuries and provides aid during natural disasters. Offers scholarships to underprivileged students and supports old-age homes and schools for the disabled.



## Staff Welfare Committee

Grants health support to employees for treatment of work-related injuries and critical illnesses, and awards educational scholarships to employees' children for outstanding academic achievements.



## Provident Fund Trustee Board

Manages the Provident Fund, oversees investments, and facilitates payments and loan decisions related to the fund.



## Central Procurement Committee

Ensures all procurement is transparent and follows set procedures for quality control.

# EXECUTIVE MANAGEMENT



**Imran Ahmed**  
Deputy Executive Director

Imran Ahmed brings a wealth of expertise and a proven track record of leadership to his role. Under his guidance, the Microfinance, Health, and Climate Change Programs have grown into flagship initiatives, delivering impactful solutions in their respective fields. He also oversees the Training and IT Departments, driving innovation and operational efficiency within the organization. Before joining Shakti Foundation, Mr. Ahmed served as one of the youngest Vice President at

comScore Inc., a leading data analytics firm based in Washington, D.C. In this role, he spearheaded Client Services and Product Leadership, shaping strategic initiatives that enhanced client engagement and product performance. Prior to that, he worked at McKinsey & Company, a globally renowned management consulting firm, where he served as a knowledge expert and lead economist. Mr. Ahmed holds an MA in International Economics and Finance from Brandeis University and a BA in Mathematics from Bard College, both in the USA. His diverse background and strategic vision continue to drive Shakti Foundation's mission of creating sustainable and impactful change.



**Asma Begum**  
Senior Director, Head of Human Resources

Mrs. Asma Begum has been an integral part of Shakti Foundation since 1992, starting her journey as a Credit Officer and rising through the ranks to her current leadership role. Over the years, she has contributed to various departments, demonstrating exceptional dedication and expertise across diverse functions. Her professional development includes specialized training

on Project Program Development and Management (PPDM) in the Philippines (1996) and Business Planning and Financial Modelling in the USA. Mrs. Begum holds an honors and a master's degree in Sociology from the University of Dhaka. Her extensive experience and academic foundation continue to strengthen Shakti Foundation's mission and impact.



## **Md. Shariful Islam**

### Senior Director, Head of Administration

Mr. Md. Shariful Islam began his journey with Shakti Foundation in 1992 as a Credit Officer and has since risen to the position of Senior Director through decades of dedication and excellence. Over his 32-year tenure, he has served in key roles across various departments, including Microfinance, Human Resources, Solar, and Enrich Programs, contributing significantly to the organization's growth and impact. Mr. Islam holds a master's degree in Economics and a postgraduate diploma in Personnel Management. In addition, he has enhanced his expertise through international training, including Project Program Development and Management (PPDM) in the Philippines in 1996.



## **Nazmul Ahsan**

### Senior Director, Head of Internal Audit & Legal

Mr. Nazmul Ahsan, Senior Director and Head of Internal Audit and Legal at Shakti Foundation, began his career as an accountant in 1994. He now oversees internal audits at both branch and head office levels and formulates the organization's internal control systems. Mr. Ahsan has received extensive training, including Project Program Development and Management (PPDM) in the Philippines, Microfinance in the USA, Operational Risk Management in India, and MFI Management in Germany. He holds a master's degree in Finance from the University of Dhaka, has completed ICMA (intermediate), and is a certified income tax practitioner.



## **Sabya Sachi Roy**

### Senior Director, Head of Asset Development & Management

Mr. Sabya Sachi Roy has been with Shakti Foundation for 27 years, previously leading the IT Department for 23 years. He played a key role in integrating digital financial services, such as Rocket and bKash, with the Microfinance Program. Additionally, he has been involved in business development, focusing on creating new opportunities in government projects through joint ventures with Shakti and other organizations. Mr. Roy holds a master's degree in Commerce and is a certified Administrator Professional for Oracle Database 11g. He is also a 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 in 2022, as Senior Director and Chief Financial Officer. With over 27 years of experience, he previously served in various roles at BURO Bangladesh, including Program, Internal Audit, and finally, Coordinator and Head of the Finance and Accounts Department. Mr. Halim holds an honors and master's degree in Accounting from the University of Dhaka. He has received training in Management Information Systems for MFIs, Financial Analysis, Delinquency Management, Microfinance Risk Management (Microsave, India), and Accounts Management (India).



### **Md. Zillur Rahman**

**Senior Director, Head of Information Technology (IT)**

Mr. Md. Zillur Rahman has a distinguished 26-year long career in Data Science, Data Analysis, Software Development, ERP, and various software applications, specializing in Sales and Implementation. Prior to joining Shakti Foundation, he served as Head of Implementation at Rahimafrooz Renewable Energy Ltd. after an 11-year

tenure as Head of IT. He was also the Managing Director at UDDOM Limited, a startup focused on a social commerce platform. Mr. Rahman holds an Executive MBA from East West University, Bangladesh and a Professional Diploma in Information Technology from NIIT, Bangladesh. He is skilled in advanced SQL, Java, C#, Python, and JavaScript.



### **Asaduzzaman**

**Senior Director, Head of Microfinance**

Mr. Asaduzzaman is the Head of the Microfinance Program at Shakti Foundation. He began his career in 2011 as Fund Management In-Charge in the Finance Department. He has completed the Chartered Accountancy Course (Professional Level) and is a certified income tax practitioner. His professional development includes

training in Project Management 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). Mr. Asaduzzaman holds an honors and a master's degree in Accounting.



### **Dr. Shamsher Ali Khan**

**Senior Adviser, Health Program**

Dr. Shamsher Ali Khan brings over 39 years of global experience in Public Health and Hospital Management. He has supervised 155 health centers, including 11 upgraded BRAC health centers with EOC facilities, across Asia and Europe. Dr. Khan holds an MBBS from Dhaka Medical College and an advanced diploma in Reproductive Health

from Uppsala University, Sweden. He has made significant contributions to policy advocacy on chronic health issues such as malaria and maternal and neonatal care, collaborating with USAID, WHO, and other international organizations. His expertise continues to impact public health programs worldwide.

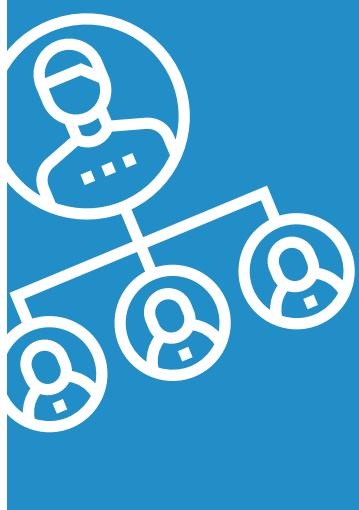
# SHAKTI

# ORGANOGRAM

## 2023-2024







# DEPARTMENTS

# HUMAN RESOURCES

Led by Shakti veteran Ms. Asma Begum, the HR department serves as a key support function, driving Shakti's success through effective resource mobilization and talent management. As the company embarks on aggressive branch expansion in the Microfinance Program, HR plays a pivotal role in ensuring the right talent is sourced, trained, and retained to meet growing demands.



 <b>KEY FUNCTIONS</b>	<ul style="list-style-type: none"><li>• Talent Acquisition and Management</li><li>• Reward Management</li><li>• Fostering Career Development</li><li>• Technological Advancement</li></ul>
 <b>ACHIEVEMENTS AND ACTIVITIES</b>	<ul style="list-style-type: none"><li>• <b>RECRUITMENT:</b> A total of 1,390 employees across the branches and head office were recruited, including Probationary Microfinance Officers.</li><li>• <b>EMPLOYEE SATISFACTION SURVEY:</b> Conducted a comprehensive employee satisfaction survey for both Head Office (HO) and Field Office (FO) employees, gathering feedback to improve work culture and policies.</li><li>• <b>HR COMPLIANCE &amp; SEPARATION POLICY:</b> Revised and updated the 'HR Compliance &amp; Separation Policy, 2024', ensuring legal and operational alignment with current regulations and best practices.</li></ul>

## MAJOR PROJECTS & INITIATIVES

### KPI-based Performance Assessment:

Implemented a KPI-based performance assessment system for all Head Office (HO) employees, aligning individual goals with organizational objectives for better performance tracking.

### Employee Promotions:

Promoted 533 employees through a rigorous assessment system, a significant increase from 276 promotions in the previous fiscal year, demonstrating a commitment to recognizing and rewarding talent.

### Salary Module Automation:

Partially implemented the salary module within the ERP system from February 2024, excluding event-based and increment arrears, to streamline payroll processes.

## FUTURE PLANS AND GOALS

- Ensure timely talent supply for 100% internal promotions for field-level promotions.
- Implement KPI-based performance assessment for Branch Managers (BM) and Assistant Supervisors (AS).
- Develop a strategy to improve the efficiency of all assessors through trainings.
- Generate all assessment-related letters via Shakti ERP for employees to reduce the use of paper.
- Ensure effective ERP implementation for maker-checker roles in data entry for assessment, recruitment and separation events.
- Conduct bi-annual work satisfaction surveys and assess HR's communication with the field.

## INTERNAL AUDIT & LEGAL

The Internal Audit and Legal Department at Shakti Foundation is spearheaded by Mr. Nazmul Ahsan, a Shakti veteran of 30 years. Under his guidance, the department is committed to strengthening internal controls and ensuring compliance, assessing the effectiveness of good governance and risk management, and delivering transparent and concise audit reports. The department's proactive approach involves identifying root causes and providing evidence-based opinions on all aspects of governance, risk management, and internal control. Key responsibilities include drafting, negotiating, and vetting contracts, legal documents, and agreements to protect the organization's interests, as well as managing and overseeing the organization's litigation matters, including working with external counsel when necessary.

Our team of highly trained professionals identifies major internal issues, compliance, or governance-related risks that require immediate attention to improve organizational key operations and financial activities. Additionally, policy noncompliance issues are addressed through special reports provided to the respective program or department for prompt action. Last fiscal year, the department focused on proper documentation and structured reconciliation processes, offering extensive training and workshops to employees to ensure quality and efficiency.



#### KEY FUNCTIONS

- 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.



#### ACHIEVEMENTS AND ACTIVITIES

- 43 auditors dedicated to field operations completed 588 audit engagements on 519 branches and 68 SMCCs in order to reduce financial and non-financial irregularities and ensure due diligence.
- 11 legal officers worked in various geographical locations to safeguard the organization's interests through legal means.
- Conducted 4 intensive training sessions and workshops for all team members to improve their quality and efficiency.
- Emphasized robust documentation and a structured reconciliation process.

## FUTURE PLANS AND GOALS

The Internal Audit and Legal Department is planning to ensure 100% coverage of all audit spots as well as advance training for the audit and legal teams, and introduce advanced tools for auditors.

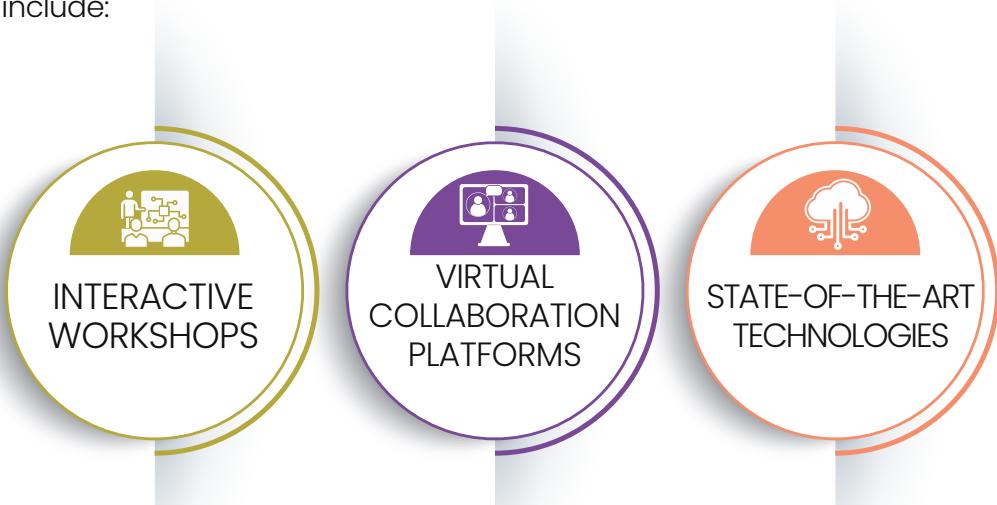
# ASSET DEVELOPMENT & MANAGEMENT

The Asset Development & Management department led by Mr. Sabya Sachi Roy, is responsible for managing, enhancing, and expanding the organization's asset portfolio and business opportunities. It ensures that existing assets deliver value while identifying new ventures or markets to fuel sustainable growth. By strategically overseeing the organization's assets, this department plays a crucial role in driving long-term success and innovation.

	<b>KEY FUNCTIONS</b> <ul style="list-style-type: none"><li>Asset Management</li><li>Financial Planning &amp; Analysis</li><li>Business Development</li><li>Stakeholder Engagement</li></ul>
	<b>ACHIEVEMENTS AND ACTIVITIES</b> <ul style="list-style-type: none"><li>Shakti Training and Research Center (STARC), Savar</li><li>Shakti Training and Research Center (STARC), Bogura</li></ul>

## Shakti Training and Research Center (STARC), Savar

The Shakti Training and Research Center (STARC) in Savar is expected to be completed in December 2024. However, internal training sessions and workshops have already begun at this cutting-edge facility. The purpose of STARC extends beyond providing training courses. Trainees will be taken through comprehensive learning journeys, which include:



In addition, the research wing at STARC will ensure the development of high-quality products, services, and processes, furthering Shakti's mission of innovation and excellence.

### **Shakti Training and Research Center (STARC), Bogura**

The construction of Shakti Training and Research Center (STARC) in Bogura was completed in the financial year 2023 – 2024. This 0.62-acre establishment features a variety of facilities, including:

- A training center with dormitories
- 3 ponds for fish cultivation
- 3 pieces of land for vegetable cultivation
- Gardens for growing flowers, fruits, and timber
- A poultry farm

Currently, STARC Bogura hosts regular training programs and workshops to train Shakti employees, fostering growth and development within the organization.

## **FUTURE PLANS AND GOALS**

The Asset Development & Management department plans to build more training and research centers across the country to enhance skills, drive innovation, and support regional growth. These centers will provide high-quality training and resources as well as research opportunities, fostering the development of a skilled workforce and promoting sustainable business practices.

## **TRAINING & RESEARCH**

The Training & Research Department has been committed to enhancing the skills and knowledge of employees across all levels. With the primary objective of fostering capacity-building, the department aims to bring about positive changes in the knowledge, skills, and mindset of the workforce. Under the guidance of Mr. Sankar Kumer Sarker, the department aims to gain a competitive edge in terms of the latest industry trends, regulations and best practices.

Last year, the Training and Research Department delivered comprehensive online and offline training, achieving 100% participation among staff. About 60% of offline training was conducted across three centers, ensuring broad access to resources. The department assessed the performance of 1,847 staff post-training to evaluate its impact and identify areas for improvement.

Key initiatives included a special training program for 458 staff to prepare for branch-level promotions and Entrepreneur Development training for 747 clients in Risk Management and Business Development.



## KEY FUNCTIONS



- Identifying training needs by analyzing organizational goals, employee skills, and gaps in knowledge.
- Designing and developing training programs tailored to the organization's objectives and target audience.
- Creating content for technical skills, soft skills, leadership, and other areas of professional development.
- Organizing and conducting training sessions using various methods, such as workshops, seminars, online courses, and on-the-job training.

## ACHIEVEMENTS AND ACTIVITIES



- Internal Training
- External Training
- Member Training
- Online Training

MEMBER TRAINING	NAME OF THE TRAINING COURSE	NO OF BATCHES	PARTICIPANTS
	Risk Management and Business Development Training	42	747
	<b>Total</b>	<b>42</b>	<b>747</b>

	NAME OF THE TRAINING COURSE	NO OF BATCHES	PARTICIPANTS
<b>INTERNAL TRAINING</b>	Pre-Service Training for Newly Recruited Staff	109	2,023
	Refreshers Training (MFO)	44	1,037
	Refreshers Training (BM)	11	216
	Managerial and Leadership Training for Area Supervisor	4	91
	Preparation Course for Next Position (BM)	17	379
	Preparation Course for Next Position (AS)	2	29
	Team Building	2	24
	MS Excel Training	3	39
	Training on GLOBE Program	1	14
	Operational Training of Health and WASH	2	41
	Training on Income Tax Act & VAT FY 2023-2024	1	31
	Training on Legal Documents	1	11
	Staff Workshop	3	202
	<b>Total</b>	<b>200</b>	<b>4,137</b>
<b>EXTERNAL TRAINING</b>	NAME OF THE TRAINING COURSE	NO OF BATCHES	PARTICIPANTS
	Training on Income Tax Act 2023 & VAT FY 2023-2024	2	3
	Financial Statements, Tax, VAT, External Audit & Regulatory Requirements	2	2
	Leadership for Development Professionals	1	2
	Procurement and Inventory Management	2	2
	Promoting Leadership in Microfinance Institution	2	2
	Risk Management	2	2
	ME and SME Employees Development Training	1	1
	Training Of Trainers (TOT)	1	1
	Human Resource Management	1	1
	Microenterprise Management & Financing Strategy	1	1
	<b>Total</b>	<b>15</b>	<b>17</b>
<b>ONLINE TRAINING</b>	NAME OF THE TRAINING COURSE	NO OF BATCHES	PARTICIPANTS
	TOT on bKash Principal Agent	2	87
	TOT on Passbook Reconciliation and QR Code Scanning	1	20
	Training on Passbook Reconciliation and QR Code Scanning	27	4,099
	TOT on Loan Assessment	1	20
	Training on Loan Assessment	27	4,095
	TOT on Shakti Apps	3	70
	Training on Shakti Apps	27	4,095
	<b>Total</b>	<b>88</b>	<b>12,486</b>

## FUTURE PLANS AND GOALS

- Develop the capacity of new employees to ensure seamless integration into the organization.
- Develop and enhance the capacity of selected employees who are being prepared for their next career positions.
- Focus on prioritizing the development of current internal staff to strengthen the organization's core capabilities.

# FINANCE, ACCOUNTS & PROCUREMENT

The Finance, Accounts & Procurement Department led by Mr. Md. Abdul Halim, is instrumental in managing resources to advance our mission of socially and economically uplifting disadvantaged women. Focused on key programs—microfinance and health—the department ensures efficient fund allocation to maximize impact. Its responsibilities include budgeting, financial planning, reporting, and maintaining transparency, producing regular updates on income, expenses, and program outcomes.

Over the past year, the Finance Department effectively managed diverse funding streams, optimizing resources to strengthen microfinance and health programs while ensuring compliance with donor agreements and regulatory requirements.

With oversight of funds from both foreign donors and Shakti's own resources, the department ensures responsible financial management to support ongoing initiatives and climate change adaptation projects.



## KEY FUNCTIONS

- Resource Management
- Budgeting and Financial Planning
- Financial Reporting
- Compliance and Oversight
- Transparency and Accountability
- Impact Optimization



## ACHIEVEMENTS AND ACTIVITIES

- Successfully met regulatory requirements by ensuring timely submission of reports and maintaining fair and transparent presentations.
- Efficiently managed loan facilities with 32 banks and 11 NBFIs, securing adequate funds for member loan disbursement. During FY 2023-24, the organization received BDT 18,976.60 million in loans and repaid BDT 20,037.62 million, including interest.
- Maintained compliance with applicable International Accounting Standards (IASs) and International Financial Reporting Standards (IFRSs), resulting in an unqualified audit report for FY 2023-24.
- Optimized fund management by collecting excess funds from branch office bank accounts into just three head office accounts, saving both time and operational costs for the organization.

## PROCUREMENT

The Procurement Department at Shakti Foundation plays a pivotal role in ensuring the efficient and ethical acquisition of goods and services required to support the organization's programs and operations. The department is responsible for identifying and sourcing reliable vendors, negotiating contracts, and managing procurement processes that align with the organization's mission and values. By adhering to transparent, cost-effective, and sustainable practices, the department ensures compliance with regulatory standards, optimizes resource utilization, and fosters long-term partnerships to empower the foundation's initiatives.



## KEY FUNCTIONS

In 2023-24, the Procurement Department successfully facilitated the acquisition of essential materials and services at competitive prices, ensuring smooth and uninterrupted operations across the organization. Key accomplishments include the timely procurement and servicing of office supplies and other essential goods for 530 branches and the head office, enabling seamless organizational activities throughout the year while ensuring:

QUALITY

SIMPLIFIED &  
EFFICIENT  
POLICY PROCESS

DIVERSE  
VENDOR POOL

## FUTURE PLANS AND GOALS

- **Cost Efficiency:** Implement enhanced cost control measures to mitigate the impact of inflation, such as bulk purchasing and long-term contracts with vendors.
- **Strategic Vendor Partnerships:** Establish long-term partnerships with key vendors to ensure consistent quality, cost savings, and mutual growth.
- **Risk Mitigation Framework:** Develop and implement a comprehensive risk management strategy to address potential supply chain disruptions and compliance issues.

## INFORMATION TECHNOLOGY (IT)

In today's digital-first world, the IT Department at Shakti Foundation plays a pivotal role in driving the organization's success. With a strong focus on digital infrastructure, business support, and data analysis, the IT Department ensures uninterrupted connectivity and robust security measures through advancements like 100% broadband internet for field branches and hyper-converged infrastructure at the Data Center. The department is led by Mr. Md. Zillur Rahman, an IT expert with a career spanning 25 years.



### KEY FUNCTIONS

- Software Development
- User Support
- Hardware & Network Administration
- Database System Management
- Cybersecurity and Data Protection



## ACHIEVEMENTS AND ACTIVITIES

- Implemented a comprehensive Mobile Device Management system to ensure the security and management of mobile devices used within the organization.
- The loan assessment process has been simplified to make it easier, faster, and more accurate.
- Introduced a new feature in the SHAKTI App that allows members to complete surveys directly from their mobile devices. This facilitates better data collection and analysis, helping the organization understand member needs and improve services.
- Successfully integrated a new payroll system into the Enterprise Resource Planning (ERP) software.
- Connected attendance devices at the Head Office and all branch offices with the ERP system. This integration allows for real-time tracking and recording of employee attendance, improving accuracy and efficiency in attendance management.
- Implemented a system that sends SMS notifications to deposit account holders for various account activities, including openings, renewals, maturity dates, and withdrawals.
- Established an automated system to transfer monthly profits from the Monthly Benefit Scheme directly into linked savings accounts. As a result, account holders no longer need to manually request or track transfers; the automated system handles everything.
- Introduced a system for online verification and reconciliation of passbook transactions with ERP transactions using QR code scanning. The system accelerates the reconciliation process by enabling real-time scanning and verification, drastically reducing the time needed to match and reconcile transactions.
- We have entered into MRA CIB database, which allows the organization to access detailed credit histories and financial behavior of potential clients, leading to more informed and accurate credit risk assessments.
- Developed and launched a new mobile app dedicated to the SHAKTI Health Program. This app provides users with easy access to their medical history, health resources, program information, and support services.

# ADMINISTRATION

The Administration Department at Shakti is dedicated to ensuring smooth and efficient workflows through open communication and logistical support. This department plays a critical role in maintaining operational efficiency by coordinating logistics and facilitating communication across all levels of the organization. Their efforts ensure that the necessary resources are available and properly managed, allowing Shakti to operate seamlessly and effectively. Mr. Md. Shariful Islam, a 33-year veteran of Shakti, is head of the department.



## KEY FUNCTIONS

- Managing and coordinating logistics to support organizational activities and events.
- Facilitating smooth communication and information flow within and across departments.
- Ensuring the maintenance and efficient use of office facilities and equipment.
- Implementing safety and emergency preparedness measures.
- Organizing training and development programs for support staff.
- Providing administrative support for field operations and staff welfare programs.
- Streamlining administrative procedures for improved productivity and resource management.



## ACHIEVEMENTS AND ACTIVITIES

### Branch Management

- **New Branches:** 26 new branch offices were opened in the financial year 2023-2024.
- **Supervision Room:** As an employee-friendly organization, Supervision Rooms have been arranged in 441 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 530 branches.
- **Water Filters:** To ensure the supply of pure drinking water for branch employees, 174 branches were provided with RO water filters.
- **Field Level Interaction Points:** The 4 zone offices and 27 region offices were set up as points of interaction for field employees where regular meetings, trainings, and workshops take place.



## ACHIEVEMENTS AND ACTIVITIES

- **Subsidized Mobile Handsets for Employees:** Supplied 981 subsidized and interest-free loan-based mobile handsets to employees to facilitate monthly installment and deposit collections.
- **Subsidized Interest-Free Motorcycle Loan:** 234 motor cycles have been provided to male employees in the financial year 2023-2024.
- **Special Motorcycle Loan for Female Employees:** 104 female staff members were provided with subsidized interest-free motorcycle loans with no down payment.
- **Field Trips and Mobile Bill Increase:** Field trip allowances for Microfinance Officers and mobile bill allowances for Accountants and Microfinance Officers have been increased.
- **Motorcycle Maintenance Incentive:** Employees with motorcycles are provided with incentives for maintenance.
- **Iftar distribution among pedestrians:** Distributed 4,268 packets of iftar daily during Ramadan to pedestrians and the poor.
- **Eye Care for Drivers:** Arranged eye checkups and treatment for vehicle drivers to ensure their safety and wellbeing.
- **Training for Support Staff:** Monthly training sessions are organized for support staff to develop their capacity and efficiency.
- **Fire Drills:** Organized 4 fire drills in collaboration with Bangladesh Fire Service, providing Head Office employees with fire emergency training.

## MARKETING & COMMUNICATION

The Marketing & Communication Department serves as the strategic hub for crafting impactful narratives, driving brand visibility, and supporting informed decision-making through data-driven insights. It specializes in content development, internal and external communication, and thematic research to amplify organizational initiatives. By leveraging innovative strategies and tools, the department ensures consistent messaging, fosters stakeholder engagement, and contributes to programmatic success through targeted campaigns and evidence-based solutions. Focused on resilience and innovation, it aligns its efforts to highlight the organization's transformative impact while continuously adapting to emerging trends and challenges. This department is steered by Ms. Tamanna Yasmin Khan, who has 21 years of experience in Shakti Foundation in various departments.



## KEY FUNCTIONS

- **Strategic Communication:**

Create and curate high-quality content for annual reports, publications, campaigns, and digital platforms to enhance organizational visibility. Develop and implement communication strategies to ensure consistent and impactful messaging for internal and external stakeholders.

- **Brand Management:**

Strengthen the organization's brand identity through creative campaigns, promotional materials, and cohesive storytelling.

- **Media and Public Relations:**

Build and maintain relationships with media outlets, ensuring positive coverage and effective crisis communication.

- **Digital Presence Management:**

Oversee social media, website content, and online engagement to maintain a dynamic digital footprint.

- **Stakeholder Engagement:**

Foster meaningful connections with donors, partners, and beneficiaries through targeted communication and outreach initiatives.

- **Innovation and Adaptation:**

Continuously explore emerging trends and technologies to improve communication and marketing effectiveness.

- **Event & Campaign Management:**

Organize and manage external, internal events and campaigns throughout the year to promote the organization and motivate the employees.



## ACHIEVEMENTS AND ACTIVITIES

- **Shakti Barta**

Shakti Barta is a monthly e-magazine that contains all the latest activities, achievements, and information of the organization. The Marketing department develops written and visual content for Shakti Barta. It is also published on a quarterly basis and supplied to all branches.

- **Shakti Football Tournament 2024**

For the first time, the "Shakti Football Tournament 2024" was successfully held with the theme 'Jombe Khela Ebar Maathe'. The tournament began with 12 field-level selection matches, followed by two semi-finals and one final match.

In the field-level competition, Chattogram North South emerged as the champion, while Tangail Region was the runner-up.



## ACHIEVEMENTS AND ACTIVITIES



Additionally, a friendly match was organized at the Head Office between two teams, Jagoron and Ogoroshor. The tournament began on February 16 and concluded on March 9.

### • **Shakti Table Tennis Tournament 2024**

A table tennis competition was organized for female employees at the Head Office, featuring both singles and doubles matches.

### • **Swapno Koro Joy**

Shakti Foundation extended its support to the promising new generation through this initiative. Under this program, children of Shakti employees appearing for the HSC exams this year, along with their parents, received special tokens of encouragement. The honorable founder and Executive Director of Shakti Foundation, Dr. Humaira Islam, along with other senior officials, presented the gifts. A total of 14 students received this gesture of goodwill and encouragement.

## FUTURE PLANS AND GOALS

### • **INCREASE & STRENGTHEN DIGITAL PRESENCE:**

Strengthen Shakti's digital presence across all social media platforms through text, visual, and audio-visual content.

### • **PUBLICATION:**

Develop & publish high-quality publications about Shakti's activities, research findings, and pieces by employees.

### • **ENTREPRENEUR FAIR:**

Organize a fair for selling and showcasing products manufactured by members.

### • **MEMBER PROMOTION:**

Special discount rates for Shakti employees while availing services from members.

# POLICIES, INTERNAL CONTROL & RISK MANAGEMENT

## Manuals & Policies

Shakti has well-defined policies and manuals that guide its operations under standardized principles and rules of business.

- 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 Policy
- Gender Policy
- Policy for Prevention of Sexual Harassment
- Child Protection Policy
- Integrity Policy
- IT & Data Management Policy
- Procurement Manual
- Shakti Health Program Manual
- Training Manual
- Risk Management Policy
- Brand Communication & Social Media Usage Policy

## Internal Control & Risk Management

One of Shakti's key priorities is to uphold accountability and transparency to the public while addressing community needs. By fostering a culture of good governance and implementing effective internal controls, Shakti achieves the following outcomes:

- Minimization and prevention of fraudulent activities
- Transparent and efficient use of resources
- Compliance with relevant laws and regulations
- Enhanced reputation and public trust

Shakti's internal control system has been meticulously designed and integrated throughout the organization for optimal effectiveness. This system is built on principles of authorization, thorough documentation, asset protection, and the segregation of duties. Oversight is provided by the Audit Committee, which continuously monitors and updates the internal control framework as part of an ongoing process.

Shakti recognizes that significant risks can arise from its operational environment, including natural disasters, economic crises, or conflicts. While these external risks cannot be controlled directly, our comprehensive internal control system and proactive management responses are structured to mitigate potential adverse impacts, ensuring resilience and continuity in our operations.

## LIQUIDITY RISK

- Maintain 10% of the yearly net surplus as a reserve fund in FDR form.
- Maintain 10% of total savings in both FDR and cash form.
- Reduce dependency on borrowers for savings collection.
- 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, as non-bank financial institutions are generally less sensitive to adverse economic climates than banks.
- Ensure a deposit mix that includes both low and high interest rates.

## GOVERNANCE RISK

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

## 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.
- The Marketing & Communication Department systematically reports on Shakti's social performance for our internal as well as external stakeholders.

## 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 anticipates such events and takes proactive measures like maintaining cash reserves using diversified sources of funds.

## 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, a team of 43 auditors dedicated to field operations have performed 588 audit engagements on 519 branches and 68 SMCCs.
- Customized Member QR Codes have been introduced to make passbook reconciliation error-free and transparent.



# PROGRAMS

# MICROFINANCE PROGRAM

**HIGH-TRUST,  
HIGH-TOUCH,  
HIGH-TECH SERVICES**



Shakti Foundation began its journey of empowerment with its flagship program – Microfinance. Initially, microloans totalling 15,000 BDT were disbursed to five underprivileged women living in Dhaka's slums to help them establish and run their own businesses. The success of this initiative led to the expansion of similar microfinance programs in other slums across Dhaka and other cities. Today, Shakti offers multiple loan products that help finance its beneficiaries in various aspects of their lives and livelihoods.

The Microfinance Program aims to:

- Provide accessible and affordable capital to finance income-generating activities and livelihood development, while also facilitating asset accumulation through savings.
- Equip members with essential financial management skills, ranging from learning to sign their own names to opening savings accounts.
- Offer relevant moral support and guidance, enabling members to build the confidence and resilience needed to seize opportunities for advancement.

## FACILITIES FOR MEMBERS

Digital loan assessment

Disbursement within 3-5 working days

Disbursement via linked accounts

bKash transactions enabled

QR code enabled passbooks

# LOAN PRODUCTS

Shakti Foundation recognizes that holistic development and empowerment requires uplifting them in various aspects of their lives, including livelihood, education, and health. That is why Shakti offers a range of loan schemes to its beneficiaries. Through these customer-centric financial products, Shakti has moved from the margins of the financial system towards the mainstream.

## JAGORON LOAN

This specialized loan scheme is designed specifically for women and the ultra-poor who cannot secure credit from traditional banks or financial institutions. These collateral-free loans empower members of marginalized communities to undertake family-based, income-generating activities.

- Loan amounts range from BDT 30,000 to BDT 99,999.
- Repayment period extends up to 24 months.
- Members benefit from a 15-day grace period.
- Service charges are rebated on all prepaid loans, with the rebated amount automatically credited to the respective Family Savings account.

## WASH LOAN

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

- Available as a primary or subsidiary loan for all residents in the working area.
- Loan amounts range from BDT 15,000 to BDT 90,000.
- Repayable in 12-24 months for principal loans and 6-12 months for subsidiary loans.



## SHOHOJ LOAN

In response to the global economic volatility following COVID-19, Shakti Foundation launched the Shohoj Loan to address the agriculture and small business requirements of members at the grassroots level.

- New members as well as second-cycle members who have already paid off their existing loans.
- The loan amounts range from BDT 30,000 to BDT 99,000.
- Repayment period of 6 months.
- Monthly and weekly installment periods.

## E-LOAN

Shakti offers swift, digital loan services to small and medium online entrepreneurs. The entire process—from loan origination to disbursement and repayment—is digitalized, enabling quick and efficient access to finance for online businesses. The service charge is relatively low compared to MFI standards. Our partner for this initiative is Delivery Tiger.

- Eligible for small and medium businesses with a minimum inventory of BDT 1 lakh or a daily sell-through rate of 4%.
- Loan amounts range from BDT 50,000 to BDT 500,000.
- Repayment period of 3–24 months.
- Funds disbursed within 5–7 working days of application.

## RAISE LOAN

To enhance access to credit and capacity development within the informal sector—particularly for low-income youth and microentrepreneurs affected by the pandemic—Shakti started implementing the ‘Recovery and Advancement of Informal Sector Employment (RAISE)’ Project. Operating in urban and peri-urban areas across Bangladesh, this initiative promotes sustainable employment through informal apprenticeships, business management training, and inclusive finance. The World Bank and PKSF jointly finance this project.

- Loan amounts range from BDT 51,000 to BDT 700,000.
- Repayment period of 12–24 months.
- Loans disbursed within 5–7 working days of application.
- Beneficiaries receive skills development training lasting 3 days to 12 weeks.

## SALARY LOAN

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

- Loan amounts range from BDT 100,000 to BDT 1,000,000.

- The minimum eligible monthly salary is BDT 12,000 for government employees and BDT 20,000 for non-government employees.
- Beneficiaries enjoy a 30-day grace period.
- Loans are repayable within 12–24 months.

## REMITTANCE LOAN

Shakti offers this loan to members who have a migrant worker in their household. The aim of this loan is to fulfill cash emergencies and other daily needs while they wait to receive remittance from abroad.

- Family members of expatriates working abroad for one year or more and having foreign work visa validity of at least 3 months are eligible beneficiaries.
- The remittance amount sent by the expatriate has to be at least BDT 20,000 per month.
- Loan Amounts Range from BDT 100,000 to BDT 1,000,000.
- Repayment period of 12–24 months.



## SERVICES AT MY DOORSTEP WITH SHAKTI

I am Hasina Akter, a member of Shakti Foundation from Kolakandi, Titas Upazila, Cumilla. Life was once a struggle for my family of six. My husband worked as a day laborer, and later, with money from selling our land, he went abroad. Although this brought some relief, collecting the money he sent home became a challenge. There were no nearby banks or bKash agents, so I had to travel to the distant Gauripur market or rely on a neighbor's account, which was inconvenient and stressful.

Then a Microfinance Officer from Shakti Foundation helped me open a bKash account. He explained that he was a bKash agent and would deliver the money to my home each month. This service has made my life significantly easier. Now, I no longer depend on others or have to travel far to access my funds. Shakti's initiative has brought stability and opened new doors of opportunity in my life.

## AGROSOR LOAN

Shakti offers the Agrosor/Micro Enterprise (ME) Loan to members who have successfully expanded their businesses through entrepreneurial spirit and paid off their previous loans. They can get a larger amount needed to fund the capital needs of a growing enterprise.

- Successful second-cycle borrowers and/or any business entity with an investment of up to BDT 1,000,000 (excluding land and building values) are eligible.
- The loan amounts range from BDT 100,000 to BDT 2,000,000, with minimum collateral.
- Repayment period of maximum 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
MICRO – ENTERPRISE DEVELOPMENT (MDP)	Financial services and technical assistance to revive COVID 19-affected microentrepreneurs.	100,000–500,000	6 months

## SME LOAN PRODUCTS

The SME Loan aims to provide institutional credit facilities to small and medium enterprises (SMEs) that neither fall under the microfinance target group nor are in a position to approach commercial banks or other institutions. These loan instruments are used for various purposes across a wide range of industries, with the added benefits 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. Therefore, the SME Loan has been specially designed with the following:

- Swift disbursement upon evaluation of a few key documents.
- Eligible for anyone with a valid trade license.
- Loan amounts range from BDT 300,000 to BDT 2,000,000.
- Repayment period of maximum 24 months.

**Various loan instruments are available for the beneficiaries according to the needs of their sector:**

- **Agriculture Loan:** This scheme is specifically designed to enable poor farmers to invest in better equipment and increase the 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.
- **Trade Loan:** Shakti members can avail trade financing for purposes such as vegetable trading, rice trading, cloth trading, etc. This loan funds trade transactions throughout an enterprise's trading cycle, thereby improving its cash flow.
- **Manufacturing Loan:** Shakti offers Manufacturing Loans to meet the working capital needs related to running a manufacturing business. 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

Shakti Savings Schemes were initially created to promote responsible financial management among its beneficiaries. Evolving with the needs of an ever-changing world, Shakti has introduced six types of savings schemes to cater to the diverse needs of its beneficiaries. These schemes not only encourage savings but also provide a secure way for individuals to plan for their future and meet various financial goals.

With a focus on flexibility and accessibility, the Shakti Savings Schemes are designed to support the financial well-being of our community members, ensuring they have the means to manage emergencies, invest in their children's education, or fund their entrepreneurial endeavors.

### BENEFITS OF SHAKTI SAVINGS SCHEMES



### MY SAVINGS

The My Savings scheme is mandatory for all Shakti borrowers to educate them on the importance of responsibly saving for a better future. With a **6% interest rate**, members save a fixed amount per week or month. This consistent saving habit helps members build a financial cushion, preparing them for unexpected expenses and future investments.



### SHECCHA SAVINGS

Sheccha 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 Sheccha Savings on demand.



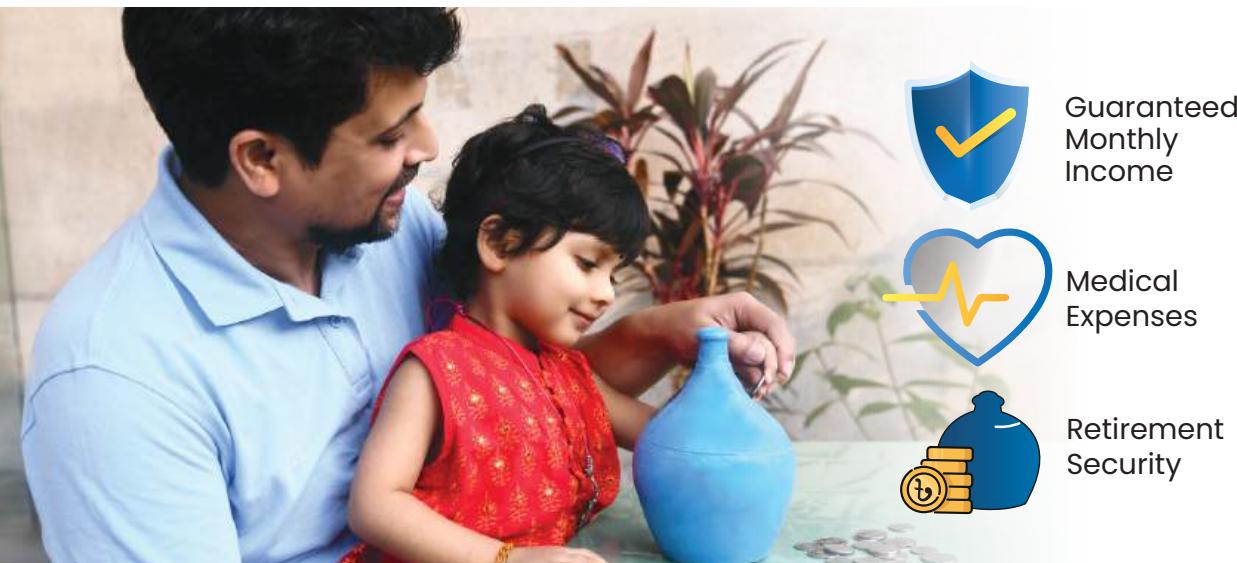
## MASHIK MUNAFA SHONCHOY (MONTHLY BENEFIT SAVINGS SCHEME)

The Mashik Munafa Shonchoy is a voluntary savings scheme designed for those who want to earn a consistent monthly return on their savings. Depositors receive **a monthly interest of BDT 1,000 for every BDT 100,000 saved.** Interest collection starts from the first month and can be withdrawn either in cash or transferred to a bank account.

One Time Deposit (BDT)	Monthly Interest Amount	Monthly Interest Rate
100,000	1,000	12%
50,000	500	12%

### Features

- Interest collection from the first month onwards, via cash or bank
- Minimum deposit balance: BDT 50,000 to its multiples
- Monthly DPS payments can be made through a linked account
- Earned interest can be directly deposited into Sheccha Savings accounts



## 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 every week or month. This scheme encourages long-term savings and financial planning, helping members achieve significant financial milestones.

Duration	Installments				Interest (BDT)	At Maturity (BDT)
	Weekly (BDT)	Frequency	Monthly (BDT)	Frequency		
5	340	240	1,360	60	18,400	100,000
7	220	220	880	84	26,080	
10	130	130	520	120	37,600	



## SHAKTI DPS (SDPS)

SDPS is a voluntary savings scheme where members can save a fixed amount on a monthly basis and withdraw the full amount upon maturity. The duration for this scheme is 2 to 7 years. With a maximum **interest rate of 11%**, monthly payments can be made through the linked Mashik Munafa Account.

Monthly Deposit	Upon Maturity		
	3 Years	5 Years	7 Years
BDT 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



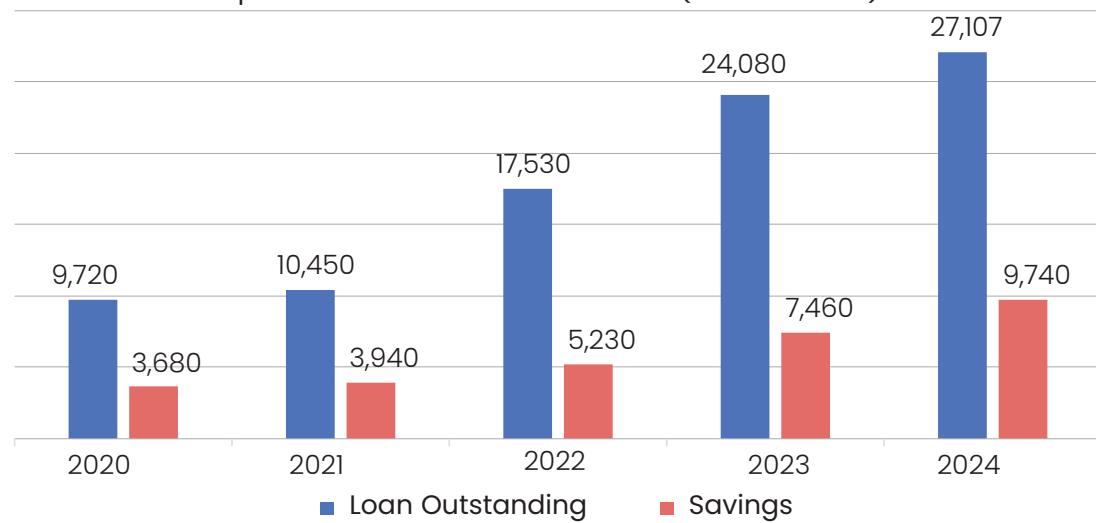
## DOUBLE SAVINGS

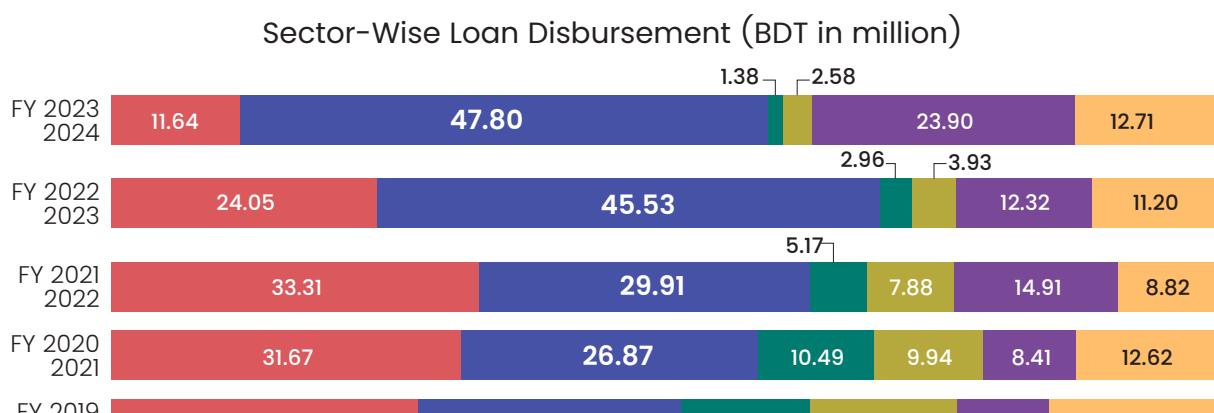
The Double Savings scheme is a voluntary savings plan designed for individuals who wish to grow their investments steadily. Through this program, participants can **double their initial deposit over a period of 6 years**. Starting from BDT 10,000, with deposits accepted in multiples of this amount. At the end of the 6-year term, the depositor receives their initial principal amount along with accumulated interest, doubling their savings.

One Time Deposit (BDT)	Duration	Interest (BDT)	Upon Maturity (BDT)
100,000	6 Years	100,000	200,000
	5 Years	50,000	150,000
	3 Years	25,000	125,000
	1 Year	7,000	107,000

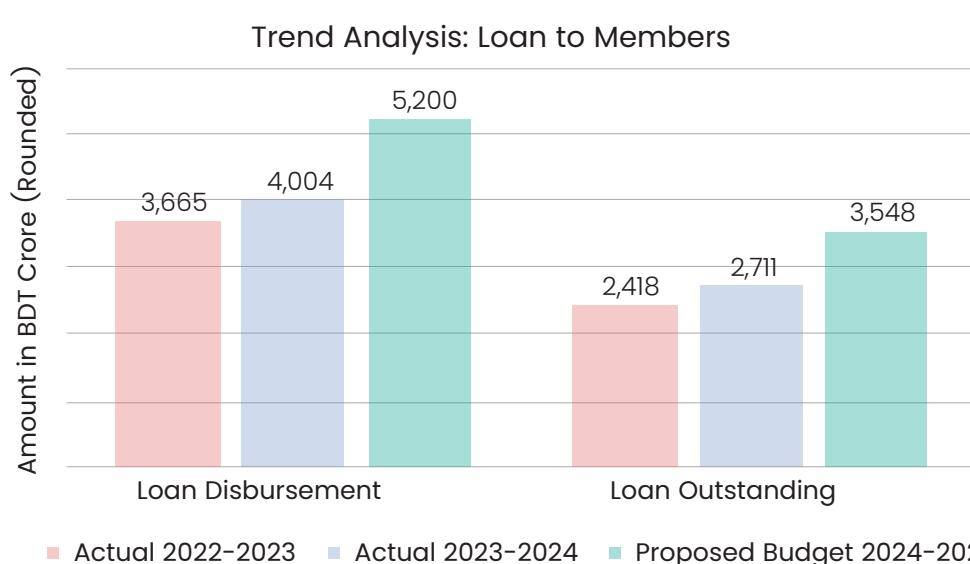
## PROGRAM ACHIEVEMENTS

Expansion Over the Last Five Years (BDT in million)





■ Trading ■ Agriculture ■ Manufacturing ■ Services ■ Housing ■ Others



## FUTURE PLANS

The Microfinance Program at Shakti Foundation is committed to expanding its reach, improving operational efficiency, and fostering financial inclusion across Bangladesh. The program's future plans include:

- **Branch Expansion:** Expanding operations to 810 branches throughout Bangladesh, increasing the program's geographic footprint to reach more underserved communities and promote economic empowerment at a grassroots level.
- **Community Growth:** Building a robust and inclusive community of 1,000,000 members, creating opportunities for financial independence and entrepreneurial growth among marginalized populations.
- **Enhanced Loan Portfolio:** Increasing the loan portfolio to BDT 8,524 crore, enabling more individuals and small businesses to access affordable credit for livelihood enhancement and economic stability.
- **Boosting Savings:** Strengthening financial security by boosting member savings to BDT 3,850 crore, which will account for 45% of the loan portfolio. This initiative aims to encourage a culture of saving among members, ensuring long-term financial resilience.

# HEALTH PROGRAM



## TRANSFORMING PRIMARY HEALTHCARE FOR MARGINALIZED COMMUNITIES

The Shakti Health Program is a lifeline for primary healthcare across 55 districts of Bangladesh, providing essential services through its 96 static centers, the Shakti Medical Care Centers (SMCCs). The program prioritizes women, reaching Shakti clients, their families, and local communities with accessible, quality healthcare that includes basic diagnostics, essential medicines, and non-pharma products. Recognizing the needs of hard-to-reach, elderly, disabled, and marginalized populations, Shakti also deploys mobile clinics in 25 areas.

Additionally, the program addresses adolescent health by promoting menstrual hygiene in schools and communities and has taken vital steps toward early detection of breast cancer, in collaboration with the Bangladesh Breast Cancer Society. Shakti's digital database now supports continuity of care by enabling patient follow-ups and maintaining comprehensive records for post-consultation support.

## OBJECTIVES OF THE PROGRAM

- Promote access to primary healthcare services including maternal and child healthcare for clients and community members.
- Address non-communicable disease identification and treatment at the first level as well as referral.
- Access to quality medicine at affordable prices and prevention of fake products dispersion among the marginalized community.

### MATS/DOCTORS CONSULTATION

Almost 100 medical assistants or MATS provide primary consultations and, whenever necessary, connect clients with doctors or specialist doctors for online consultations. Often, clients are connected directly with doctors via audio or video calls to enhance understanding and ensure high-quality care. This integrated approach allows the community to access both basic consultations and specialized medical advice efficiently, improving the overall quality and reach of healthcare services.

### MENSTRUAL, REPRODUCTIVE HEALTH MANAGEMENT, AND FAMILY PLANNING

The MATS visit schools and colleges to convey messages on menstrual hygiene management among adolescent girls. They provide sanitary napkins in order to improve menstrual hygiene among women in the community and at different school levels at an affordable price. The program promotes the importance of family planning among the community.

### IMMUNIZATION AND VACCINATION

Shakti Health Program collaborates with the government to provide EPI (Expanded Program on Immunization). The MATS identify children under 2 years of age and connect their parents with the nearest EPI centers of the government to ensure immunization for every child. The program also provides screening and vaccination for Hepatitis B and C, influenza, tetanus and cervical cancer.

### LAB/DIAGNOSTIC SERVICES

During consultation, the health program performs basic lab/diagnostic services to diagnose diabetes, anemia, pregnancy, etc. At present the lab/diagnostic includes blood group test, blood sugar test, urine for albumin, Hepatitis B test, Covid-19 test, and dengue through Rapid Antigen tests (RATs). Shakti also collaborates with other lab/diagnostic institutions to carry out further tests for the clients at a discounted price in referral mode.

### MEDICINE SALES

To ensure the clients receive genuine medicines and healthcare products, Shakti sources quality medicine from reputed pharmaceutical companies and sells it to the clients and community at a much cheaper price than the market.

### NON-PHARMA COMMODITIES SALES

Essential non-pharma products like sanitary napkins, hand soap, contraceptives, micro-nutrients, ORS, etc. are also provided at the community level at affordable prices. The goal is to not just promote accessibility, but also to make the program sustainable.

## FREE MEDICAL CAMPS

In order to address the most marginalized people, Shakti organizes health camps to provide its services along with free medicine and diagnostic services. Chronic and non-communicable disease patients are referred to the nearest SMCC for further consultation and posthumously to hospitals and clinic for secondary and tertiary care services.

## FREE HEALTH SERVICES:

Shakti also has a provision of free health checkup for all its clients and their family members. Under the free health checkup each client and their family members receive a MATS consultation, a doctor's consultation, blood sugar test, blood group, urine test for albumin, height/weight measurement and blood pressure check once a year.

## SAMIAH SULTANA

### TESTAMENT OF A SHAKTI HEALTHCARE WORKER

I have been with Shakti Foundation for over a year and a half. Since June last year, I've been actively engaged with the Shakti Mobile Clinic, a project I feel deeply proud to be part of. This initiative allows us to swiftly and effectively deliver high-quality healthcare services to underserved communities.

The mobile clinic, equipped as a mini-ambulance, ensures that affordable healthcare reaches disadvantaged populations in remote areas, overcoming barriers like financial constraints and poor transportation infrastructure. By directly visiting households, we can provide vital medical support to those who would otherwise struggle to access care.

Witnessing the gratitude of the beneficiaries brings immense satisfaction to me and reaffirms the importance of this work. Looking ahead, I am committed to expanding the services of the Shakti Mobile Clinic, introducing innovative solutions to deliver even better healthcare to those in need.



## SPECIAL PROJECT

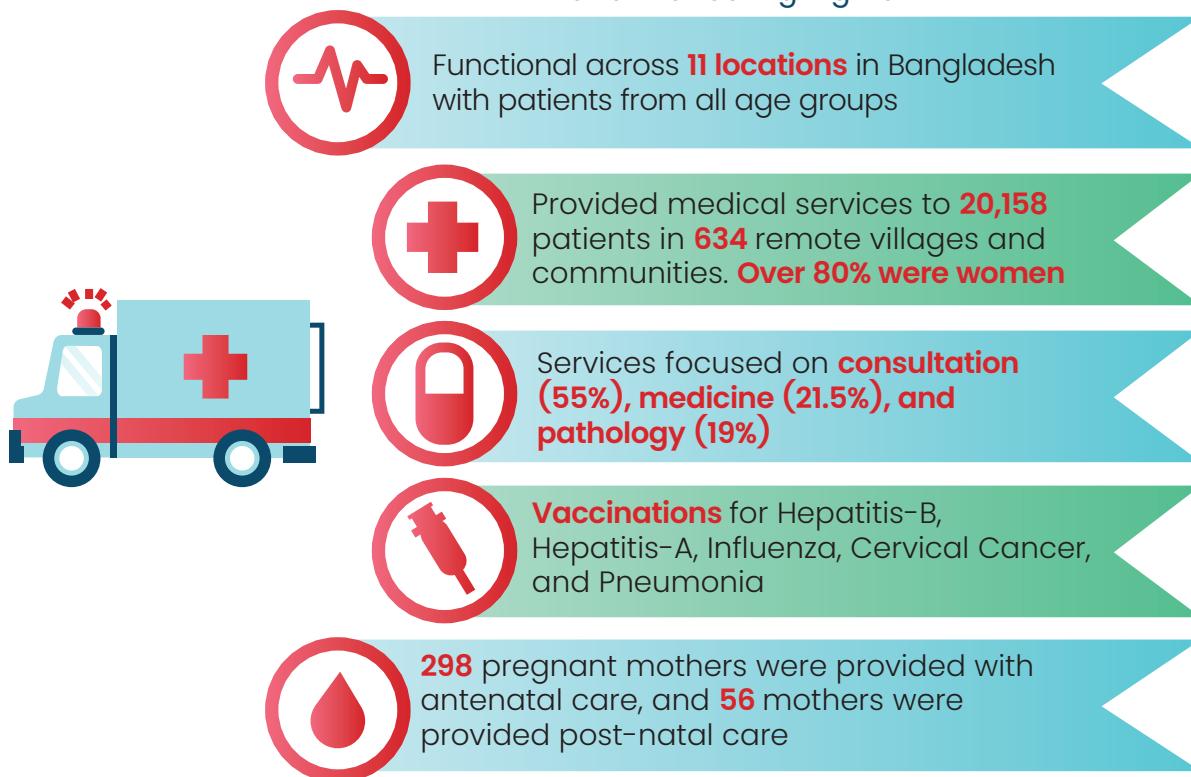
### MOBILE CLINICS FOR REMOTE AND VULNERABLE COMMUNITIES

To promote the "Health Care for Her, by Her" model, Shakti launched its Mobile Clinic Initiative in 2022, delivering healthcare to remote communities. Equipped to provide a range of services, including preventive care, maternal and child health, immunizations, disease management, and health education, the mobile clinics aim to improve health outcomes in underserved areas.

The mobile clinics utilize an electronic data-capturing system, enabling real-time tracking of patient health records and service usage. This data-driven approach helps monitor trends, measure impact, and adapt services to community needs. Staff and drivers receive training on healthcare packages, safeguarding, and operational policies, supported by Opportunity International Australia.

Since launch, monthly service routes and visit plans have been established, and a digital database became operational in September. Standard Operating Procedures (SOPs) and comprehensive service packages were developed to guide clinic operations.

#### Performance Highlights



#### Challenges and Barriers

Despite Shakti's steady progress, the program faces challenges. Staff retention and training are critical, as many employees come from economically disadvantaged backgrounds and need additional support to deliver high-quality services. The program also contends with the impact of political disruptions and natural disasters, such as floods, which often delay scheduled services and impede outreach efforts.

## Program Achievements



**26,095**

Paramedic Consultations



**39,662**

Blood Pressure Measurements



**24**

Free Specialist Video Consultations



**8,500**

Weight Measurements

Total patients for the year of July 2023 to June 2024 were **301,050**. Free services were provided to **52,711** members throughout the year.

Services	Income in BDT
Pathology	6,504,415
Consultancy	775,450
Vaccine	3,823,040
SMCC Medicine Sale	14,497,690
Sanitary Napkin	2,097,311
B2B Income	414,300
Non-Pharma	2,015,291

### Vaccination:

Vaccine	Quantity
Cervical Cancer Vaccine (Papilovax)	467
Evimar-13	1
Hepa-B for adult	4,399
Influenza vaccine (Influvax)	299
PH2 PREVA HAV (Child)	70
PH3 PREVA HAV (Adult)	45
Prenovax	11
Vaxitet	234
Vaxphoid	46
<b>Total Vaccinations</b>	<b>5,572</b>

## Future Plans

- Geographical Expansion to serve coastal, hilly, and haor areas, targeting underserved regions.
- Strengthen service for other women's health issues including breast and cervical cancer and bring under vaccination.
- The long-term goal is to generate demand for the health program and mobile clinics and establish them as an essential and complimentary service across all regions of Shakti.
- Link and bring all the community groups like disabled, elderly, and other disadvantaged groups under the service umbrella.
- Grow digitally with proper analytics to make data-driven decisions with focused intervention and ensure telemedicine and proper referral linkage.

# CLIMATE CHANGE

BALANCING  
HARMONY WITH  
NATURE

In the current context of Bangladesh and the global scenario, environmental degradation and climate change have emerged as critical issues. Shakti Foundation recognizes that addressing these challenges is essential to building a sustainable and resilient world for future generations. That is why alongside ensuring financial, social, and health security for underprivileged communities, environmental protection is one of Shakti Foundation's key objectives.

Shakti Foundation firmly believes that environmental well-being is intrinsically linked to human health. Therefore, aligning with its health program, the organization is actively working through its climate change initiatives to achieve its goals and contribute to a better and more sustainable future.

## Objectives of the Program

- **Adaptation:** design and implement projects to serve communities disproportionately affected by climate change (especially women).
- **Mitigation:** conduct green revival interventions through green public spaces and green infrastructures.
- **Climate-Smart Measures:** accelerate climate-smart initiatives like renewable energy solutions (Solar Projects) and NASA's Globe Program.
- **Policy advocacy:** Facilitating knowledge sharing and catalyzing collective, meaningful action through networked and innovative sessions.

Based on its extreme climate events, Bangladesh is ranked seventh in the Long-Term Climate Risk Index by Germanwatch (2021). By transforming vacant, abandoned areas into green hubs for community engagement, Shakti Foundation seeks to foster sustainability and resilience with the mission to lessen the adverse effects of climate change. In order to improve air quality and lessen the urban heat island effect, we have extensively planted native species and adopted sustainable management techniques this year.





NATIONWIDE GREENING

## The First Urban Forest in Bangladesh

**My name is Abdur Rahim, and I work as a gardener for Shakti Foundation.** I have been part of the tree-planting efforts in Lautola Forest in Bosila, Mohammadpur, since the very beginning. When we started, there was nothing here but a dead canal—no trees, no greenery. It was once a truck stand where nefarious activities would occur after dark. People used to fear coming to this area.

With Shakti Foundation's initiative, we cleared the land and began planting. Now, over 9,000 trees have been planted here. It's a thriving forest with fruit trees, flowering plants, and medicinal herbs of 72 species.

### Restoration of Lautola Khal: Dhaka's first human-made forest

Deforestation is one of the primary drivers of global warming. Extreme heat is a result of both Dhaka's fast-expanding population and the lack of trees in metropolitan areas. In this context, Shakti Foundation, in association with HSBC Bank and local authorities, initiated the Ramchandrapur Khal Nature-Based Solution Project at Lautola Bosila, Mohammadpur. Shakti Foundation has **planted over 9,000 trees to date.**

Ramchandrapur Khal, located in Lautola Bosila, Mohammadpur, was a segment of an extensive network of canals that were intermittently connected to the Turag/Buriganga River. It had been occupied recently by multiple car repair shops and an illegal truck terminal. Shakti has turned the urban blight into a diverse urban forest with **72 different kinds of trees, shrubs, climbers, and herbs** by extensively excavating from the occupied land.

In phase I, until now, through the strategic introduction of native, endangered, medicinal, fruit, and ornamental plant species and sustainable landscaping practices, the project sought to improve plant biodiversity and mitigate the urban heat island effect. In phase II, we aim to sustain this area for years, transforming it into a sustainable urban development model that prioritizes environmental quality, recreational opportunities, and community well-being.

These days, the area has transformed into a peaceful retreat. In the evenings, people from nearby areas come here to enjoy the fresh air and serene environment. It has truly turned into a beautiful forest, and everyone lovingly calls it "**Lautola Bon**" (**Lautola Forest**).

## Plants Distributed Across 55 Districts

Shakti Foundation has implemented a nationwide initiative to plant **3,100 trees in 55 districts**, leveraging its extensive network. Shakti's greening initiatives, which are founded on community collaboration, were initiated on April 1, 2023, and extend from the District Commissioner's offices to open public spaces. Shakti has planted over three thousand trees across many districts, including Bogura, Feni, Natore, and Netrokona.

We also commemorate and promote celebrating days like World Environment Day, where we transform public spaces into green hubs that provide fresh air and optimism to underprivileged neighborhoods. Shakti's commitment to the development of these areas ensures that even the most minor green spaces have a substantial impact.

## Safeguards against extreme weather: Palm Plantations in Rural Majidpur

Experts believe that planting palm trees can mitigate the effects of lightning strikes, which kill more people than any other natural disaster. Palm tree plantation was once a common activity in communities, but it has been abandoned due to urbanization and development. In the rural region of Majidpur, Cumilla, Shakti Foundation has initiated a unique solution—palm tree plantations within the ENRICH Program. This program, which includes the **planting of nearly 2,000 palm trees**, addresses the alarming rise in lightning strikes associated with global warming. In addition to safeguarding disadvantaged communities, these palms serve as protectors of the landscape, generating shaded zones that promote biodiversity and mitigate the likelihood of extreme weather occurrences.

## GREEN INTERVENTIONS IN DHAKA

### Muktir Shobujayon: Greening for Liberation

Shakti Foundation and MetLife Foundation launched the Muktir Shobujayon (Greening for Liberation) Project, which has transformed a neglected area near the Jallad Khana Memorial in Mirpur-10 into a green and child-friendly public space. Previously a drug-infested area, it now features **1,111 medicinal and ornamental plants, a vertical garden, and an upgraded children's playground**, creating a safe and tranquil recreational spot for families. A once-unsightly garbage transfer station nearby has been renovated into a valuable community asset thanks to vibrant artwork by prominent cartoonist Syed Rashad Imam Tanmoy. The project also aims to improve Dhaka's air quality, with further greening efforts planned for the adjacent 60-foot road.

### Nagar Shobujyon Project: Integrating Green Infrastructure in Dhaka's Urban Core

The Nagar Shobujyon Project was born with the objective to enhance the city's streetscape, fostering a more pleasurable and healthier environment for both commuters and residents. This project has effectively integrated green infrastructure components into several of Dhaka's busiest thoroughfares to combat carbon emissions, urban heat island effect, and ambient air quality. The road medians between Army Stadium and Jahangir Gate, as well as Bijoy Sharani and Kazi Nazrul Islam Avenue, have been strategically planted with **more than 17,000 sustainable, functional, and aesthetically appealing plants**.

Significant enhancements have been implemented in addition to the plant installations, such as the pruning of existing vegetation, the installation of fencing, the repair of damaged medians, and the removal of accumulated garbage and dust. The project also included vibrant graffiti art on the concrete dividers, which further enhanced the urban environment and added visual interest.

### **Regreening the Capital City with 1 Lakh Plants**

**Rajdhani Unnayan Kartripakkha (RAJUK) and Shakti Foundation have pledged to plant 100,000 trees**, starting with the Purbachal and Jhilmil locations as part of a broader initiative for afforestation and greening. By aligning with RAJUK, Shakti Foundation aims to address climate change and its adverse effects through tree plantation drives in key historical sites, playgrounds, parks, road medians, roadsides, and canal banks. This joint effort will promote environmental conservation by reducing pollution and enhancing the natural environment.

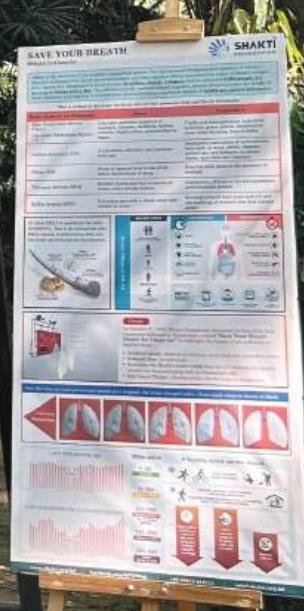
The initiative focuses on tree planting, afforestation, and creating parks and playgrounds to improve this critical situation. RAJUK and Shakti Foundation signed a Memorandum of Understanding (MoU) to ensure mutual collaboration in defining areas for plantation, water supply, electrification, project implementation, beautification, and maintenance of these green projects.

### **NASA's GLOBE Program: First in Rural Bangladesh for STEM Education**

Shakti Foundation and the US Embassy Dhaka are the first to bring NASA's GLOBE Program to Bangladesh, offering hands-on science and environmental education in rural areas. Nazrul Islam High School students in Lalpur Union, Titash Upazila, Cumilla, now have access to basic scientific instruments and learning experiences related to STEM (science, technology, environment, and mathematics). This initiative prepares students to become environmental stewards and responsible decision-makers. Qualified educators are leading them in inquiry-based learning activities that enhance critical thinking, research abilities, and data analysis.

Internationally, more than 100 million educators, students, and researchers have been involved with the GLOBE Program since its inception in 1995. The program is active in more than 120 countries with the support of NASA, NOAA, and the US State Department.





## Clean Air Imperatives

### Visual Storytelling to Raise Awareness on Dhaka's Unyielding Air Pollution

Of the six hazardous air pollutants, PM 2.5, or Fine Particulate Matter is the most harmful. Due to its microscopic size, PM 2.5 is capable of penetrating deep into the lungs and entering the bloodstream. From there, it can reach and damage the heart, brain, and other vital organs. Shakti Foundation is the first in Bangladesh to introduce a visual storytelling campaign to raise awareness on these concerning effects of air pollution on public health.

The outreach includes a 10-foot by 6-foot billboard featuring prosthetic lungs constructed from metal frames and cotton filters. These lungs "breathe" using a motorized lever while capturing contaminants from the atmosphere. The billboard exhibits a real-time Air Quality Index (AQI) alongside a day counter to illustrate the progression of pollution effects. Over time, the white filters on the lungs were disturbingly darkened due to exposure to the ambient air of Dhaka.

The initial phase of the campaign commenced in Mirpur-11, Dhaka, and in under 21 days, the lungs became muddy brown from chalk white, illustrating the dangerous level of air pollution. The average AQI during that timeframe was  $158 \mu\text{g}/\text{m}^3$ , which exceeded the permitted WHO threshold by more than threefold. The subsequent phase in December experienced a further decline in air quality, with the AQI escalating to  $292 \mu\text{g}/\text{m}^3$  and the white filters darkening in less than 14 days.

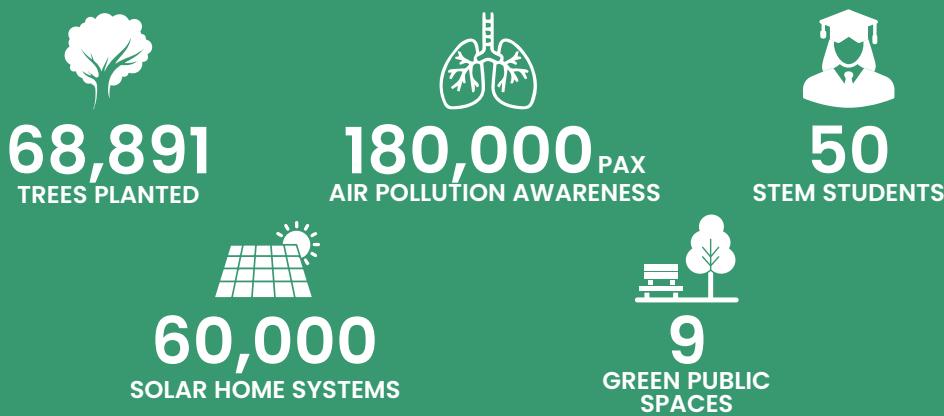
To date, approximately **180,000 people have been educated and sensitized on community-level pollutants**, such as wood and fuel burning, garbage burning, and private vehicle emissions, as well as local, personal, and feasible actions that can be undertaken to mitigate air pollution.

## Policy Dialogue on Clean Air Imperatives

As a follow-up to our clean air initiatives, USAID/Bangladesh and the Shakti Foundation have collaborated to organize a high-level policy dialogue to address Dhaka City's air pollution, called Policy Dialogue on Clean Air Imperatives. Due to this growing threat, Dhaka citizens' life expectancy has decreased by 7.7 years per person, which has also increased the burden of heart disease, stroke, lung cancer, and both acute and chronic respiratory ailments, including asthma. Key participants, specialists, and government representatives, including Advocate Syeda Rizwana Hasan, Prof. Adil Mohammed Khan, and Ms. Anjali Kaur of USAID, convened for the discussion to explore creative approaches and tactics to enhance air quality and protect public health. Additionally, participants have promised to work together to make Dhaka City a cleaner and healthier place for all of its citizens which concluded with the following declarations made by the Speakers.

- Enforcing the use of canopies or covers at construction sites to prevent dust from contaminating the surrounding air.
- Ensuring appropriate covers on transport vehicles carrying materials that disseminate fine particles.
- Banning unfit vehicles that generate black exhaust smoke.
- Eliminating informal leaf and waste burning.
- Blocking illegal sewage lines to lakes and canals.

## PROGRAM ACHIEVEMENTS



### Pilot Project – Advocating Lithium Batteries for Bangladeshi Three-Wheeler Operators

Lead poisoning, which is primarily caused by the informal recycling of lead-acid batteries, is a devastating health and environmental challenge in low and middle-income countries, as per UNICEF (2020). In Bangladesh, the accumulation of toxic chemicals in soil and water is a significant hazard to public health, as a result of the presence of over 1,000 informal battery recycling sites.

Shakti Foundation in collaboration with ICDDR, B has done a survey and according to the results, in order to safeguard both public health and the environment, it is imperative to take immediate action by implementing formal recycling systems, improving regulation, and providing education on battery disposal and maintenance.



# WOMEN EMPOWERMENT

## HER POWER, OUR FUTURE

Shakti Foundation has been a driving force in advancing gender equality in Bangladesh since the beginning, actively contributing to the national and global movement for women's empowerment. At the heart of Shakti's philosophy lies the belief that meaningful change begins with a shift in mindset. By challenging societal norms and fostering a culture of inclusivity, Shakti has created a strong foundation for transformative action.

Through its Women Empowerment (WE) Program, Shakti bridges global aspirations with local impact. The program celebrates the strength and potential of women on an international scale while translating this vision into grassroots empowerment. By equipping disadvantaged women with the tools, training, and opportunities they need, the WE Program transforms them into independent entrepreneurs, change-makers, and community leaders.

From providing financial resources and skills development to fostering confidence and leadership, Shakti ensures that women are not only participants in the economy but also active contributors to social change. The program has uplifted thousands of women, enabling them to break the cycle of poverty, influence decision-making, and inspire others in their communities.

Shakti's commitment to gender equality goes beyond economic empowerment, advocating for a more just and equitable society where women can thrive and lead. This holistic approach underscores Shakti's belief that when women succeed, families prosper, communities flourish, and nations grow stronger.

## KEY ACHIEVEMENTS & ACTIVITIES

### Advocacy on Women, Peace & Security

Under the initiative of Nari Progati Sangha, a workshop was organized in Dhaka to address issues related to women, peace, and security. The workshop brought together 32 network organizations to identify challenges faced by grassroots NGOs in field-level operations and develop solutions. As part of the initiative, advocacy activities were planned at the local level with Union Parishad Chairpersons to promote awareness and action on women, peace, and security.

### Shakti Shikkha Britti

Shakti Foundation's scholarship programs are designed to support students from financially disadvantaged families, ensuring they can continue their education without interruption. By offering financial assistance, the program aims to discourage child marriage and empower young individuals to build a foundation for self-reliance and a brighter future.

**In the fiscal year from July 2023 to June 2024, the program extended its support to 140 students, distributing a total of BDT 2.2 million in scholarships.** This initiative not only alleviates the financial burden on underprivileged families but also fosters a culture of learning and resilience among the youth. By helping students overcome socio-economic barriers, the Scholarship Program contributes to creating a more equitable society where every child has the opportunity to realize their full potential.





## SHAKTI FOUNDATION: THE LIGHTHOUSE OF MY LIFE

**My name is Md. Sujon Islam, and I'm a fourth-year student in the Department of Management Information Systems (MIS) at the University of Dhaka. My journey has been shaped by the unwavering support of Shakti Foundation, where my mother has been a member for over a decade.**

From a young age, I was dedicated to my studies, achieving GPA-5 in SSC and ranking fifth in the Dhaka Board with a scholarship. However, financial struggles threatened my education. At this critical time, Shakti stepped in with their Shikkha Britti Program, enabling me to complete my HSC.

During my HSC exams, tragedy struck when my father passed away suddenly from a stroke. His death strengthened my resolve to fulfill his dream of seeing me succeed. Despite excelling in HSC, I faced yet another obstacle: we couldn't afford coaching for university admission tests. Undeterred, I studied at home and earned a place in the Faculty of Business Studies at Dhaka University.

Even then, managing my living and study expenses in Dhaka seemed impossible—until Shakti again came to my aid. They awarded me the Ucchoshikha Britti, allowing me to continue my university education without interruption.

Shakti's support didn't end there. In 2023, I required eye surgery, and Shakti provided me with a health donation of BDT 25,000. Currently, I am gaining invaluable work experience as an intern in Shakti's Administration department.

Shakti Foundation's contributions to my life go beyond financial assistance—they have been a source of inspiration and encouragement at every turn. Thanks to their unwavering support, I am closer to fulfilling my dreams and building a brighter future.

### Support for Old Age Homes

The Women Empowerment Program extends its support to neglected and marginalized groups in society, particularly residents of old age homes, ensuring their dignity and well-being. To date, assistance has been provided to **187 individuals residing in four old age homes** across different regions of the country. Regular monthly provisions include nutritious meals and essential medicines, catering to the basic needs of the residents.

Beyond these essentials, the program offers additional support on special occasions. Residents receive new clothing for Eid, special meals on festive days, and medical equipment such as hospital beds for those with critical health conditions. The initiative also ensures access to safe drinking water through the provision of water filters, as well as routine health checkups to monitor and improve overall health.

By addressing both immediate and long-term needs, this initiative seeks to provide a sense of care, respect, and inclusion for elderly individuals who often find themselves marginalized, reinforcing Shakti Foundation's commitment to creating a more compassionate and equitable society.

### Support for Children with Special Needs

As part of its commitment to inclusivity and empowerment, Shakti Foundation provides support to children with special needs. **This initiative focuses on enhancing the lives of 132 students at a special needs school located in Rajshahi.** The program ensures that students receive a high-quality meal once a month, contributing to their nutritional well-being and overall health.

In addition to regular meal support, the foundation has provided essential resources to improve the school's facilities and the students' learning experience. This includes school uniforms, chairs and tables, sports and physical therapy equipment, and even a television to enrich their educational and recreational activities.

Recognizing the importance of holistic care, the program also arranges routine health checkups to address the medical needs of the children. On special occasions, the school hosts cultural programs and serves special meals to celebrate these days, fostering a sense of joy, inclusion, and community among the students.

Through this initiative, Shakti Foundation aims to empower children with special needs by creating a supportive environment where they can thrive, ensuring their physical, emotional, and social well-being.

### Iftar Distribution during Ramadan

During the holy month of Ramadan, Shakti Foundation conducted an **Iftar distribution program to support over 3,000 fasting individuals**, including impoverished, underprivileged people, and passersby. This initiative aimed to provide essential nourishment to those in need during the sacred time of fasting and reflection.

From July 2023 to June 2024, Shakti Foundation extended support to a total of 3,319 individuals, encompassing residents of old age homes, students at the special needs school, and participants of the Ramadan Iftar program. **The combined financial assistance for these initiatives amounted to BDT 2.531 million**, reflecting the foundation's dedication to uplifting vulnerable communities and promoting a spirit of compassion and care.

## WOMEN EMPOWERMENT INITIATIVES

### Employee Level

Focus group discussions were organized to ensure the safety and security of female employees in the workplace. These discussions served as a platform for identifying issues and working collaboratively with various departments and programs to find effective solutions. The objective was to create a safer, more supportive environment for women at work.

## Member Level

Focus group discussions also focused on identifying the challenges faced by female entrepreneurs. By sharing the success stories of successful women entrepreneurs, participants were able to learn about strategies for overcoming obstacles and finding pathways to success. This initiative aimed to empower women by providing valuable insights and support for their entrepreneurial journeys.

## SPECIAL DAY CELEBRATIONS

### International Women's Day

**Shakti Foundation commemorated International Women's Day 2024 in collaboration with 52 network organizations** through Naripokkho's initiative and 66 network organizations through Bangladesh Mohila Parishad's initiative. As part of the celebrations, a free health camp was held at Suhrawardy Udyana, providing essential healthcare services to the community. The camp witnessed an overwhelming response, with over 500 individuals benefiting from the services offered.

### International Day for the Elimination of Violence Against Women

Shakti Foundation celebrated this day to raise awareness about violence against women. The day's events featured vibrant rallies, engaging cultural programs, and thought-provoking discussion sessions held in Dhaka, Cox's Bazar, and Khulna. These activities aimed to **inspire dialogue, advocate for women's rights, and promote collective action against gender-based violence.**

The celebrations were made possible through a collaborative effort with 52 network organizations under Naripokkho's initiative. This partnership not only amplified the impact of the events but also highlighted the power of unity in addressing critical issues affecting women. By fostering awareness and community engagement, Shakti Foundation reaffirmed its commitment to creating a safer, more equitable society for women across Bangladesh.





# ENRICH PROGRAM

The ENRICH (Enhancing Resources and Increasing Capacities of Poor Households towards Elimination of their Poverty) program is a comprehensive initiative designed to empower impoverished individuals by restoring their confidence and nurturing their innate abilities to lead lives of dignity and freedom. This holistic approach addresses multidimensional poverty, fostering hope and resilience among beneficiaries. By targeting critical aspects of human life such as health, nutrition, education, and youth development, ENRICH creates pathways for sustainable progress.

Shakti Foundation has been implementing this program as a partner organization of PKSF in the Majidpur Union of Titas Upazila, Cumilla, since April 25, 2018. A dedicated team of 44 staff including program coordinators, health professionals, and teachers, serves 39,489 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. So far, **100 ENRICH homes have been established, equipped with a sanitary latrine and a tube well** to safeguard hygiene, prevent the spread of diseases, and reduce arsenic exposure.

## HEALTH SERVICES

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. 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 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.

### Specialized Health Camps

Four health camps are organized annually in Majidpur Union, offering free medical treatment by specialized physicians to underprivileged communities. During the last year, **1,024 patients received free medical services across four camps. A total of 21 camps have been held so far, benefiting 4,218 individuals.**

**My name is Md. Saidul Islam, and I am 40 years old.** I live in Dorigaon village in Titas upazila, Cumilla. I come from a humble agricultural family and had to leave school after class eight due to financial and social hardships. To support my wife and three children, I worked as a clerk at a primary school while also tending to farming activities.

In 2022, my life took a devastating turn when I suffered a stroke. The paralysis in my arms and legs left me unable to move, let alone work. Suddenly, I was entirely dependent on others, and my family was struggling to make ends meet. We couldn't afford my treatment, and my wife, Khadiza Aktar, was left to shoulder all the responsibilities of our household and care for our three young children.

In this dark and challenging time, Shakti Foundation came to my rescue. They provided me with a wheelchair, which gave me back my mobility. Now, I can move around freely, enjoy the sights and sounds of the world, and feel a renewed sense of independence. This simple yet life-changing support has greatly improved my quality of life, and for that, I am deeply grateful.

### SAIDUL'S JOURNEY TO A BETTER LIFE





 **4** HEALTH CAMPS

 **96** SATELLITE CLINICS

 **401** STATIC CLINICS

 **7,895** PATIENTS SERVED

### Satellite Clinics

Weekly or fortnightly visits are conducted by ENRICH health teams, comprising MBBS doctors, to provide basic treatment and distribute free medicines. In 2023-24, **96 satellite clinics were held, serving 2,585 patients across 14 villages.** Courtyard sessions were conducted to educate communities on hygiene and nutrition.

### Static Clinics

Residents can access primary healthcare and diagnostic tests from trained medical assistants at our health centers five days a week from 2 PM to 5:30 PM. From July 2023 to June 2024, **401 clinics were organized, serving 3,944 patients.**

### Eye Care

In the current year, Shakti organized a specialized eye camp whereby **332 patients received free treatment.** Of these, **62 people were given free cataract surgeries** along with complimentary medicine.

## ECONOMIC EMPOWERMENT & YOUTH DEVELOPMENT

### Income-Enhancing Activities

Under the ENRICH Program, Majidpur Union is actively involved in diverse economic activities, including poultry and fish farming, livestock rearing, agricultural production, and embroidery handicrafts. To empower participants, training programs are provided that focus on business management, technical skills, and social and moral development. Youth in the area play a vital role as a dynamic part of the workforce, contributing significantly to these initiatives. To date, **15 income-enhancing training sessions have been conducted, benefiting 300 individuals** who are now better equipped to improve their livelihoods and drive local economic growth.

### Youth Development

Under this program, the Youth Committee and Senior Citizen Committee collaborate annually to organize sports and cultural events for the entertainment and engagement of union residents. This initiative fosters a sense of community and promotes intergenerational bonding.

The youth are equipped with essential skills across various trades and provided with moral and social guidance to ensure their holistic development. Beyond education, they are motivated to pursue positive paths in life, aligning their ambitions with values that contribute to personal growth and societal well-being.

Through the Shakti Enrich Program, young individuals actively participate in diverse community services, empowering them to transform their neighborhoods into model communities. Presently, nine ward youth committees and one union development committee support the Majidpur Union, guaranteeing organized and significant youth involvement.

### Education Initiatives

To combat rising dropout rates and strengthen the foundation of formal education, 20 Education Assistance Centers are currently operational in Majidpur Union. These centers not only provide after-school tuition for primary school students but also focus on instilling moral values, general knowledge, Bangladeshi culture, and historical awareness. This comprehensive approach enhances cognitive development and equips young minds with a practical and enriched worldview.

Currently, **550 students are enrolled across these centers**, benefiting from personalized educational support. In addition, 334 parent-teacher meetings have been conducted this year to foster collaboration and engagement between families and educators.

As part of the Shakti Samriddhi Program, in partnership with the Palli Karma-Sahayak Foundation, **1,800 tree saplings were distributed among 900 students**. These students planted the trees in their home yards and near the education support centers, promoting environmental awareness and responsibility alongside their academic growth.

### Senior Citizen Support

Shakti provides financial and non-financial support to the citizens of the area. In the current year, **Shakti has provided 2 wheelchairs, 150 blankets, elderly allowance worth BDT 5.19 lakhs to 89 senior citizens, and burial assistance of BDT 2000 each to 25 families**.





# CHALLENGES & FUTURE GOALS

## CHALLENGES & BARRIERS

The organization has made steady progress, but it continues to face several challenges across its operations:



### External Disruptions

- Political instability and natural disasters, such as floods, delaying services and outreach efforts.



### Societal Challenges

- Low health awareness among the general population, reducing the impact of health initiatives.
- Parental disinterest in sending children to educational support centers, limiting educational outreach.



### Talent and Workforce Management

- Aligning staff with rapid branch expansion while maintaining quality.
- Ensuring payroll accuracy and fair performance assessments.
- Retaining and training staff from economically disadvantaged backgrounds.



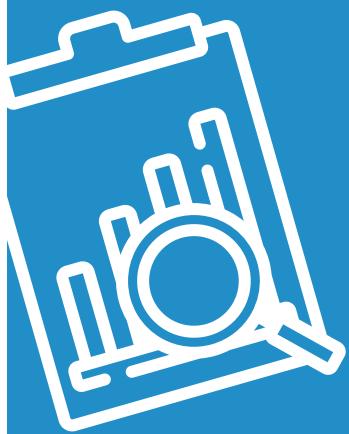
### Operational Inefficiencies

- Delayed delivery and quality issues with suppliers.
- Outdated procurement software limiting efficiency and data integration.
- Rising inflation impacting cost control and vendor compliance with regulations.

These challenges emphasize the need for strategic interventions to improve operational efficiency, address market and resource constraints, and enhance the organization's resilience against external pressures.

## STRATEGIC PLANS

- Contribute to rebuilding the economy by providing access to finance and business support for genuine women entrepreneurs, with a particular focus on remittance and agriculture sectors.
- Enhance financial safety nets through increased savings initiatives and rehabilitation assistance.
- Bridge the digital financial divide by introducing smarter, more accessible business solutions for female clients, such as partnerships with bKash and facilitating emergency savings withdrawals.
- Prioritize primary healthcare services for women, addressing the challenges of a climate-vulnerable landscape.
- Strengthen social protection for clients through strategic collaborations and potential partnerships.
- Expand the scope of activities to support the development of a climate-resilient Bangladesh.
- Foster holistic community development through the ENRICH program, ensuring comprehensive interventions.



# FINANCIAL OVERVIEW

# LAST FIVE YEARS AT A GLANCE

Particulars	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21	FY 2019-20
<b>A. Institutional Profile</b>					
Number of Districts	55	55	54	54	54
Number of Upazilas	373	366	323	310	300
Number of Unions	2,321	2,129	1,637	1,610	1,370
Number of Villages	10,368	8,755	7,521	7,380	6,362
Number of Branches	530	504	502	445	409
Number of Members	4,63,021	4,14,956	4,22,561	4,22,874	4,40,088
Total Personnel (Excluding Support Staff)	4,092	4,115	3,838	3,866	3,653
<b>B. Savings Portfolio (million BDT)</b>					
Yearly Savings Deposit	7,681.30	6,026.16	4,299.10	2,646.79	2,859.56
Cumulative Savings Deposit	37,598.40	29,917.10	23,890.94	19,591.84	16,945.05
Yearly Savings Withdrawal	5,392.36	3,803.23	3,003.90	2,391.86	2,139.89
Cumulative Savings Withdrawals	27,853.08	22,460.72	18,657.49	15,653.59	13,261.73
Savings Portfolio	9,745.32	7,456.38	5,233.45	3,938.26	3,683.33
Savings Portfolio Growth	30.70%	42.48%	32.89%	6.92%	24.28%
Per Client Average Savings (BDT)	21,047.26	17,969.09	12,385.08	9,313.08	8,369.52
Savings to Loan Portfolio	35.95%	30.83%	29.68%	37.34%	37.51%
<b>C. Loan Portfolio (million BDT)</b>					
Yearly Loan Disbursed	40,043.89	36,647.45	26,023.75	14,881.14	14,235.03
Cumulative Loan Disbursed	2,23,356.60	1,83,312.71	1,46,665.27	1,20,641.52	1,05,760.38
Yearly Loan Recovered	37,118.86	30,098.11	18,938.48	14,154.15	13,456.18
Cumulative Loan Recovered	1,96,249.54	1,59,130.67	1,29,032.56	1,10,094.09	95,939.94
Loan Portfolio	27,107.06	24,182.04	17,632.70	10,547.43	9,820.45
Loan Portfolio Growth	12.10%	37.14%	67.18%	7.40%	8.61%
Number of Borrowers	3,60,740	3,29,663	3,25,991	3,37,851	3,63,060
Borrower/Member Ratio	77.91%	79.45%	77.15%	79.89%	82.50%
<b>D. Sustainability/Profitability</b>					
Return on Equity (ROE)	19.10%	23.47%	12.44%	5.79%	1.91%
Return on Average Assets	2.95%	3.50%	1.92%	0.89%	0.30%
Operating Self-Sufficiency	118.11%	122.00%	111.81%	105.40%	101.66%
Financial Spread (Net Financial Margin)	15.33%	18.03%	10.57%	5.12%	1.63%
<b>E. Portfolio Quality</b>					
On Time Recovery Rate (OTR)	96.80%	96.89%	96.95%	100%	97.27%
Cumulative Recovery Rate (CRR)	99.67%	99.69%	98.82%	99.59%	99.33%
Portfolio at Risk (PAR)	3.43%	3.24%	9.59%	4.04%	5.24%
Risk Coverage Ratio	100.74%	114.28%	100%	150.28%	104.16%
Loan Loss Reserve Ratio	2.55%	2.79%	3.43%	4.40%	4.13%
Write-Off Ratio	-	0.16%	-	-	0.14%
<b>F. Assets/Liability Management</b>					
Yield on Portfolio	22.09%	22.93%	21.86%	20.11%	20.41%
Current Ratio	1.39:1	1.38:1	1.25:1	1.45:1	1.48:1
Financial Cost to Total Income	40.16%	34.42%	30.97%	31.60%	34.11%
<b>G. Leverage</b>					
Debt to Equity	3.20:1	3.88:1	4.43:1	5.30:1	5.11:1
Debt Service Coverage Ratio	1.26:1	1.28:1	1.22:1	1.11:1	1.12:1
Capital Adequacy Ratio	18.11%	16.55%	15.10%	15.87%	16.27%
<b>H. Efficiency/Productivity</b>					
MFO Productivity (Member)	176	164	182	212	239
MFO Productivity (Loan-BDT)	1,02,83,410	95,29,862	75,70,144	52,49,841	52,71,115
MFO Productivity (Savings-BDT)	36,97,011	29,50,685	22,59,694	20,00,177	19,97,465
Average Disbursed Loan Size (BDT)	1,41,467	1,37,000	96,800	54,322	45,929
Average Outstanding Loan Size (BDT)	75,143	73,050	53,782	30,922	26,772

# HORIZONTAL ANALYSIS

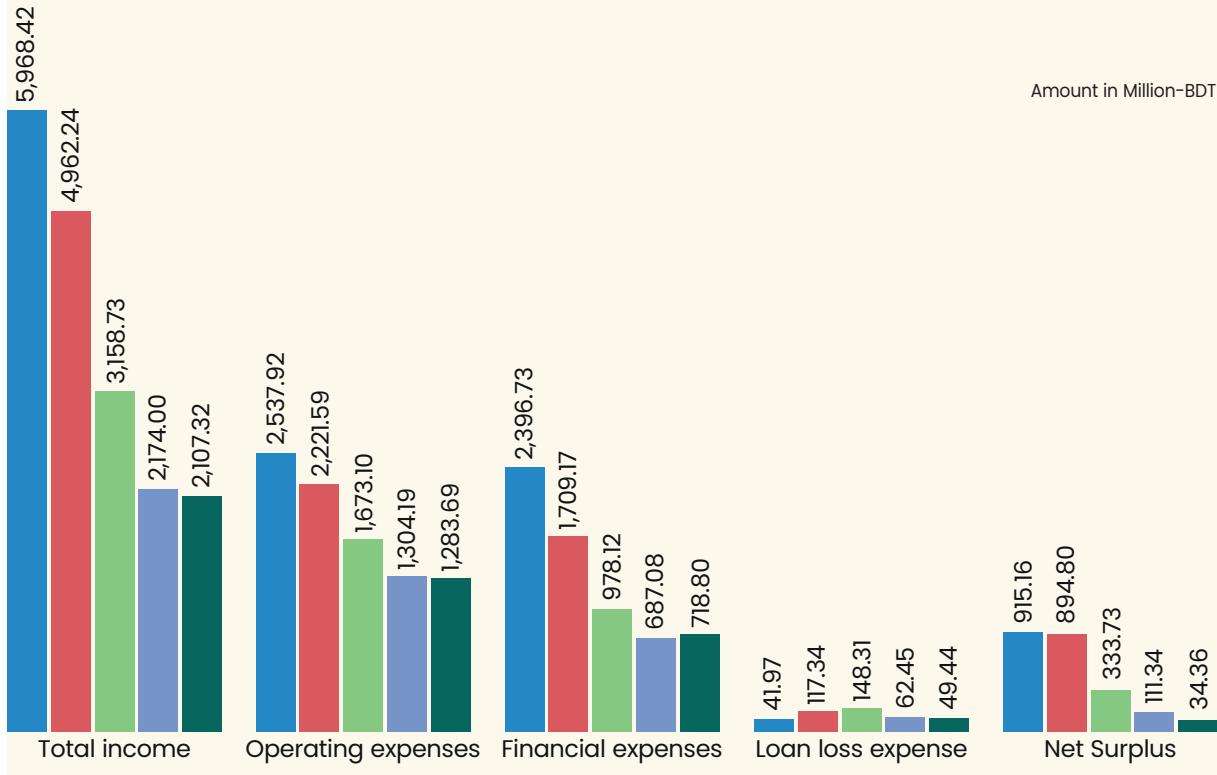
## Operating Performance

Amount in Million-BDT

Particulars	FY 2023-2024		FY 2022-2023		FY 2021-2022		FY 2020-2021		FY 19-2020	
	BDT	Changes over preceding year (%)								
Service charge income	5,650.91	18.65%	4,762.50	56.57%	3,041.72	49.99%	2,027.91	6.50%	1,904.08	1.69%
Interest on bank deposit	240.08	78.53%	134.48	99.28%	67.48	6.20%	63.54	-25.53%	85.32	118.99%
Other operating income	77.43	18.64%	65.26	31.78%	49.52	-40.01%	82.55	-29.99%	117.91	-22.37%
<b>Total income (A)</b>	<b>5,968.42</b>	<b>20.28%</b>	<b>4,962.24</b>	<b>57.10%</b>	<b>3,158.73</b>	<b>45.30%</b>	<b>2,174.00</b>	<b>3.16%</b>	<b>2,107.32</b>	<b>2.14%</b>
Operating expenses	2,537.92	14.24%	2,221.59	32.78%	1,673.10	28.29%	1,304.19	1.60%	1,283.69	14.68%
Financial expenses	2,396.73	40.23%	1,709.17	74.74%	978.12	42.36%	687.08	-4.41%	718.80	35.96%
Loan loss expense	41.97	-64.23%	117.34	-20.88%	148.31	137.50%	62.45	26.31%	49.44	-59.42%
Tax expense	76.63	296.28%	19.34	-24.07%	25.47	184.65%	8.95	-57.45%	21.03	52.37%
<b>Total expenditure (B)</b>	<b>5,053.26</b>	<b>24.24%</b>	<b>4,067.44</b>	<b>43.98%</b>	<b>2,825.00</b>	<b>36.96%</b>	<b>2,062.67</b>	<b>-0.50%</b>	<b>2,072.96</b>	<b>16.21%</b>
<b>Net Surplus (A-B)</b>	<b>915.16</b>	<b>2.28%</b>	<b>894.80</b>	<b>168.12%</b>	<b>333.73</b>	<b>199.75%</b>	<b>111.34</b>	<b>224.00%</b>	<b>34.36</b>	<b>-87.71%</b>

## Trend analysis of operating performance

FY 2023-2024      FY 2022-2023      FY 2021-2022      FY 2020-2021      FY 19-2020



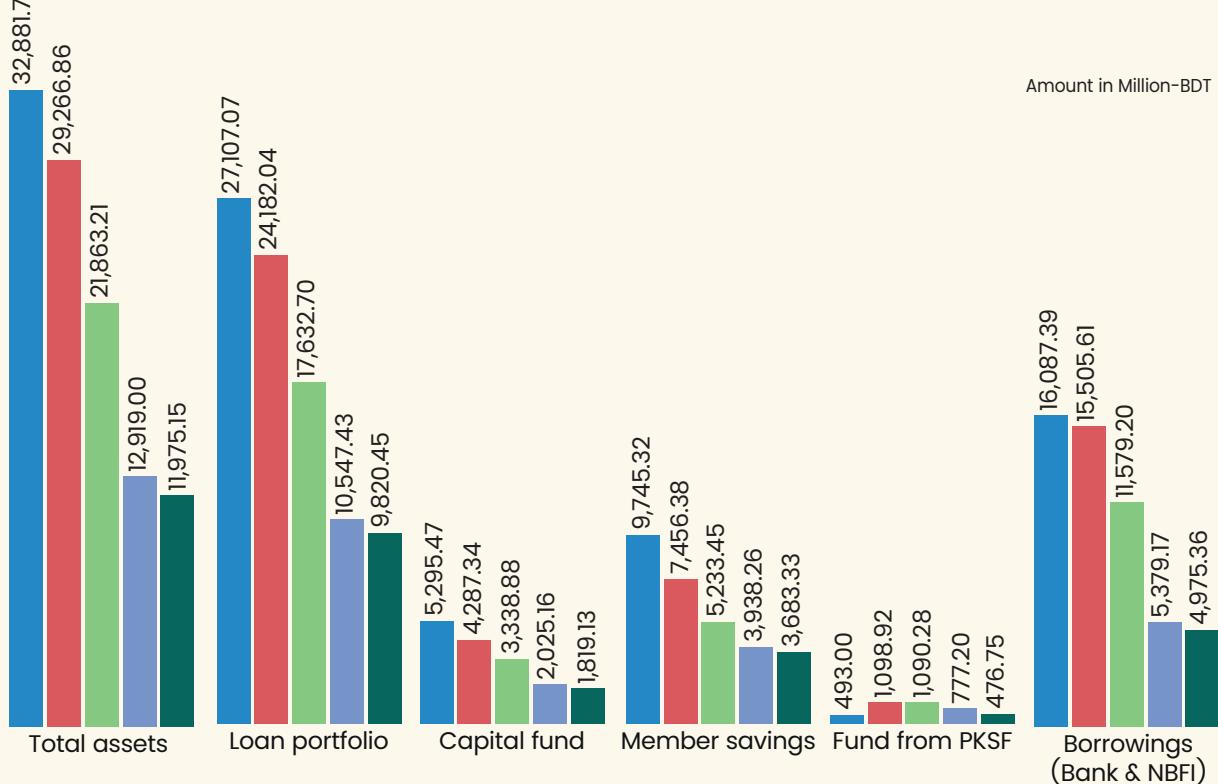
## Financial Position

Amount in Million-BDT

Particulars	June 2024		June 2023		June 2022		June 2021		June 2020	
	BDT	Changes over preceding year (%)								
<b>Assets</b>										
Property, plant and equipment	859.52	3.05%	834.07	1.66%	820.44	159.38%	316.30	4.94%	301.42	6.58%
Capital work-in-progress	298.21	25.56%	237.51	53.53%	154.70	59.35%	97.08	321.62%	23.03	-
Investment	2,647.06	33.46%	1,983.43	26.90%	1,563.05	46.70%	1,065.44	2.65%	1,037.93	34.44%
Loan portfolio	27,107.07	12.10%	24,182.04	37.14%	17,632.70	67.18%	10,547.43	7.40%	9,820.45	8.61%
Cash & cash equivalent	1,232.37	-12.82%	1,413.57	13.88%	1,241.32	96.02%	633.26	15.40%	548.77	112.89%
Other assets	737.52	19.68%	616.23	36.64%	451.00	73.81%	259.48	6.54%	243.56	17.62%
<b>Total Assets</b>	<b>32,881.74</b>	<b>12.35%</b>	<b>29,266.86</b>	<b>33.86%</b>	<b>21,863.21</b>	<b>69.23%</b>	<b>12,919.00</b>	<b>7.88%</b>	<b>11,975.15</b>	<b>13.39%</b>
<b>Capital and Liabilities</b>										
Capital fund	5,295.47	23.51%	4,287.34	28.41%	3,338.88	64.87%	2,025.16	11.33%	1,819.13	2.34%
Member savings	9,745.32	30.70%	7,456.38	42.48%	5,233.45	32.89%	3,938.26	6.92%	3,683.33	24.28%
Fund from PKSF	493.00	-55.14%	1,098.92	0.79%	1,090.28	40.28%	777.20	63.02%	476.75	12.88%
Borrowings (Bank & NBFI)	16,087.39	3.75%	15,505.61	33.91%	11,579.20	115.26%	5,379.17	8.12%	4,975.36	12.57%
Other liabilities	1,260.57	37.23%	918.61	47.83%	621.41	-22.25%	799.21	-21.69%	1,020.59	4.33%
<b>Total capital and liabilities</b>	<b>32,881.74</b>	<b>12.35%</b>	<b>29,266.86</b>	<b>33.86%</b>	<b>21,863.21</b>	<b>69.23%</b>	<b>12,919.00</b>	<b>7.88%</b>	<b>11,975.15</b>	<b>13.39%</b>

## Trend analysis of financial position

■ June-2024 ■ June-2023 ■ June-2022 ■ June-2021 ■ June-2020



# VERTICAL ANALYSIS

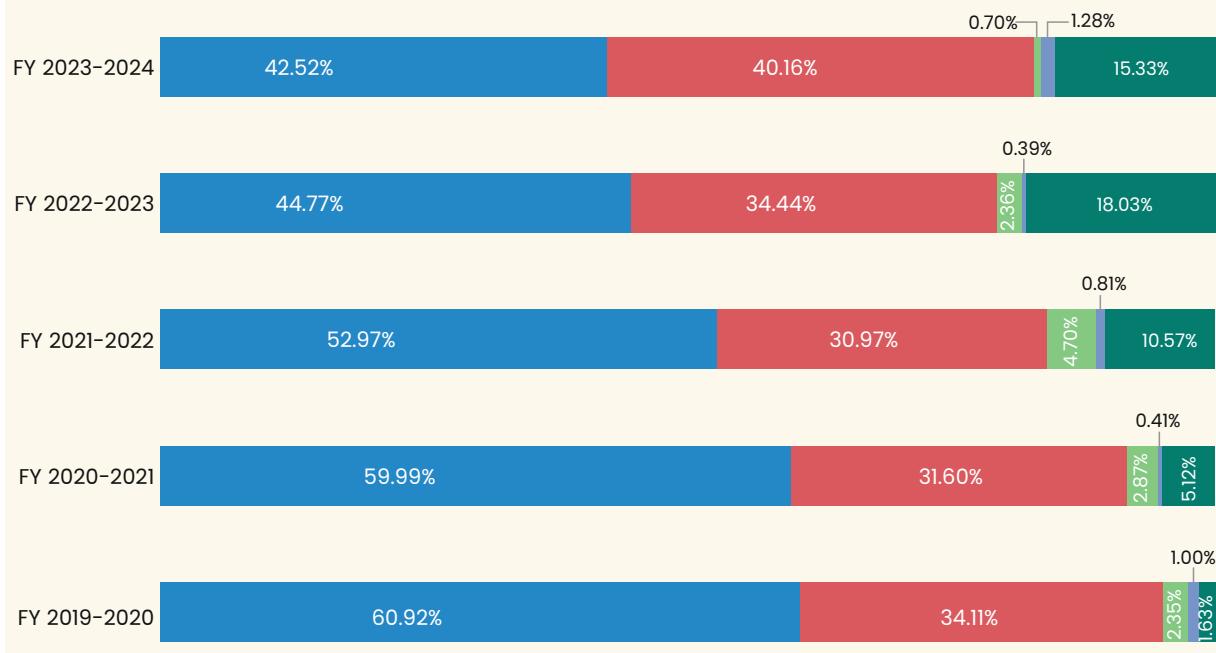
## Operating performance

Amount in Million-BDT

Particulars	FY 2023-2024		FY 2022-2023		FY 2021-2022		FY 2020-2021		FY 2019-2020	
	BDT	%								
Service charge income	5,650.91	94.68%	4,762.50	95.97%	3,041.72	96.30%	2,027.91	93.28%	1,904.08	90.36%
Interest on bank deposit	240.08	4.02%	134.48	2.71%	67.48	2.14%	63.54	2.92%	85.32	4.05%
Other operating income	77.43	1.30%	65.26	1.32%	49.52	1.57%	82.55	3.80%	117.91	5.60%
<b>Total income (A)</b>	<b>5,968.42</b>	<b>100%</b>	<b>4,962.24</b>	<b>100%</b>	<b>3,158.73</b>	<b>100%</b>	<b>2,174.00</b>	<b>100%</b>	<b>2,107.32</b>	<b>100%</b>
Operating expenses	2,537.92	42.52%	2,221.59	44.77%	1,673.10	52.97%	1,304.19	59.99%	1,283.69	60.92%
Financial expenses	2,396.73	40.16%	1,709.17	34.44%	978.12	30.97%	687.08	31.60%	718.80	34.11%
Loan loss expense	41.97	0.70%	117.34	2.36%	148.31	4.70%	62.45	2.87%	49.44	2.35%
Tax expense	76.63	1.28%	19.34	0.39%	25.47	0.81%	8.95	0.41%	21.03	1.00%
<b>Total expenditure (B)</b>	<b>5,053.26</b>	<b>84.67%</b>	<b>4,067.44</b>	<b>81.97%</b>	<b>2,825.00</b>	<b>89.43%</b>	<b>2,062.67</b>	<b>94.88%</b>	<b>2,072.96</b>	<b>98.37%</b>
<b>Net Surplus (A-B)</b>	<b>915.16</b>	<b>15.33%</b>	<b>894.80</b>	<b>18.03%</b>	<b>333.73</b>	<b>10.57%</b>	<b>111.34</b>	<b>5.12%</b>	<b>34.36</b>	<b>1.63%</b>

### Item-wise portion of total income

■ Operating expenses ■ Financial expenses ■ Loan loss expense ■ Tax expense ■ Net surplus



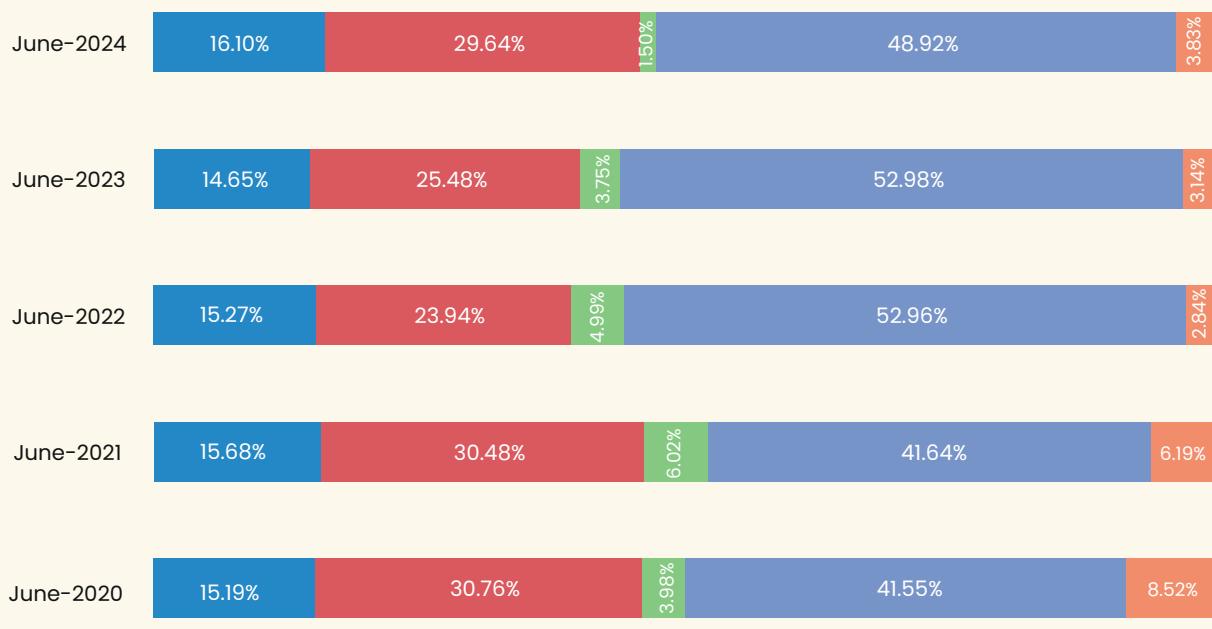
## Financial Position

Amount in Million-BDT

Particulars	June-2024		June-2023		June-2022		June-2021		June-2020	
	BDT	%								
<b>Assets</b>										
Property, plant and equipment	859.52	2.61%	834.07	2.85%	820.44	3.75%	316.30	2.45%	301.42	2.52%
Capital work-in-progress	298.21	0.91%	237.51	0.81%	154.70	0.71%	97.08	0.75%	23.03	0.19%
Investment	2,647.06	8.05%	1,983.43	6.78%	1,563.05	7.15%	1,065.44	8.25%	1,037.93	8.67%
Loan portfolio	27,107.07	82.44%	24,182.04	82.63%	17,632.70	80.65%	10,547.43	81.64%	9,820.45	82.01%
Cash & cash equivalent	1,232.37	3.75%	1,413.57	4.83%	1,241.32	5.68%	633.26	4.90%	548.77	4.58%
Other assets	737.52	2.24%	616.23	2.11%	451.00	2.06%	259.48	2.01%	243.56	2.03%
<b>Total Assets</b>	<b>32,881.74</b>	<b>100%</b>	<b>29,266.86</b>	<b>100%</b>	<b>21,863.21</b>	<b>100%</b>	<b>12,919.00</b>	<b>100%</b>	<b>11,975.15</b>	<b>100%</b>
<b>Capital and Liabilities</b>										
Capital fund	5,295.47	16.10%	4,287.34	14.65%	3,338.88	15.27%	2,025.16	15.68%	1,819.13	15.19%
Member savings	9,745.32	29.64%	7,456.38	25.48%	5,233.45	23.94%	3,938.26	30.48%	3,683.33	30.76%
Fund from PKSF	493.00	1.50%	1,098.92	3.75%	1,090.28	4.99%	777.20	6.02%	476.75	3.98%
Borrowings (Bank & NBF)	16,087.39	48.92%	15,505.61	52.98%	11,579.20	52.96%	5,379.17	41.64%	4,975.36	41.55%
Other liabilities	1,260.57	3.83%	918.61	3.14%	621.41	2.84%	799.21	6.19%	1,020.59	8.52%
<b>Total capital and liabilities</b>	<b>32,881.74</b>	<b>100%</b>	<b>29,266.86</b>	<b>100%</b>	<b>21,863.21</b>	<b>100%</b>	<b>12,919.00</b>	<b>100%</b>	<b>11,975.15</b>	<b>100%</b>

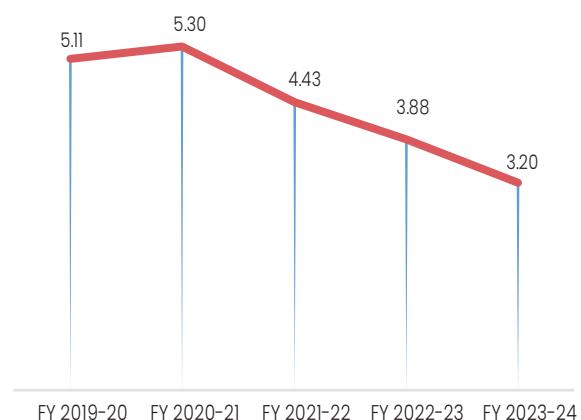
## Composition of Fund

■ Capital fund ■ Member savings ■ Fund from PKSF ■ Borrowings (Bank & NBF) ■ Other liabilities

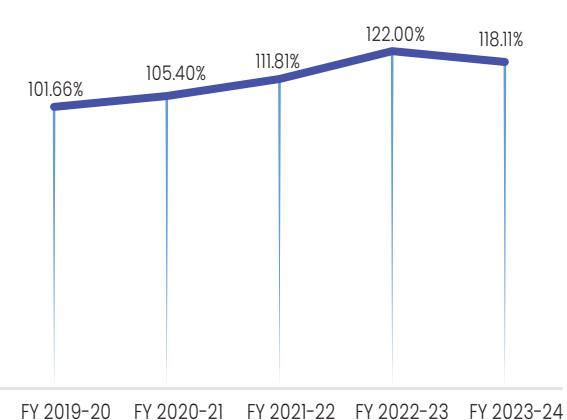


## KEY RATIOS

**Debt to Equity**



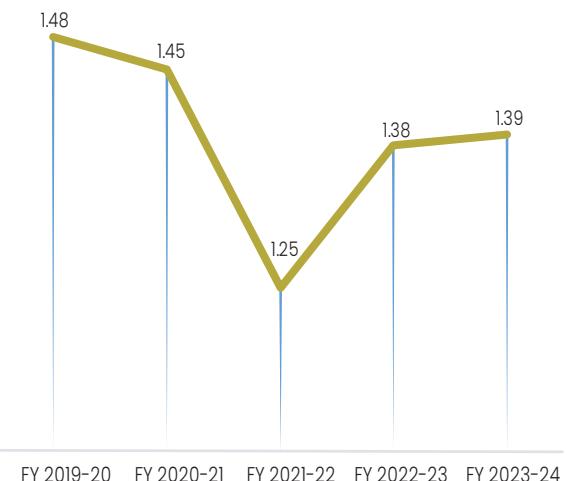
**Operating Self-Sufficiency**



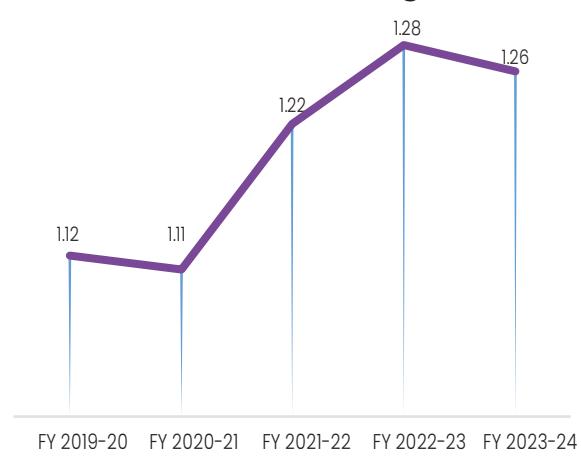
**Capital Adequacy Ratio**



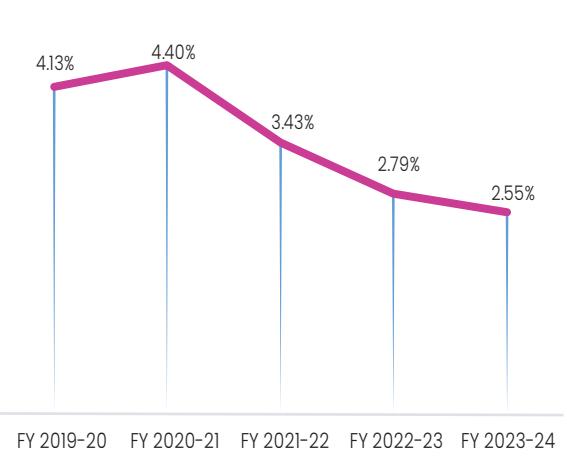
**Current Ratio**



**Debt Service Coverage Ratio**



**Loan Loss Reserve Ratio**



# PROGRAM-WISE INCOME & EXPENDITURE

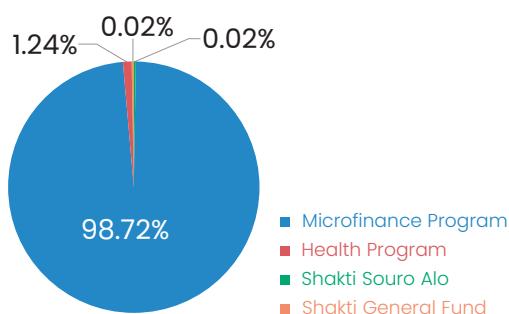
## Income

Particulars	BDT in Million	%
Microfinance Program	5,892.27	98.72%
Health Program	74.04	1.24%
Shakti Souro Alo	1.08	0.02%
Shakti General Fund	1.04	0.02%
<b>Total</b>	<b>5,968.42</b>	<b>100%</b>

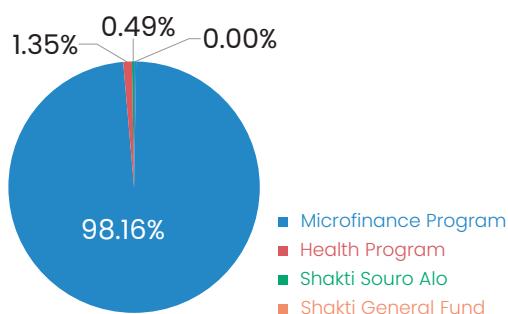
## Expenditure

Particulars	BDT in Million	%
Microfinance Program	4,960.49	98.16%
Health Program	68.23	1.35%
Shakti Souro Alo	24.51	0.49%
Shakti General Fund	0.03	0.00%
<b>Total</b>	<b>5,053.26</b>	<b>100%</b>

### Program-wise Income



### Program-wise Expenditure



# FUND MANAGEMENT

## SOURCE OF FUND

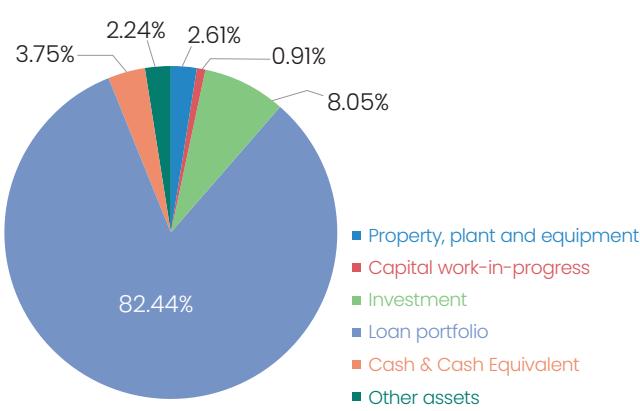
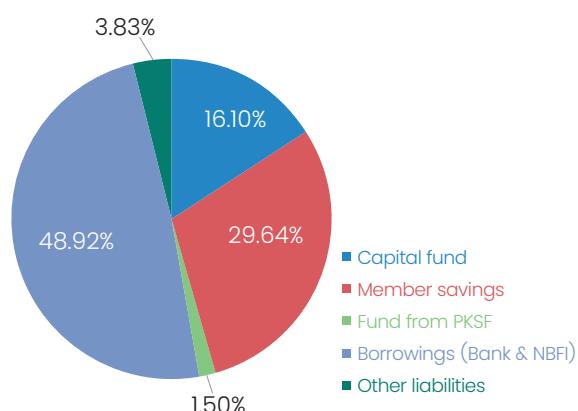
as on 30th June 2024

Source of Fund	BDT in Million	(%)
Capital fund	5,295.47	16.10%
Member savings	9,745.32	29.64%
Fund from PKSF	493.00	1.50%
Borrowings (Bank & NBFIs)	16,087.39	48.92%
Other liabilities	1,260.57	3.83%
<b>Total</b>	<b>32,881.74</b>	<b>100%</b>

## APPLICATION OF FUND

as on 30th June 2024

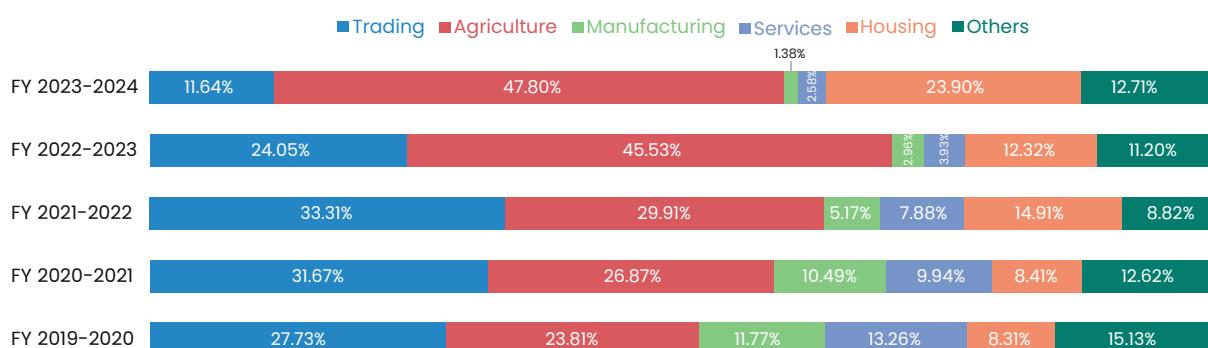
Application of Fund	BDT in Million	(%)
Property, plant and equipment	859.52	2.61%
Capital work-in-progress	298.21	0.91%
Investment	2,647.06	8.05%
Loan portfolio	27,107.07	82.44%
Cash & Cash Equivalent	1,232.37	3.75%
Other assets	737.52	2.24%
<b>Total</b>	<b>32,881.74</b>	<b>100%</b>



## SECTOR-WISE LOAN DISBURSEMENT

Amount in Million-BDT

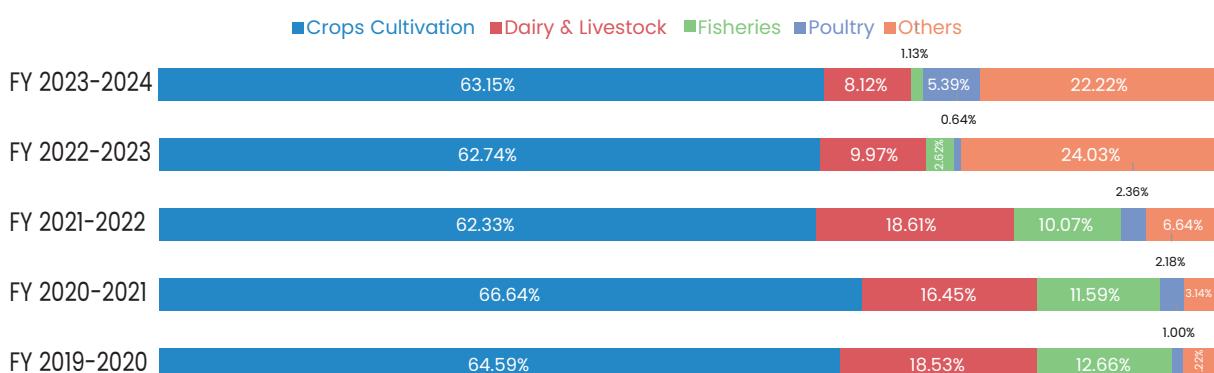
Loan Sector	FY 2023-2024		FY 2022-2023		FY 2021-2022		FY 2020-2021		FY 2019-2020	
	BDT	%								
Trading	4,661.41	11.64%	8,815.10	24.05%	8,668.38	33.31%	4,713.58	31.67%	3,947.43	27.73%
Agriculture	19,140.36	47.80%	16,685.62	45.53%	7,782.74	29.91%	3,999.07	26.87%	3,388.79	23.81%
Manufacturing	553.10	1.38%	1,085.69	2.96%	1,346.19	5.17%	1,560.85	10.49%	1,674.89	11.77%
Services	1,031.50	2.58%	1,440.17	3.93%	2,051.22	7.88%	1,478.57	9.94%	1,887.02	13.26%
Housing	9,569.55	23.90%	4,515.33	12.32%	3,881.00	14.91%	1,251.63	8.41%	1,183.58	8.31%
Others	5,087.97	12.71%	4,105.55	11.20%	2,294.22	8.82%	1,877.43	12.62%	2,153.32	15.13%
<b>Total</b>	<b>40,043.89</b>	<b>100%</b>	<b>36,647.44</b>	<b>100%</b>	<b>26,023.75</b>	<b>100%</b>	<b>14,881.13</b>	<b>100%</b>	<b>14,235.03</b>	<b>100%</b>



## AGRICULTURE SECTOR-WISE LOAN DISBURSEMENT

Amount in Million-BDT

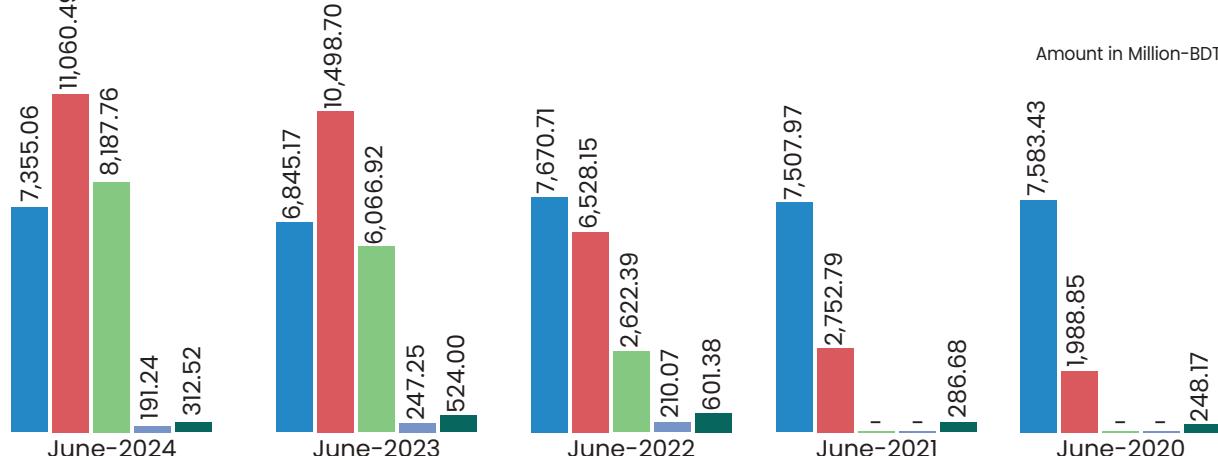
Agriculture Loan Sector	FY 2023-2024		FY 2022-2023		FY 2021-2022		FY 2020-2021		FY 2019-2020	
	BDT	%	BDT	%	BDT	%	BDT	%	BDT	%
Crops Cultivation	12,086.29	63.15%	10,468.79	62.74%	4,850.79	62.33%	2,665.06	66.64%	2,188.72	64.59%
Dairy & Livestock	1,553.84	8.12%	1,663.49	9.97%	1,448.62	18.61%	657.87	16.45%	627.84	18.53%
Fisheries	215.95	1.13%	437.66	2.62%	783.40	10.07%	463.36	11.59%	429.08	12.66%
Poultry	1,031.53	5.39%	106.63	0.64%	183.42	2.36%	87.13	2.18%	34.04	1.00%
Others	4,252.75	22.22%	4,009.06	24.03%	516.51	6.64%	125.66	3.14%	109.10	3.22%
<b>Total</b>	<b>19,140.36</b>	<b>100%</b>	<b>16,685.62</b>	<b>100%</b>	<b>7,782.74</b>	<b>100%</b>	<b>3,999.07</b>	<b>100%</b>	<b>3,388.79</b>	<b>100%</b>



## PRODUCT-WISE LOAN OUTSTANDING

Particulars	June-2024	June-2023	June-2022	June-2021	June-2020
General Microcredit	7,355.06	6,845.17	7,670.71	7,507.97	7,583.43
MSME	11,060.49	10,498.70	6,528.15	2,752.79	1,988.85
Remittance	8,187.76	6,066.92	2,622.39	-	-
Salary	191.24	247.25	210.07	-	-
Others	312.52	524.00	601.38	286.68	248.17
<b>Total</b>	<b>27,107.07</b>	<b>24,182.04</b>	<b>17,632.70</b>	<b>10,547.43</b>	<b>9,820.45</b>

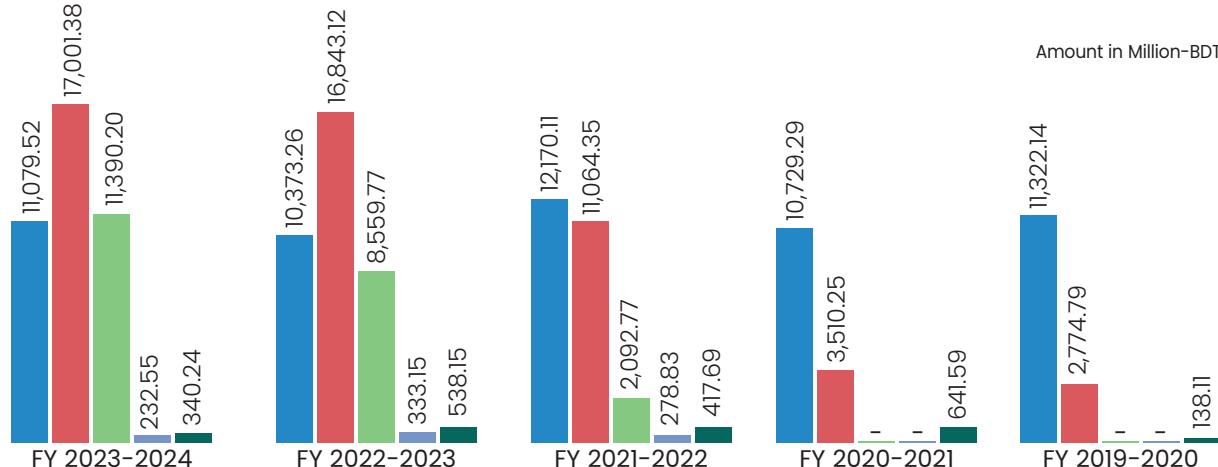
■ General Microcredit ■ MSME ■ Remittance ■ Salary ■ Others



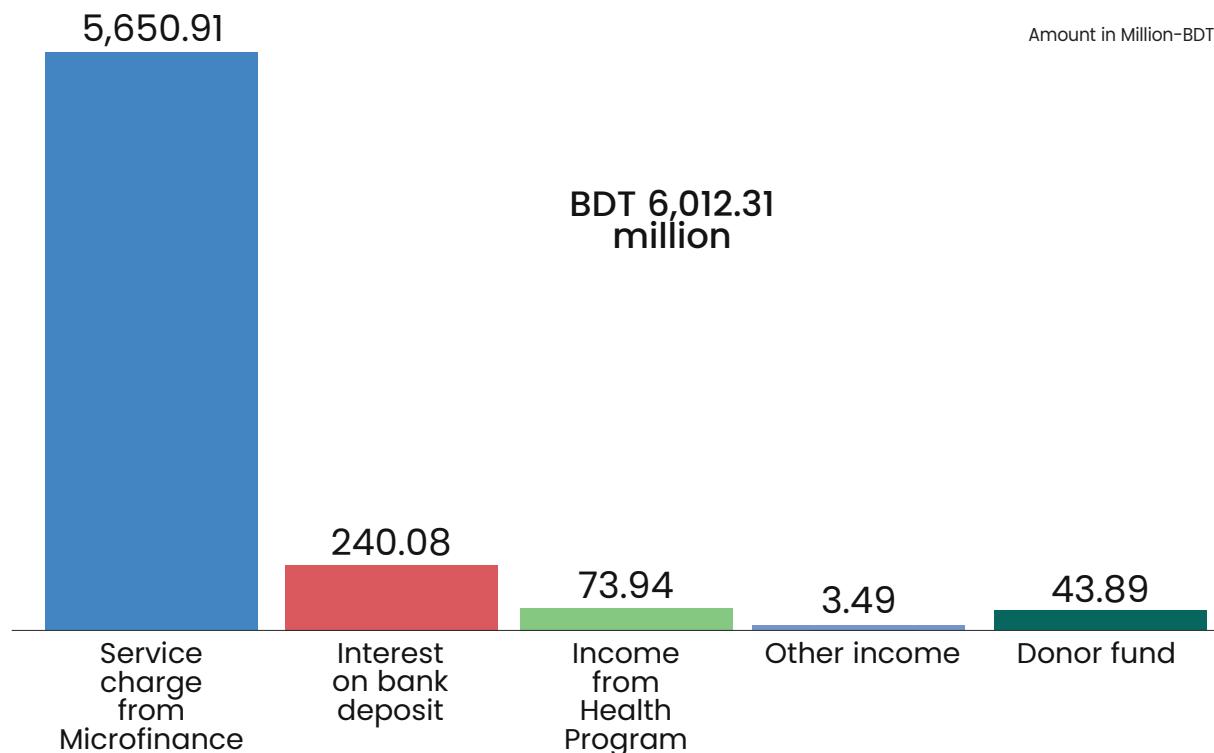
## PRODUCT-WISE LOAN DISBURSEMENT

Particulars	FY 2023-2024	FY 2022-2023	FY 2021-2022	FY 2020-2021	FY 19-2020
General Microcredit	11,079.52	10,373.26	12,170.11	10,729.29	11,322.14
MSME	17,001.38	16,843.12	11,064.35	3,510.25	2,774.79
Remittance	11,390.20	8,559.77	2,092.77	-	-
Salary	232.55	333.15	278.83	-	-
Others	340.24	538.15	417.69	641.59	138.11
<b>Total</b>	<b>40,043.89</b>	<b>36,647.45</b>	<b>26,023.75</b>	<b>14,881.14</b>	<b>14,235.03</b>

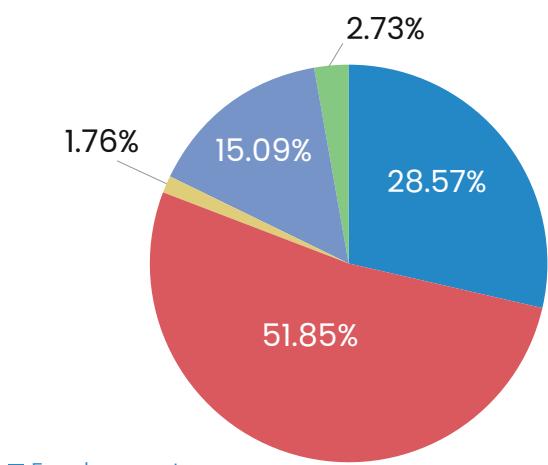
■ General Microcredit ■ MSME ■ Remittance ■ Salary ■ Others



# VALUE ADDITION & DISTRIBUTION 2023-24

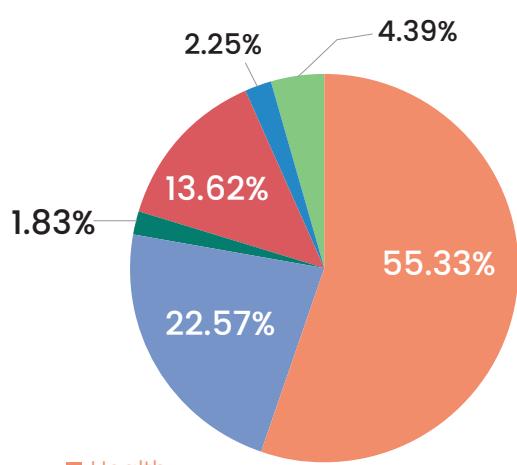


**Value Distribution (%)**



- Employment
- Financial inclusion
- Government Tax
- Retained within organization
- Social development

**Value Distribution Toward Social Development (%)**



- Health
- Climate change
- Education
- Disaster Relief
- Voluntary works
- Others

## STATUS OF COMPLIANCE WITH THE REGULATORY RULES

**As on 30 June, 2024**

Particulars	Rules	Status
<b>Minimum Liquidity Ratio</b>	Minimum 10%	Complied
<b>Loan Deposit Ratio</b>	Maximum 80%	Complied
<b>Retention of Cumulative Surplus</b>	Minimum 10%	Complied
<b>Member Borrower Ratio</b>	Minimum 70%	Complied
<b>Loan Classification &amp; Provision</b>		
Standard	1%	
Watchful	5%	
Sub-standard	25%	Complied
Doubtful	75%	
Bad	100%	
<b>Internal Audit</b>		Complied
<b>Service Rules</b>		Complied
<b>Budgeting &amp; Budgetary Control System</b>		Complied

## CONTRIBUTION TO THE GOVERNMENT EXCHEQUER

For the Financial Year 2023-2024, an advance corporate tax of BDT 44.23 million has been paid to the government treasury. In compliance with government regulations, the Finance & Accounts Department is responsible for deducting Tax and VAT at source, where applicable, before processing any payments. Withholding Tax and VAT have been duly deducted and promptly deposited into the government treasury through treasury challans. Copies of the challans have been provided to the respective vendors or service providers. Details of the amounts deposited into the government treasury for the Financial Year 2023-2024 are as follows:

Sources	Amount in Million-BDT
Corporate tax	44.23
Withholding tax	21.56
Withholding VAT	18.77
<b>Total tax deposited during the year</b>	<b>84.56</b>

Over the past five assessment years, corporate income tax assessments have been successfully completed for the following amounts:

Assessment Year	Amount in Million-BDT	Status
2023-2024	33.67	Assessment Completed
2022-2023	23.52	Assessment Completed
2021-2022	23.13	Assessment Completed
2020-2021	17.69	Assessment Completed
2019-2020	10.65	Assessment Completed

Additionally, **Tax and VAT have been deducted in source** and deposited to the government treasury consistently over past five financial years. Previous years reflect the following deductions:

Assessment Year	Amount in Million-BDT	
	Withholding Tax	Withholding VAT
2023-2024	21.56	18.77
2022-2023	16.71	8.97
2021-2022	11.30	6.39
2020-2021	8.48	4.37
2019-2020	9.14	5.71

This data demonstrates the organization's ongoing compliance with Tax and VAT obligations.

## CREDIT RATING

CRAB has affirmed the credit rating of Shakti Foundation with an "AA<sub>2</sub>" (Double A, High Safety) rating in the long term and "ST-2" (High Grade) rating in the short term. CRAB performed the rating based on audited financial statements up to June 30, 2024 and other relevant quantitative and qualitative information.

The Summary of Shakti Foundation's ratings, dating December 18, 2024 and valid till December 30, 2025 is as follows:

Particulars	2024	2023	2022	2021	2020
Long Term	AA <sub>2</sub>	AA	AA-	AA-	AA-
Short Term	ST-2	ST-2	ST-3	ST-3	ST-3
Outlook	Stable	Stable	Stable	Stable	Stable

### Definition

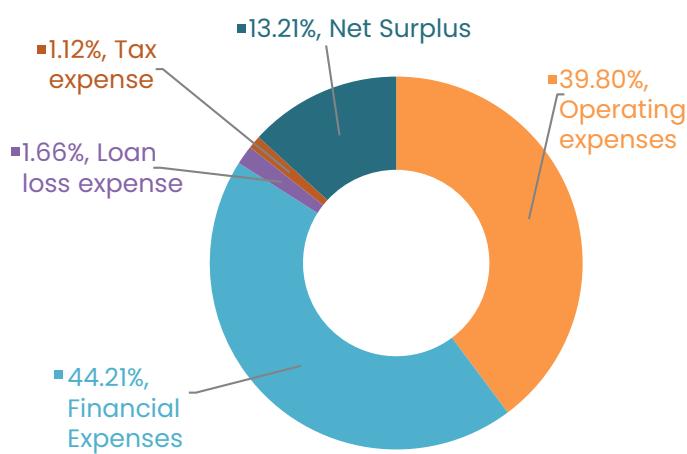
**Long Term AA (High Safety):** Very Strong Capacity & Very High Quality. MFIs rated 'AA' have very strong capacity to meet their financial commitments. They differ from the highest rated MFIs only to a small degree. 'AA' is judged to be of very high quality and is subject to very low credit risk.

**Short Term ST-2 (High Grade):** MFIs rated in this category are considered to have strong capacity for timely repayment. MFIs rated in this category are characterized with commendable position in terms of liquidity, internal fund generation, and access to alternative sources of funds.

## FINANCIAL PLANNING (FY 2024-2025)

The organization is planning to disburse BDT 52,000 million during FY 2024-2025 in order to reach a loan outstanding amounting to BDT 35,478.87 million. A summarized view of expected incomes and expenditures of the organization during FY 2024-2025 is presented below:

Particulars	Budget 2024-2025
Service Charge Income	6,817.37
Interest on Bank Deposit	302.41
Other Income	97.49
<b>Total income (A)</b>	<b>7,217.27</b>
Operating Expenses	2,872.20
Financial Expenses	3,190.79
Loan Loss Expense	120
Tax Expense	81.14
<b>Total Expenditure (B)</b>	<b>6,264.14</b>
<b>Net Surplus (A-B)</b>	<b>953.13</b>





# AUDIT REPORT

FOR THE YEAR ENDED 30 JUNE 2024



## SHAKTI FOUNDATION FOR DISADVANTAGED WOMEN

AUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2024

House No. 817 (First Floor), Road No. 4, Baitul Aman Housing Society Adabor, Dhaka-1207, Bangladesh  
Telephone : +880 (0)2 48122881 / 48121999 / 48119589 Cell : +88 01711 593839  
E-mail : mail@tkzcabd.com / mwzaman@hotmail.com, Web : www.tkzcabd.org

Toha Khan Zaman & Co. is an exclusive member of 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**, which comprises the Statement of Financial Position as at 30 June 2024, Statement of Income and Expenditure, Statement of Changes in Capital Fund and Statement of Cash Flows for the year ended 30 June 2024, 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 2024 and financial performance for the year 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 organization 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 organization'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 organization or to cease operations, or has no realistic alternative but to do so.



Those charged with governance are responsible for overseeing the organization 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 organization to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the organization 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 & MRA Rules 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 and Statement of Income & Expenditure 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: 2409260277AS659758

Dated, Dhaka  
26 September 2024





# Toha Khan Zaman & Co.

Chartered Accountants

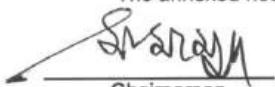
Shakti Foundation for Disadvantaged Women

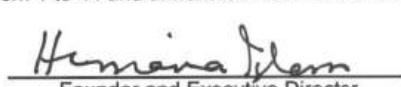
Statement of Financial Position

As at June 30, 2024

Particulars	Notes	Amount in Taka	
		June 30, 2024	June 30, 2023
<b>Property and Assets</b>			
<b>Non-current Assets</b>		<b>1,157,722,162</b>	<b>1,071,581,087</b>
Property, plant and equipment	6	859,515,023	834,072,907
Capital work-in-progress	7	298,207,139	237,508,180
TR/Kabita receivable from GoB	8	-	-
<b>Current Assets</b>		<b>31,724,019,911</b>	<b>28,195,274,033</b>
Loan to members	9	27,107,068,903	24,182,040,175
Short term investment	10	2,312,604,223	1,719,113,016
Reserve fund investment	11	334,456,004	264,315,804
Advance, deposits and prepayments	12	128,129,280	141,944,404
Receivables	13	486,736,957	368,972,926
Right-of-use assets	14	2,877,691	866,020
Inventories	15	19,212,645	8,757,070
Other assets	16	100,567,483	95,693,044
Cash at bank	17	1,187,042,457	1,398,917,012
Cash in hand	18	45,324,268	14,654,562
<b>Total Assets</b>		<b>32,881,742,073</b>	<b>29,266,855,120</b>
<b>Capital Funds and Liabilities</b>			
<b>Capital fund</b>		<b>5,295,468,049</b>	<b>4,287,335,755</b>
Cumulative surplus	19	3,324,242,546	2,418,839,516
Reserve fund	20	336,406,614	264,111,671
Revaluation reserve	21	468,744,173	473,933,827
Loan loss provision	22	691,169,052	671,169,052
Other funds	23	474,905,664	459,281,689
<b>Non-current Liabilities</b>		<b>4,832,000,971</b>	<b>4,571,261,248</b>
Loan from PKSF	24	135,500,000	493,000,000
Loan from banks & NBFIs	25	2,721,579,402	2,642,981,450
Members' savings	26	1,723,328,985	1,215,976,608
Gratuity fund	27	238,621,598	206,332,204
Deferred tax liability	28	12,970,986	12,970,986
<b>Current Liabilities</b>		<b>22,754,273,053</b>	<b>20,408,258,117</b>
Loan from PKSF	29	357,500,000	605,916,668
Loan from banks & NBFIs	30	13,365,808,526	12,862,629,318
Members' savings	26	8,021,991,850	6,240,404,456
Provision for bad & doubtful debt	31	-	78,049,274
Other provision	32	354,353,623	194,853,574
Accounts payable	33	326,868,686	114,560,500
Staff deposit	34	8,957,645	10,804,739
Loan security fund	35	187,513,365	212,175,577
Lease liability	36	2,896,270	1,611,676
Other liabilities	37	128,383,088	87,252,333
<b>Total Funds and Liabilities</b>		<b>32,881,742,073</b>	<b>29,266,855,120</b>

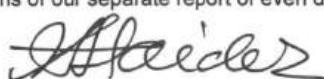
The annexed notes from 1 to 44 and annexure A to E form an integral part of these financial statements.

  
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 (ICAB Enrollment No.: 277)  
Toha Khan Zaman & Co., Chartered Accountants  
DVC No.: 2409260277AS659758



Dhaka, Bangladesh  
Date: 26 September, 2024

**TKZ** **Toha Khan Zaman & Co.**  
Chartered Accountants

Shakti Foundation for Disadvantaged Women  
Statement of Income & Expenditure  
For the year ended June 30, 2024

Particulars	Notes	Amount in Taka	
		July 01, 2023 to June 30, 2024	July 01, 2022 to June 30, 2023
<b>Income</b>			
Service charge from microfinance	38.01	5,650,909,158	4,762,496,397
Solar home system accessories sales	38.02	275,713	196,850
Income from Health Program	38.03	73,936,687	61,791,523
Bank interest		90,018,123	53,275,615
Interest on FDR		150,064,957	81,201,433
Other income		3,217,050	3,274,488
<b>Total Income (A)</b>		<b>5,968,421,688</b>	<b>4,962,236,305</b>
<b>Expenditure</b>			
Microfinance program	44.00	4,960,492,097	3,997,039,926
Solar Program		24,512,801	9,151,454
Health Program		68,225,831	61,245,002
Shakti General Fund		31,625	4,150
<b>Total expenditure (B)</b>		<b>5,053,262,354</b>	<b>4,067,440,533</b>
<b>Net surplus for this year (A-B)</b>		<b>915,159,334</b>	<b>894,795,772</b>

The annexed notes from 1 to 44 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.

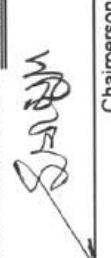
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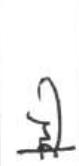
Dhaka, Bangladesh  
Date: 26 September, 2024



**Shakti Foundation for Disadvantaged Women**  
**Statement of Changes in Capital Fund**  
For the year ended June 30, 2024

Particulars	Cumulative surplus	Reserve fund	Revaluation reserve	Loan loss provision (LLP)	Other Fund			Health service development fund	Total
					Vehicle risk coverage fund	Security fund	Award & General fund		
<b>Balance as at July 01, 2023</b>									
Surplus during this year	2,418,839,516	264,111,671	473,933,827	671,169,052	1,558,340	7,989,495	68,156,456	381,577,399	4,287,335,755
Transferred to reserve fund	915,159,334 (72,294,943) (50,021,918)	72,294,943	-	-	-	-	-	-	915,159,334 (50,021,918) 30,901,336
CSR during this year	-	-	-	20,000,000	584,174	492,670	9,824,492	-	108,571,209
Addition during this year	108,571,209	-	-	-	-	-	-	-	2,045,728
Intra program balance adjust	2,045,728	-	-	-	-	-	-	-	1,651,356
Gratuity provision	1,651,356	-	-	-	-	-	-	-	(174,750)
Provision for Ex-employee	(73,000)	-	-	-	(12,250)	(89,500)	-	-	-
Adjustment/used this year	(4,824,389)	-	-	-	-	-	-	-	-
Transferred to general fund	-	-	-	-	-	-	-	-	-
Loan written-off this year	-	-	-	-	-	-	-	-	-
Revaluation reserve transfer	-	-	-	-	-	-	-	-	-
<b>Balance as at June 30, 2024</b>	<b>3,324,242,546</b>	<b>336,406,614</b>	<b>468,744,173</b>	<b>691,169,052</b>	<b>2,130,265</b>	<b>8,392,665</b>	<b>82,805,336</b>	<b>381,577,399</b>	<b>5,295,468,049</b>
<b>Balance as at July 01, 2022</b>									
Surplus for this year	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
Transferred to reserve fund	894,795,772 (90,223,003) (30,111,387)	90,223,003	-	-	-	-	-	-	3,338,879,123 894,795,772
CSR during this year	-	-	-	110,000,000	351,538	235,152	12,884,309	-	(30,111,387) 123,470,999
Addition during this year	(423,223)	-	-	-	-	(146,581)	423,223	-	(146,581)
Adjustment/used this year	(21,516,088)	-	-	-	(39,552,170)	-	51,114,120	-	(39,552,170)
Transferred to general fund	-	-	-	-	-	-	-	-	-
Loan written-off this year	-	-	-	-	-	-	-	-	-
Revaluation reserve transfer	-	-	-	-	-	-	-	-	-
<b>Balance as at June 30, 2023</b>	<b>2,418,839,516</b>	<b>264,111,671</b>	<b>473,933,827</b>	<b>671,169,052</b>	<b>1,558,340</b>	<b>7,989,495</b>	<b>68,156,456</b>	<b>381,577,399</b>	<b>4,287,335,755</b>

  
Chairperson

  
Head of Finance

Signed in terms of our separate report of even date.

Chairperson

Head of Finance

Founder and Executive Director

**TKZ** **Toha Khan Zaman & Co.**  
Chartered Accountants

Shakti Foundation for Disadvantaged Women  
Statement of Cash Flows  
For the year ended June 30, 2024

Particulars	Amount in Taka	
	July 01, 2023 to June 30, 2024	July 01, 2022 to June 30, 2023
<b>A. Cash flows from operating activities</b>		
Surplus/(Deficit) for this year	915,159,334	894,795,772
<b>Adjustment for non-cash items</b>		
Depreciation for the year	44,111,747	44,072,062
Loan loss provision	41,974,028	117,342,830
Loss/(Gain) on sale of property, plant and equipment	(518,677)	(20,934)
<b>(Increase)/decrease in current assets:</b>		
Advances, deposits and prepayments	13,815,124	(48,233,549)
Receivables	(12,799,929)	(129,776,085)
Right-of-use assets	(3,589,991)	6,161,800
Other assets	(4,874,439)	(4,813,040)
Inventories	(10,455,575)	(71,117)
<b>Increase/(decrease) in current liabilities:</b>		
Staff DPS	(1,847,094)	(295,804)
Other liabilities	41,130,756	6,710,719
Other Provision	159,500,049	63,081,990
Accounts payable	217,424,130	25,696,319
Lease liability	1,284,594	(7,656,520)
CSR	(50,021,918)	(30,111,387)
<b>Net cash inflow from operating activities</b>	<b>1,350,292,140</b>	<b>936,883,056</b>
<b>B. Cash flows from investing activities</b>		
Loan to members	(3,025,052,030)	(6,588,961,450)
Short term investment	(593,491,206)	(331,969,232)
Reserve fund investment	(70,211,358)	(91,514,032)
Acquisition of property, plant & equipment	(68,072,930)	(55,164,371)
Sale of Property, plant and equipment	616,063	86,038
<b>Investment in capital work-in-progress:</b>		
Building under construction (STARC)	(55,227,186)	(67,779,880)
Software under development (ERP)	(5,424,329)	(6,895,917)
Other structure under development (STARC-Bogura)	(47,444)	(8,130,059)
<b>Net cash outflow from investing activities</b>	<b>(3,816,910,422)</b>	<b>(7,150,328,903)</b>
<b>C. Cash Flows from financing activities</b>		
Loan received/(paid)	(24,139,508)	3,935,050,570
Members' savings deposit	2,288,939,772	2,222,930,724
Loan security fund	(24,662,212)	169,431,993
Other funds	45,197,227	55,181,546
<b>Net cash inflow from financing activities</b>	<b>2,285,335,278</b>	<b>6,382,594,832</b>
<b>Net increase in cash and cash equivalents (A+B+C)</b>	<b>(181,283,007)</b>	<b>169,148,986</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>1,413,642,732</b>	<b>1,244,493,746</b>
<b>Cash and</b>	<b>1,232,359,725</b>	<b>1,413,642,732</b>
<b>Cash and cash equivalents:</b>		
Cash in hand	45,324,268	14,654,562
Cash at bank	1,187,042,457	1,398,917,012
Cash at bank (Reserve fund) (note:11)	-	71,158
	<b>1,232,366,725</b>	<b>1,413,642,732</b>

Chairperson

Humana Islam  
Founder and Executive Director

Head of Finance

Signed in terms of our separate report of even date.

(Syed Jamal Uddin Haider, FCA)  
Senior Partner (ICAB Enrollment No.: 277)  
Toha Khan Zaman & Co., Chartered Accountants  
DVC No.: 2409260277AS659758



Dhaka, Bangladesh  
Date: 26 September, 2024



# Toha Khan Zaman & Co.

Chartered Accountants

Shakti Foundation for Disadvantaged Women  
Notes to the Financial Statements  
As at and for the year ended June 30, 2024

## 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 Disadvantaged Women has implemented three (3) programs/ projects. The results of operations for the year then ended and the financial position as at 30 June 2024 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 Program was started in 2010 for the welfare of the underprivileged people of the country. At first Shakti Foundation started the program with its own funding and later joined as a partner organization of IDCOL. From the beginning of the program, solar home system sales services are provided through 65 sales centers in 62 upazilas in 27 districts considering the needs and areas of solar. The program has installed around 44,000 solar home systems through easy installment and cash sales till June 2017. However, in 2013, the demand for solar home system decreased due to the government's policy of providing electricity to villages in Ganj, free solar breaks in the TR/Kabikha project. On the other hand, the customers who bought the Solar home system in installments did not return the installments, resulting in losses in the solar program. In view of which, in 2017, as per the decision of the annual general meeting, the activities of the program started to be reduced with the aim of closing the solar program. At present its operations are no longer ongoing and therefore the program has been closed.

### **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 award 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 2024
Name of statutory auditors for last year	:	Toha Khan Zaman & Co., Chartered Accountants
Name of statutory auditors for current year	:	Toha Khan Zaman & Co., Chartered Accountants
No. of executive committee meeting held in FY-2023-2024	:	5
Date of last AGM held	:	27 September 2023

**List of Executive Committee Members**

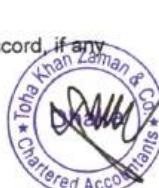
SI no.	Name	Designation	Address
1	Mahbooba Akhter Mahmood	Chairman	Full Moon, C-7, Plot # 12-14, Road # 6, Block – E, Niketan, Gulshan. Dhaka
2	Dr. Nilufar Banu	Treasurer	House No-50, Road No-8, Block-D,Niketan, Gulshan,Dhaka
3	Mahera Khatun	Member	Appartment-A5, House-237, Lake Road, Lane-17 DOHS, Mohakhali, Dhaka
4	Taheerah Haq	Member	Appartment-A5, House-50, Road-2/A, Dhanmondi, R/A, Dhaka
5	Dr. Toufiq Ali	Member	Apt-A5, 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-04, Road-01 (Main Road), Block-A, Section-11, Mirpur, Pallabi, Dhaka-1216

**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:

- a) maintain complete and correct information with regard to the identity of our customers during the operation of their accounts;
- b) preserve previous records of transactions of such accounts for at least 5 (five) years from the date of closure of customer accounts, if any;
- c) provide with the information maintained to Bangladesh Bank from time to time, on its demand; and
- d) 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:

- (i) Consolidated statement of financial position as at 30 June 2024;
- (ii) Consolidated statement of income and expenditure for the year ended 30 June 2024;
- (iii) Consolidated statement of cash flows for the year ended 30 June 2024 and;
- (iv) Consolidated Statement of changes in capital fund for the year ended 30 June 2024;
- (v) Explanatory notes to the above consolidated financial statements.

### 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)

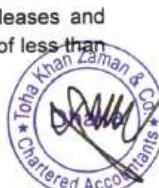
Items of property, plant and equipment are measured at cost less accumulated depreciation. Depreciation on the items of property, plant and equipment is charged on a straight-line basis at the following rates:

Items	Rate (%)
Land	0
Building	2
Retaining Wall	10
Furniture and fixtures	10
Office equipment	15-33.33
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

#### 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.

### 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 12.00% 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

#### (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 6 Years)** : Members may deposit Taka 10,000 or multiple thereof to receive double that amount in 6 (Six) years period. This is a long-term time deposit. The annual rate of interest is 12.25%

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, 2023 to June 30, 2024.

**5.11 Currencies**

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



**5.12 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 Asst	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



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Notes	Particulars	Amount in Taka	
		June 30, 2024	June 30, 2023

**6.00 Property, plant and equipment**

**Cost:**

Opening balance	1,047,607,166	993,285,013
Add: Acquisition during this year	68,072,930	55,164,371
Less: Adjustment/disposal during this year	6,140,927	842,218
	<b>1,109,539,169</b>	<b>1,047,607,166</b>

**Accumulated depreciation:**

Opening balance	213,534,259	172,848,713
Add: Depreciation charged during this year	42,533,428	41,462,660
Less: Adjustment during this year	6,043,541	777,114
	<b>250,024,146</b>	<b>213,534,259</b>

**Written down value**

Fixed assets schedule has been given in Annexure - A

**7.00 Capital work-in-progress**

Building under construction (STARC)	259,682,692	204,455,506
Software under development (ERP)	30,346,944	24,922,615
Other structure under development (STARC-Bogura)	8,177,503	8,130,059
<b>Total</b>	<b>298,207,139</b>	<b>237,508,180</b>

**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 October 2024. Up to reporting date 95% (Approx) of total work has been done.

**8.00 TR/Kabita receivable from GoB**

**Solar Program**

Opening balance	-	11,038,958
Add: Sales during this year	-	-
	-	11,038,958
Less: Realized during this year	-	6,867,419
<b>Closing balance</b>	<b>-</b>	<b>4,171,539</b>
Less: Recoverable within one year	-	4,171,539
Recoverable more than one year	-	-

**9.00 Loan to members**

Microfinance program (09.01)	27,107,068,903	24,081,962,412
Solar program (09.02)	-	100,077,763
	<b>27,107,068,903</b>	<b>24,182,040,175</b>

**09.01 Microfinance program**

Opening balance	24,081,962,412	17,532,453,492
Add: Disbursed during this year	40,043,892,000	36,647,445,000
Less: Recovery and adjustment during this year	37,018,785,509	30,058,483,550
Less: Written-off during this year	-	39,452,530
<b>Closing balance</b>	<b>27,107,068,903</b>	<b>24,081,962,412</b>

**09.02 Souro Alo program**

Opening balance	100,077,763	100,251,263
Less: Realized during this year	54,460	173,500
	100,023,303	100,077,763
Less: Written off during this year	<b>100,023,303</b>	-
<b>Closing balance</b>	-	<b>100,077,763</b>

Note: As loan to members Taka 100,023,303 of Souro Alo Program become bad loan, therefore it has been written off during this year.



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Notes	Particulars	Amount in Taka	
		June 30, 2024	June 30, 2023
10.00	<b>Short term investments</b>		
	Opening balance	1,719,113,016	1,387,143,783
	Add: Investment during this year	848,400,000	350,000,000
	Add: Re-investment of interest during this year	69,231,447	57,278,833
	<u>Less:</u> Excise duty during this year	917,631,447	407,278,833
	<u>Less:</u> Encashment during this year	1,027,000	673,000
	<b>Closing balance</b>	323,113,240	74,636,600
	<b>Program wise break-up of fixed deposit receipt (FDR)</b>		
	<b>Microfinance program:</b>		
	FDR under lien against loan from banks/NBFI	2,184,679,075	1,611,905,008
	FDR against members' Savings	110,853,023	103,453,303
	Shakti General Fund	2,295,532,098	1,715,358,311
	<b>Total</b>	17,072,125	3,754,705
		<b>2,312,604,223</b>	<b>1,719,113,016</b>
11.00	<b>Reserve fund investment</b>		
	<b>Fixed Deposit Receipt (FDR)</b>		
	Opening balance	264,244,646	172,730,613
	Add: Investment made during this year	76,000,000	85,000,000
	Add: Re-investment of interest during this year	15,316,278	6,640,033
	<u>Less:</u> Excise duty during this year	91,316,278	91,640,033
	<u>Less:</u> Encashment during this year	183,000	126,000
	<b>Closing balance</b>	20,921,919	-
	Add: Cash at bank	<b>334,456,004</b>	<b>264,244,646</b>
	<b>Total</b>	-	71,158
		<b>334,456,004</b>	<b>264,315,804</b>
12.00	<b>Advance, deposit and prepayments</b>		
	Advance General	12,074,623	12,078,518
	Advance Office Rent	28,476,673	36,808,764
	Unsettled Staff Advance	32,506,031	32,512,926
	Security Deposit	700,000	700,000
	Advance to Suppliers	8,140,085	28,054,763
	Advance to Regular Staffs	1,999,256	3,713,719
	Advance Income Tax (Note-12.01)	44,232,612	28,075,714
	<b>Total</b>	<b>128,129,280</b>	<b>141,944,404</b>
12.01	<b>Advance Income Tax</b>		
	Opening balance	28,075,714	19,132,253
	Add: Addition during this year	44,232,612	28,075,714
	<u>Less:</u> Adjustment during this year	72,308,326	47,207,967
	<b>Closing Balance</b>	<b>28,075,714</b>	<b>19,132,253</b>
	<b>Break-up of addition:</b>	<b>44,232,612</b>	<b>28,075,714</b>
	Advance income tax paid U/S-154	3,100,000	9,200,000
	AIT on car U/S-153	778,081	770,500
	AIT on FDR interest U/S-102	20,425,297	12,437,585
	AIT on bank interest U/S-102	19,929,234	5,667,629
	<b>Total</b>	<b>44,232,612</b>	<b>28,075,714</b>



Notes	Particulars	Amount in Taka	
		June 30, 2024	June 30, 2023
13.00	<b>Receivables</b>		
	Service Charge Receivable on Loan to Members	419,556,963	333,468,920
	Interest Receivable on FDR	56,910,048	22,383,141
	Enrich Program	3,040,450	3,197,783
	Elderly Program	567,016	610,720
	RAISE Project	4,355,336	3,741,336
	Opportunity International Australia	1,857,901	-
	Receivable from GoB (TR/Kabita) (Note-08)	-	4,171,539
	Other Receivable	449,243	1,399,487
	<b>Total</b>	<b>486,736,957</b>	<b>368,972,926</b>
14.00	<b>Right-of-use assets (WDV)</b>		
	Opening balance	866,020	9,637,222
	<u>Add:</u> Addition during this year	3,589,991	-
	<u>Less:</u> Adjustment during this year	1,578,320	8,771,202
	<b>Closing balance</b>	<b>2,877,691</b>	<b>866,020</b>
15.00	<b>Inventories</b>		
	Shakti Souro Alo	-	2,266,983
	Health Program	19,212,645	6,490,087
	<b>Total</b>	<b>19,212,645</b>	<b>8,757,070</b>
16.00	<b>Other assets</b>		
	Suspense account	27,514,205	27,247,207
	Staff loan	71,297,978	66,354,457
	Mobile device in stock	1,755,300	2,091,380
	<b>Total</b>	<b>100,567,483</b>	<b>95,693,044</b>
17.00	<b>Cash at bank</b>		
	Microfinance Program	1,176,912,200	1,377,746,388
	Health Program	8,309,281	8,472,026
	Souro Alo Program	-	656,803
	General Fund	1,820,976	12,041,794
	<b>Total</b>	<b>1,187,042,457</b>	<b>1,398,917,012</b>
18.00	<b>Cash in hand</b>		
	Microfinance Program	45,273,795	14,543,893
	Health Program	50,473	99,787
	Souro Alo Program	-	10,882
	<b>Total</b>	<b>45,324,268</b>	<b>14,654,562</b>
19.00	<b>Cumulative surplus</b>		
	Opening balance	2,418,839,516	1,661,127,792
	<u>Add:</u> Surplus during this year	915,159,334	894,795,772
	<u>Add:</u> Transferred from revaluation reserve (Building)	5,189,654	5,189,654
	<u>Add:</u> Provision for receivable from Ex-employees (Solar Program)	1,651,356	-
	<u>Add:</u> Gratuity provision (Solar Program)	2,045,728	-
	<u>Add:</u> Intra program balance adjustment	108,571,209	-
	<u>Less:</u> Transferred to reserve fund	72,294,943	90,223,003
	<u>Less:</u> Transferred to general fund	4,824,389	21,516,088
	<u>Less:</u> Security deposit refund	73,000	-
	<u>Less:</u> Transferred to Leadership award fund	-	423,223
	<u>Less:</u> CSR (19.01)	50,021,918	30,111,387
	<b>Closing balance</b>	<b>3,324,242,546</b>	<b>2,418,839,516</b>



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Notes	Particulars	Amount in Taka	
		June 30, 2024	June 30, 2023

<b>19.01 CSR :</b>			
Health	21,914,504	21,711,269	
Natural disaster	22,572,517	4,650,626	
Climate change	36,317,740	21,837,417	
Forestation	731,934	1,366,060	
Education	3,109,592	5,260,356	
Tree plantation	362,999	1,149,229	
Donation	-	180,148	
Voluntary works	2,531,690	650,144	
Women Empowerment	1,197,655	-	
Others	3,696,337	3,281,331	
<b>Total</b>	<b>92,434,968</b>	<b>60,086,580</b>	

**Less: Funded by externals**

PKSF for Scholarship	-	396,000	
HSBC for Forestation	731,934	1,366,060	
Icddr,b for climate change	-	1,698,300	
Foreign, Commonwealth & Development Office (FCDO)	20,630,604	16,646,923	
Charities Aid Foundation of America (CAF America)	9,541,293	3,492,194	
Opportunity International, Australia	6,882,490	-	
PKSF for Enrich & Elderly program	4,309,744	5,842,701	
Oculintech Bd. Ltd.	316,985	533,015	
<b>Total</b>	<b>42,413,050</b>	<b>29,975,193</b>	
<b>Funded by own</b>	<b>50,021,918</b>	<b>30,111,387</b>	

Note: Shakti in collaboration with Dhaka Bank PLC has performed a CSR activity amounting 1,898,500 BDT titled "Agricultural Support Initiative Collaboration during the Aman paddy season".

<b>20.00 Reserve fund</b>			
Opening balance	264,111,671	173,888,668	
<u>Add:</u> Transferred from surplus during this year	72,294,943	90,223,003	
<b>Closing balance</b>	<b>336,406,614</b>	<b>264,111,671</b>	
<b>21.00 Revaluation reserve</b>			
Opening balance	473,933,827	479,123,481	
<u>Less:</u> Transferred to cumulative surplus (additional depreciation)	5,189,654	5,189,654	
<b>Closing balance</b>	<b>468,744,173</b>	<b>473,933,827</b>	
<b>22.00 Loan loss provision</b>			
Opening balance	671,169,052	600,721,222	
<u>Add:</u> Provision made during this year	20,000,000	110,000,000	
<u>Less:</u> Principal written-off during this year	-	39,452,530	
<u>Less:</u> Service charge receivable written-off during this year	-	99,640	
<b>Closing balance</b>	<b>691,169,052</b>	<b>671,169,052</b>	

Loan classification and Provision has been given in Annexure - E

<b>23.00 Other fund</b>			
Risk management fund	381,577,399	381,577,399	
Vehicle risk coverage fund	2,130,265	1,558,340	
Security Fund	8,392,664	7,989,494	
Leadership award fund	3,842,420	3,754,705	
MetLife award fund	430,097	430,097	
Fund from InM	425,000	325,000	
General fund	78,107,819	63,646,654	
<b>Total</b>	<b>474,905,664</b>	<b>459,281,689</b>	



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Notes	Particulars	Amount in Taka	
		June 30, 2024	June 30, 2023
24.00	<b>Palli Karma Shahayak Foundation (PKSF) - Long term</b>		
	Opening balance	1,098,916,668	1,050,275,000
	Add: Received during this year	-	545,000,000
		1,098,916,668	1,595,275,000
	Less: Repayments during this year	605,916,668	496,358,332
	<b>Closing balance</b>	<b>493,000,000</b>	<b>1,098,916,668</b>
	Less: Payable within one year	357,500,000	605,916,668
	Payable more than one year	135,500,000	493,000,000
25.00	<b>Loan from banks &amp; NBFIs (long term)</b>		
	Opening balance	5,364,661,179	2,485,101,986
	Add: Loan received during this year	3,666,600,000	4,545,000,000
	Add: Interest capitalized during this year	612,509,613	408,946,030
	Add: Excise duty payable on loan	1,270,000	1,383,000
	<u>Add: Transferred from short term</u>	-	241,999,340
	<u>Less: Paid during this year</u>	3,555,967,583	2,317,769,178
	<b>Closing balance</b>	<b>6,089,073,209</b>	<b>5,364,661,179</b>
	Less: Payable within one year	3,367,493,807	2,721,679,729
	Payable more than one year	2,721,579,402	2,642,981,450
	Details are in Annexure-D		
26.00	<b>Members' savings</b>		
	Opening balance	7,456,381,064	5,233,450,341
	<u>Add: Collection during this year</u>	7,152,216,892	5,668,726,326
	<u>Add: Interest capitalized during this year</u>	529,083,498	357,436,943
	<u>Less: Withdrawal/adjustment during this year</u>	5,392,360,618	3,803,232,546
	<b>Closing balance</b>	<b>9,745,320,836</b>	<b>7,456,381,064</b>
	Current portion	8,021,991,850	6,240,404,456
	Non-current portion	1,723,328,985	1,215,976,608
27.00	<b>Gratuity fund</b>		
	Opening balance	206,332,204	164,475,076
	<u>Add: Provision made during this year</u>	60,000,000	60,000,000
		266,332,204	224,475,076
	Less: Payment during this year	25,664,878	18,142,872
	Less: Adjustment with cumulative surplus	2,045,728	-
	<b>Closing balance</b>	<b>238,621,598</b>	<b>206,332,204</b>
28.00	<b>Deferred tax liability</b>		
	Opening balance	12,970,986	12,970,986
	<u>Add: Addition during this year</u>	-	-
		12,970,986	12,970,986
	<u>Less: Adjustment during this year</u>	-	-
	<b>Closing balance</b>	<b>12,970,986</b>	<b>12,970,986</b>
	<b>Calculation of deferred tax liability</b>		
	On land (324,274,657*4%)	12,970,986	12,970,986
		<b>12,970,986</b>	<b>12,970,986</b>
29.00	<b>Palli Karma Shahayak Foundation (PKSF) - Short term</b>		
	Opening balance	-	40,000,000
	<u>Add: Received during this year</u>	-	-
	<u>Less: Repayment during this year</u>	-	40,000,000
	<u>Add: Current portion of loan term loan</u>	357,500,000	605,916,668
		<b>357,500,000</b>	<b>605,916,668</b>



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Notes	Particulars	Amount in Taka	
		June 30, 2024	June 30, 2023
30.00	<b>Loan from banks &amp; NBFI's-short term</b>		
	Opening balance	10,140,949,588	9,094,099,880
	Add: Loan received during this year	15,310,000,000	15,744,375,000
	Add: Interest capitalized during this year	1,010,555,041	791,235,958
	Add: Excise duty payable on loan	2,880,000	3,225,000
	<u>Less:</u> Paid during this year	16,466,069,910	15,249,986,910
	<u>Less:</u> Transferred to long term	-	241,999,340
	<b>Closing balance</b>	<b>9,998,314,719</b>	<b>10,140,949,588</b>
	Add: current portion of long term loan	3,367,493,807	2,721,679,730
		<b>13,365,808,526</b>	<b>12,862,629,318</b>
	Details are in Annexure-D		
31.00	<b>Provision for bad &amp; doubtful debt (Shakti Souro Alo)</b>		
	Opening balance	78,049,274	70,706,444
	Add: Provision made during this year	21,974,029	7,342,830
		<b>100,023,303</b>	<b>78,049,274</b>
	<u>Less:</u> Written-off during this year	100,023,303	-
	<b>Closing balance</b>	<b>-</b>	<b>78,049,274</b>
32.00	<b>Other provision</b>		
	Provision for interest on member savings	229,454,158	150,552,713
	Provision for income tax (Note-32.01)	65,527,189	16,968,524
	Provision for VAT	21,269,544	-
	Provision for suspense a/c	17,476,575	11,651,050
	Provision for unsettled staff advance	16,347,674	12,910,561
	Provision for operating expenses	4,278,484	2,770,726
	<b>Total</b>	<b>354,353,623</b>	<b>194,853,574</b>
32.01	<b>Provision for income tax</b>		
	Opening balance	16,968,524	21,150,786
	Add: Provision made during this year	59,929,583	16,968,524
	<u>Add:</u> Under Provision prior year	<b>16,704,796</b>	<b>2,369,889</b>
	<u>Less:</u> Earlier year AIT adjustment during this year	<b>93,602,903</b>	<b>40,489,199</b>
	<u>Less:</u> Paid during this year	28,075,714	19,132,253
	<b>Closing Balance</b>	<b>-</b>	<b>4,388,422</b>
		<b>65,527,189</b>	<b>16,968,524</b>
33.00	<b>Accounts Payable</b>		
	Take home payable (Salary & allowances)	150,781,575	38,947,818
	Interest payable on bank loan	140,851,481	30,658,751
	Service charge payable on PKSF Loan	5,289,365	24,198,135
	Annual fee payable to MRA	8,463,624	8,200,211
	Payable to provident fund	9,518,197	8,523,997
	Payable to suppliers	6,745,712	2,799,674
	Payable to Green Initiatives Project	2,257,374	-
	Audit fee payable	687,445	606,945
	Withholding tax payable	1,392,827	10,074
	Withholding VAT payable	566,450	13,400
	Other payable	314,636	601,495
	<b>Total</b>	<b>326,868,686</b>	<b>114,560,500</b>
34.00	<b>Staff deposit pension scheme</b>		
	Opening balance	10,804,739	11,100,543
	<u>Add:</u> Received during this year	-	-
	<u>Less:</u> Payment during this year	1,847,094	295,804
	<b>Closing balance</b>	<b>8,957,645</b>	<b>10,804,739</b>



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Notes	Particulars	Amount in Taka	
		June 30, 2024	June 30, 2023
35.00	<b>Loan security fund</b>		
	Opening balance	212,175,577	42,743,583
	Add: Received during this year	300,400,032	296,433,388
	Less: Adjustment during this year	325,062,244	127,001,394
	<b>Closing balance</b>	<b>187,513,365</b>	<b>212,175,577</b>
36.00	<b>Lease Liability</b>		
	Opening Balance	1,611,676	9,233,762
	Add: Addition during this year	3,589,991	-
	Add: Interest accrued during this year	72,103	259,228
	Less: Payment/Adjustment during this year	5,273,770	9,492,990
	<b>Closing balance</b>	<b>2,377,500</b>	<b>7,881,314</b>
37.00	<b>Other liabilities</b>		
	Security deposit of staffs	51,141,909	36,045,904
	Security deposit of suppliers	4,732,507	3,207,364
	Deposit against motor cycle loan	262,300	811,520
	Service charge suspense on loan to members	46,474,891	21,141,897
	Fund for Member incentive from PKSF	6,595,500	8,187,000
	Sundry account	16,388,470	14,254,367
	Fund for CSR	2,287,511	2,831,296
	Fund for Scholarship-PKSF	-	456,000
	Fund for Robotics Training Project	-	316,985
	Other fund	500,000	-
	<b>Total</b>	<b>128,383,088</b>	<b>87,252,333</b>
38.00	<b>Income from operation (Core)</b>		
	Service charge from microfinance (Note 38.01)	5,650,909,158	4,762,496,397
	Solar home system accessories sales (Note 38.02)	275,713	196,850
	Income from Health Program (Note 38.03)	73,936,687	61,791,523
	<b>Total</b>	<b>5,725,121,558</b>	<b>4,824,484,770</b>
	<b>Microfinance Program:</b>		
38.01	<b>Service charge from microfinance</b>		
	Service charge on loan products	5,644,160,281	4,761,526,478
	Less: Service charge waive	1,744,047	7,781,447
	Add: Loan processing fee	5,642,416,234	4,753,745,031
	Add: Recovery from loan written off	7,606,493	7,109,696
	<b>Total</b>	<b>5,650,909,158</b>	<b>4,762,496,397</b>
	<b>Solar Program</b>		
38.02	Sale of accessories	275,713	196,850
	<b>Total</b>	<b>275,713</b>	<b>196,850</b>
	<b>Health Program</b>		
38.03	<b>Income from Health Program</b>		
	Members contribution for health benefit	33,903,720	30,835,800
	Health check-up	775,370	708,540
	Pathology income	5,926,857	6,962,315
	Sale of pharma and non pharmaceutical product	33,330,740	23,284,868
	<b>Total</b>	<b>73,936,687</b>	<b>61,791,523</b>



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Notes	Particulars	Amount in Taka	
		June 30, 2024	June 30, 2023
39.00	<b>Printing, stationery and office supplies</b>		
	Stationery & office supplies	11,453,417	15,584,971
	Forms & printing expenses	7,673,051	4,839,604
	Work aid expenses	879,284	2,243,544
	<b>Total</b>	<b>20,005,752</b>	<b>22,668,119</b>
40.00	<b>Mobile, Internet , &amp; Courier</b>		
	Mobile bill	29,226,253	24,587,382
	Internet bill	7,138,937	6,359,600
	Courier bill	1,662,041	1,891,850
	<b>Total</b>	<b>38,027,231</b>	<b>32,838,832</b>
41.00	<b>Repair and maintenance</b>		
	Office maintenance	19,203,609	22,688,081
	Computer accessories	1,598,660	2,308,623
	Repair of fixed assets	2,082,919	1,741,206
	<b>Total</b>	<b>22,885,188</b>	<b>26,737,910</b>
42.00	<b>Fuel cost and vehicle maintenance</b>		
	Fuel cost	3,634,907	3,800,165
	Vehicle maintenance	5,582,891	5,431,222
	<b>Total</b>	<b>9,217,798</b>	<b>9,231,387</b>
43.00	<b>Other operating expenses</b>		
	Iftari expenses	5,814,652	3,588,794
	Software maintenance	3,401,601	2,866,874
	Workshop expense	3,884,065	2,355,799
	Security service bill	3,434,157	3,478,103
	Employees' mobile phone subsidy	2,336,683	3,787,194
	Motor cycle loan subsidy	2,511,403	1,821,768
	Food and accommodation (43.01)	73,776,156	50,265,625
	Staff motivation expense	48,400	739,600
	Staff welfare expense	5,168,923	3,589,136
	Carrying cost	159,050	1,145,824
	National day's celebration	411,950	430,956
	Loss on disposal of fixed Asset	-	4,106
	Miscellaneous	9,899,636	6,185,810
	<b>Total</b>	<b>110,846,676</b>	<b>80,259,589</b>
43.01	<b>Food and accommodation</b>		
	Meal subsidy	8,723,838	1,504,440
	Accommodation	65,052,318	48,761,185
	<b>Total</b>	<b>73,776,156</b>	<b>50,265,625</b>
44.00	<b>Expenditure</b>		
	Microfinance program (Annexure C)	4,960,492,097	3,997,039,926





**Shakti Foundation for Disadvantaged Women**  
**Details of property, plant and equipment**  
As at June 30, 2024

Asset category	COST			DEPRECIATION			Written down value as at 30.06.2024		
	Balance as at 01.07.2023	Addition during the year	Disposal/adjustment during the year	Balance as at 30.06.2024	Rate (%)	Balance as at 01.07.2023	Charged during the year	Disposal/adjustment during the year	
Land	331,968,407	-	-	331,968,407	0	17,347,478	7,920,380	-	331,968,407
Building	394,936,998	-	-	394,936,998	2	42,081,204	9,676,921	344,350	369,669,140
Furniture and fixtures	109,900,139	21,224,901	344,350	130,780,690	10	114,484,286	20,437,442	5,669,441	79,366,915
Office equipment	159,256,447	46,668,132	5,766,827	200,157,752	15-33.33	36,700,302	3,482,272	29,750	70,905,465
Vehicle	45,362,907	-	29,750	45,333,157	20	250,853	273,052	-	5,180,332
Software	817,000	-	-	817,000	33.33	943,722	306,911	-	523,905
Retaining wall	3,060,717	-	-	3,060,717	10	1,715,863	414,388	-	293,095
Leasehold Improvement	2,130,250	-	-	2,130,250	33.33	10,553	22,062	-	1,250,633
Other structure	174,302	179,897	-	354,199	10	-	-	-	1,810,084
<b>Total as on 30 June, 2024</b>	<b>1,047,607,166</b>	<b>68,072,930</b>	<b>6,140,927</b>	<b>1,109,539,170</b>		<b>213,534,259</b>	<b>42,533,428</b>	<b>6,043,541</b>	<b>250,024,147</b>
<b>Total as on 30 June, 2023</b>	<b>993,285,013</b>	<b>55,164,371</b>	<b>842,218</b>	<b>1,047,607,166</b>		<b>172,848,713</b>	<b>41,462,660</b>	<b>777,114</b>	<b>213,534,259</b>
									<b>834,072,907</b>

Note: Land and building are carried under revaluation model. Break-up of cost of acquisition and revaluation has been given below:

Asset category	COST			DEPRECIATION			Written down value as at 30.06.2024		
	Balance as at 01.07.2023	Addition during the year	Disposal/adjustment during the year	Balance as at 30.06.2024	Rate (%)	Balance as at 01.07.2023	Charged during the year	Disposal/adjustment during the year	
Land	99,314,006	-	-	99,314,006	0	12,115,168	2,730,726	-	14,845,894
Building	135,454,277	-	-	135,454,277	2	42,081,204	9,676,921	344,350	51,413,774
Furniture and fixtures	109,900,139	21,224,901	344,350	130,780,690	10	114,484,286	20,437,442	5,669,441	129,252,287
Office equipment	159,256,447	46,668,132	5,766,827	200,157,752	15-33.33	36,700,302	3,482,272	29,750	70,905,465
Vehicle	45,362,907	-	29,750	45,333,157	20	250,853	273,052	-	5,180,332
Software	817,000	-	-	817,000	33.33	943,722	306,911	-	523,905
Retaining wall	3,060,717	-	-	3,060,717	10	1,715,863	414,388	-	1,250,633
Leasehold Improvement	2,130,250	-	-	2,130,250	33.33	10,553	22,062	-	2,130,250
Other structure	174,302	179,897	-	354,199	10	-	-	-	32,614
<b>Total as on 30 June, 2024</b>	<b>555,470,045</b>	<b>68,072,930</b>	<b>6,140,927</b>	<b>617,402,048</b>		<b>208,301,950</b>	<b>37,343,773</b>	<b>6,043,541</b>	<b>239,602,183</b>
<b>Total as on 30 June, 2023</b>	<b>501,147,891</b>	<b>55,164,371</b>	<b>842,218</b>	<b>565,470,044</b>		<b>172,806,058</b>	<b>36,273,006</b>	<b>777,114</b>	<b>208,301,950</b>
									<b>347,168,094</b>





**Toha Khan Zaman & Co.**  
Chartered Accountants

Shakti Foundation for Disadvantaged Women  
Details of property, plant and equipment  
As at June 30, 2024

Annexure A  
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(B) Revalued Amount

Asset category	COST			DEPRECIATION			Written down value as at 30.06.2024	
	Balance as at 01.07.2023	Addition during the year	Disposal/ adjustment	Balance as at 30.06.2024	Rate (%)	Balance as at 01.07.2023	Charged during the year	Disposal/ adjustment
Land	232,654,401	-	-	232,654,401	0%	-	-	-
Building	259,482,721	-	-	259,482,721	2%	5,232,309	5,189,654	-
Total as on 30 June, 2024	492,137,122	-	-	492,137,122		5,232,309	5,189,654	-
Total as on 30 June, 2023	492,137,122	-	-	492,137,122		42,655	5,189,654	-





**Shakti Foundation for Disadvantaged Women**  
**Program-wise Statement of Financial Position**  
As at June 30, 2024

Particulars	Amount in Taka					
	Microfinance Program	Shakti Souro Alo	Health Program	Shakti General Fund	Total	
	June-24	June-23	June-24	June-23	June-24	June-23
<b>Assets and Property</b>						
<b>Non-current assets:</b>						
Property, plant and equipment	855,724,903	830,161,233	-	9,594	3,790,120	3,902,079
Capital work-in-progress	298,207,139	237,508,180	-	-	-	-
<b>Total non - current assets</b>	<b>1,153,932,042</b>	<b>1,067,668,413</b>		<b>9,594</b>	<b>3,790,120</b>	<b>3,902,079</b>
<b>Total Assets</b>	<b>1,157,722,162</b>					<b>1,071,584,087</b>
<b>Current assets</b>						
Loan to members	27,107,068,903	24,081,962,412	-	100,077,763	-	-
Short term investments	2,295,532,098	1,715,358,311	-	-	-	-
Reserve fund investment	334,456,004	264,315,804	-	-	-	-
Advances, deposits & prepayments	126,027,264	136,871,398	-	2,073,006	1,918,994	3,000,000
Receivables	496,163,230	364,239,533	-	4,171,539	449,243	561,854
Right-of-use asset	2,877,691	682,580	-	2,266,983	19,212,645	183,440
Inventories	-	-	-	6,490,087	-	-
Other assets	100,567,483	95,693,044	-	-	-	-
Intra program balance	-	104,971,102	-	-	-	-
Cash at bank	1,176,912,200	1,377,746,388	-	656,803	8,309,281	8,472,026
Cash in hand	45,273,795	14,543,893	-	10,882	50,473	99,787
<b>Total Current Assets</b>	<b>31,674,878,669</b>	<b>28,156,384,465</b>	<b>-</b>	<b>109,256,976</b>	<b>29,940,636</b>	<b>27,820,324</b>
<b>Total Assets</b>	<b>32,828,810,711</b>	<b>29,224,053,878</b>	<b>-</b>	<b>109,266,570</b>	<b>33,730,756</b>	<b>31,722,403</b>

**Note:**

1. Intra program balance has not been shown in total column as it does not represent transaction with third party.
2. Solar Program has been shown as discontinued operation, and therefore balance of assets and liabilities has been nullified through adjustment.





# Toha Khan Zaman & Co.

Chartered Accountants

Annexure B  
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As at June 30, 2024  
Program-wise Statement of Financial Position  
As at June 30, 2024

Particulars	Amount in Taka						Total	
	Microfinance Program	Shakti Soutro Alo	Health Program	Shakti General Fund	June-24	June-23		
	June-24	June-23	June-24	June-23	June-24	June-23	June-24	June-23
<b>Capital fund and liabilities</b>								
Cumulative surplus	3,291,771,199	2,477,125,419	-	(88,763,416)	31,074,393	30,088,532	1,396,954	388,980
Reserve fund	336,406,614	264,111,671	-	-	-	-	-	336,406,614
Revaluation Reserve	468,744,173	473,933,827	-	-	-	-	-	468,744,173
Loan loss provision	691,169,052	671,169,052	-	-	-	-	-	691,169,052
Other funds	392,100,328	391,125,234	-	-	-	82,805,336	68,156,456	459,281,689
<b>Total capital fund</b>	<b>5,180,191,366</b>	<b>4,277,465,203</b>	<b>-</b>	<b>(88,763,416)</b>	<b>31,074,393</b>	<b>30,088,532</b>	<b>84,202,290</b>	<b>68,545,436</b>
								<b>5,295,468,049</b>
								<b>4,287,335,755</b>
<b>Non - current liabilities</b>								
Loan from PKSF	135,500,000	493,000,000	-	-	-	-	-	135,500,000
Loan from banks & NBFI's	2,721,579,402	2,642,981,450	-	-	-	-	-	2,721,579,402
Members' savings	1,723,328,985	1,215,976,608	-	-	-	-	-	1,723,328,985
Gratuity fund	238,621,598	204,223,956	-	2,108,248	-	-	-	238,621,598
Deferred tax	12,970,986	12,970,986	-	-	-	-	-	12,970,986
<b>Total Non-Current Liabilities</b>	<b>4,832,000,971</b>	<b>4,569,153,000</b>	<b>-</b>	<b>2,108,248</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,832,000,971</b>
								<b>4,571,261,248</b>
<b>Current liabilities</b>								
Loan from PKSF	357,500,000	605,916,668	-	-	-	-	-	357,500,000
Loan from banks & NBFI's	13,365,808,526	12,862,629,318	-	-	-	-	-	13,365,808,526
Members' savings	8,021,991,850	6,240,404,456	-	78,049,274	-	-	-	8,021,991,850
Provision for bad and doubtful debt	-	-	2,073,006	-	-	-	-	-
Other provision	354,353,623	192,780,568	-	2,656,363	560,033	-	-	354,353,623
Accounts payable	324,212,323	114,000,467	-	-	-	-	-	326,868,686
Loan security fund	187,513,365	212,175,577	-	-	1,073,838	-	-	187,513,365
Lease liability	2,896,270	537,838	-	1,828,356	-	8,957,645	-	2,896,270
Staff deposit	-	-	113,971,102	-	-	8,976,383	-	1,611,676
Intra program balance	74,607,888	61,738,450	-	-	-	13,130	-	10,804,739
Other liabilities	127,734,528	87,252,333	-	-	-	648,560	-	-
<b>Total current liabilities</b>	<b>22,816,618,374</b>	<b>20,377,435,676</b>	<b>-</b>	<b>195,921,738</b>	<b>2,656,363</b>	<b>1,633,871</b>	<b>9,606,205</b>	<b>8,889,513</b>
								<b>22,754,273,053</b>
<b>Total liabilities</b>	<b>27,648,619,345</b>	<b>24,946,588,675</b>	<b>-</b>	<b>198,029,986</b>	<b>2,656,363</b>	<b>1,633,871</b>	<b>9,606,205</b>	<b>8,889,513</b>
								<b>24,979,519,365</b>
<b>Total capital fund and liabilities</b>	<b>32,328,810,711</b>	<b>29,224,053,878</b>	<b>-</b>	<b>109,266,570</b>	<b>33,730,756</b>	<b>31,722,403</b>	<b>93,888,495</b>	<b>77,534,949</b>
								<b>32,881,742,073</b>
								<b>29,266,855,120</b>



**Shakti Foundation for Disadvantaged Women**  
**Program Wise Income and Expenditure Statement**  
For the year ended June 30, 2024

Annexure C

Particulars	Notes	Microfinance Program		Shakti Souro Alo		Health Program		Shakti General Fund		Total	
		FY 2023-2024	FY 2022-2023	FY 2023-2024	FY 2022-2023	FY 2023-2024	FY 2022-2023	FY 2023-2024	FY 2022-2023	FY 2023-2024	FY 2022-2023
<b>Income</b>											
Income from operation (Core)	38	5,650,909,156	4,762,496,397	275,713	196,850	73,936,687	61,791,523	5,725,121,556	4,824,484,770		
Bank interest		89,734,491	53,018,069	11,050	83,107	91,372	66,718	90,018,123	53,201,433		
Interest on fixed deposit receipts		149,206,567	81,201,433	-	-	-	-	150,064,957	81,201,433		
Other income		2,414,866	2,554,059	794,161	708,249	8,021	12,180	-	-	3,217,050	3,274,488
<b>Total</b>		<b>5,892,265,084</b>	<b>4,899,289,958</b>	<b>1,080,925</b>	<b>988,206</b>	<b>74,036,080</b>	<b>61,870,421</b>	<b>1,039,599</b>	<b>107,721</b>	<b>5,968,421,688</b>	<b>4,962,236,305</b>
<b>Expenditure</b>											
Cost of goods sold				992,432	148,121	-	-	-	-	992,432	148,121
Interest on members' savings		598,002,251	411,697,940	-	-	-	-	-	-	598,002,251	411,697,940
Interest on loan from banks & NBFCs		1,736,980,850	1,215,055,994	-	-	-	-	-	-	1,736,980,850	1,215,055,994
Service charge on loan from PKSF		54,780,230	79,507,343	-	-	-	-	-	-	54,780,230	79,507,343
Interest on loan from provident fund		5,375,416	1,738,889	-	-	-	-	-	-	5,375,416	1,738,889
Interest on staff's security deposit		1,615,061	1,169,041	-	-	-	-	-	-	1,615,061	1,169,041
Salary and allowances		1,673,084,991	1,567,600,835	10,720	351,383	33,708,428	29,901,288	-	-	1,597,853,506	1,597,853,506
Office rent		59,655,080	58,310,442	11,600	190,700	308,386	-	-	-	59,975,046	58,501,142
Printing, stationery & office supplies		19,634,263	22,479,777	2,231	20,587	369,258	167,755	-	-	20,005,752	22,668,119
Field trips, conveyance & supervision		195,071,002	173,781,507	14,065	80,563	1,993,568	1,232,029	-	-	197,078,635	175,084,099
Mobile, Internet, & Courier		40	37,785,843	32,598,738	-	-	241,388	240,094	-	36,027,231	32,838,832
Repair and maintenance		41	22,644,423	23,635	112,900	217,130	96,956	-	-	22,885,188	26,737,910
Fuel cost, and vehicles maintenance		42	8,591,391	8,534,863	-	626,407	696,524	-	-	9,217,798	9,231,387
Gas, electricity & water		27,652,857	22,610,427	2,525	19,805	160,120	197,028	-	-	27,685,502	22,827,260
Entertainment		14,633,495	15,487,360	-	3,260	75,884	30,210	-	-	14,709,379	15,500,830
Advertisement, publicity & Publication		2,514,534	3,351,508	-	-	-	-	-	-	2,514,534	3,351,508
Bank charges & excise duty		29,203,076	16,684,521	32,771	28,853	33,832	30,572	-	-	29,301,303	16,738,096
Training expenses		3,952,647	4,989,070	-	-	6,730	47,000	-	-	3,959,377	5,044,077
Consumption of medicine and supplies		65,941	224,794	-	-	24,744,057	26,821,028	-	-	24,744,057	26,821,029
Interest expense on lease liability		109,646,780	79,141,467	184,654	842,872	1,035,242	275,250	-	-	72,103	259,228
Other operating expenses		687,445	606,945	-	-	-	-	-	-	110,846,676	80,259,589
Audit fees		483,888	483,890	-	-	-	-	-	-	687,445	606,945
Board members' honorarium		76,634,379	19,338,413	-	-	-	-	-	-	483,888	493,890
Income tax		30,000,000	-	-	-	-	-	-	-	76,634,379	19,338,413
VAT		11,248,878	8,972,885	-	-	77,144	106,490	-	-	30,077,144	106,490
Annual registration and renewal fee		42,910,514	42,704,625	9,589	9,580	1,191,644	1,357,857	-	-	11,276,134	8,983,371
Depreciation & amortization		1,265,223	2,086,954	-	-	-	-	-	-	44,111,747	44,072,062
Other professional fees		20,000,000	110,000,000	21,974,028	7,342,830	-	-	-	-	1,265,223	2,086,954
Loan loss expenses		60,000,000	60,000,000	-	-	-	-	-	-	41,974,028	117,342,030
Provision for gratuity		11,335,644	11,335,644	1,274,551	-	-	-	-	-	60,000,000	60,000,000
Other provision		-	-	-	-	-	-	-	-	11,335,644	11,335,644
Inventory write off		105,165,995	-	-	-	-	3,405,214	-	-	1,274,551	-
<b>Total expenditure</b>		<b>4,960,492,097</b>	<b>3,987,039,926</b>	<b>24,512,801</b>	<b>9,151,454</b>	<b>68,225,831</b>	<b>61,245,002</b>	<b>31,625</b>	<b>4,150</b>	<b>5,053,282,354</b>	<b>4,067,440,533</b>
Excess of income over expenditure		931,772,987	902,230,032	(23,431,876)	(8,163,249)	5,810,249	625,419	1,007,974	103,571	915,159,334	894,795,772
<b>Total</b>		<b>5,892,265,084</b>	<b>4,899,289,958</b>	<b>1,080,325</b>	<b>988,206</b>	<b>74,036,080</b>	<b>61,870,421</b>	<b>1,039,599</b>	<b>107,721</b>	<b>5,968,421,688</b>	<b>4,962,236,305</b>





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

Sl.	Name of banks	Short term			Long term			Total
		June 30, 2024	June 30, 2023	June 30, 2024	June 30, 2023	June 30, 2024	June 30, 2023	
1	Bank Asia Ltd	649,999,000	492,180,870	-	-	-	649,999,000	492,180,870
2	HSBC	-	203,825,556	-	-	-	-	203,825,556
3	Eastern Bank Ltd	400,126,653	405,186,624	281,337,189	450,109,375	681,463,841	655,295,999	1,405,662,013
4	Trust Bank Ltd	1,741,183,390	1,299,966,256	62,350,524	105,685,757	1,803,533,914	999,687,500	999,687,500
5	BRAC Bank Ltd	590,000,000	999,687,500	-	-	590,000,000	-	-
6	The City Bank Ltd	850,213,570	598,841,736	-	-	850,213,570	598,641,736	484,799,741
7	Dhaka Bank Ltd	556,668,552	484,799,741	-	-	556,668,552	484,799,741	200,000,000
8	Prime Bank Ltd	300,000,000	200,000,000	-	-	300,000,000	200,000,000	999,943,495
9	Mutual Trust Bank Ltd	999,943,214	999,934,495	-	-	999,943,214	999,934,495	256,699,247
10	Mercantile Bank Ltd.	765,111,359	256,699,247	-	-	765,111,359	256,699,247	500,125,000
11	NRB	570,225,625	500,125,000	-	-	570,225,625	500,125,000	300,000,000
12	NCC Bank Ltd.	300,000,000	300,000,000	-	-	300,000,000	300,000,000	366,386,503
13	Southeast Bank Ltd.	-	-	214,557,276	366,386,503	214,557,276	366,386,503	150,000,000
14	Premier Bank Ltd.	-	-	89,682,861	-	89,682,861	-	103,204,271
15	IDLC Finance Ltd.	100,241,683	103,204,271	-	-	100,241,683	103,204,271	344,998,750
16	One Bank Ltd.	300,000,000	300,000,000	163,941,880	44,988,750	1,058,736,553	717,908,936	717,908,936
17	Pubali Bank Ltd	-	-	717,908,936	-	-	-	1,000,204,444
18	United Commercial Bank Ltd	799,979,744	1,000,204,444	-	-	799,979,744	1,000,204,444	699,986,877
19	Meghna Bank Ltd	449,973,881	699,986,877	-	-	449,973,881	-	-
20	Jamuna Bank Ltd.	-	407,111,112	393,046,155	179,972,251	393,046,155	587,083,383	587,083,383
21	Strategic Finance & Investment Ltd.	-	-	13,850,724	39,255,629	13,850,724	39,255,629	39,255,629
22	Lanka-Bangla Finance	-	-	791,811,309	596,465,452	791,811,309	596,465,452	596,465,452
23	Standard Bank Ltd	181,208,473	260,387,507	-	-	181,208,473	260,387,507	260,387,507
24	Bengal Commercial Bank Ltd.	-	150,343,244	55,318,571	65,112,700	55,318,571	215,455,944	215,455,944
25	Lankan Alliance Finance Limited	-	100,000,000	36,640,016	111,716,395	36,640,016	36,640,016	211,716,395
26	Citizens Bank PLC	149,997,006	149,999,063	-	-	149,997,006	149,999,063	149,999,063
27	NRBC Bank Limited	68,442,580	78,686,046	103,959,234	-	172,401,814	78,666,046	78,666,046
28	Community Bank Ltd.	225,000,000	-	190,959,937	175,675,923	415,959,937	175,675,923	308,591,801
29	Midland Bank Ltd	-	-	337,676,286	309,591,801	337,676,286	-	68,410,176
30	Uttara Bank Ltd.	-	-	-	68,410,176	-	-	68,410,176
31	IPDC Finance Ltd.	-	-	371,218,857	457,273,630	371,218,857	457,273,630	457,273,630
32	Commercial Bank of Ceylon PLC	-	-	72,916,661	269,583,313	72,916,661	269,583,313	269,583,313
33	Mercantile Bank Ltd	-	-	182,346,330	314,126,442	182,346,330	314,126,442	314,126,442
34	Sonal Bank Ltd	-	-	666,600,000	42,107,705	666,600,000	42,107,705	42,107,705
35	DBBL	-	-	249,482,181	511,010,417	249,482,181	511,010,417	511,010,417
36	National Finance Limited	-	-	153,295,999	44,250,711	153,295,999	44,250,711	44,250,711
37	SBAC Bank Ltd	-	-	125,376,897	225,009,315	125,376,897	225,009,315	225,009,315
38	Meridian Finance and Investment Limited (23-25)	-	-	23,967,771	-	23,967,771	-	-
39	Bangladesh Development Bank Limited	-	-	300,000,000	-	300,000,000	-	-
40	Bangladesh Industrial and Agricultural Investment	-	-	150,000,000	270,000,000	150,000,000	270,000,000	270,000,000
		<b>9,998,314,719</b>	<b>10,140,949,588</b>	<b>6,089,073,209</b>	<b>5,364,661,179</b>	<b>16,087,387,928</b>	<b>15,505,610,767</b>	





# Taha Khan Zaman & Co.

Chartered Accountants

## Annexure E

**Shakti Foundation for Disadvantaged Women**  
**Microfinance Program**  
**Portfolio report for the year ended June 30, 2024**  
**Loan classifications and provisions**

## (i) Classification of loan and loan loss provision

Sl no.	Particulars	Number of days outstanding	30 June, 2024		Required provision
			Outstanding loan BDT	Required provision BDT	
1	Total loan outstanding	27,107,068,903			24,081,962,412
2	Total overdue	648,783,845			497,371,771
3	Regular	25,804,658,920	1%	258,046,589	22,954,150,287
4	Watchful	371,477,785	5%	18,573,889	346,679,564
5	Sub-standard	596,517,407	25%	149,129,352	551,452,415
6	Doubtful	296,169,999	75%	222,127,499	108,432,997
7	Bad Loan	38,244,792	100%	38,244,792	121,247,148
	<b>Total</b>	<b>27,107,068,903</b>		<b>686,122,122</b>	<b>24,081,962,412</b>
					<b>587,310,481</b>

## (ii) Loan loss provision (LLP) status:

Particulars	June-24		June-23
	BDT	BDT	
Required provision as per MRA policy	686,122,122	587,310,481	
Actual provision made by this organization	691,169,052	671,169,052	
Excess/(Shortfall) of provision	5,046,930	83,858,571	
<b>Disclosure on written off Loan:</b>			
Loan Written off balance July 01 2023	390,629,291	352,718,791	
Add: Principal write off during this year	-	39,452,530	
Add: Service charge receivable during this year	-	99,640	
Less: Written off loan recovered during this year	(886,431)	(1,641,670)	
<b>Loan written off balance 30 June 2024</b>	<b>389,742,860</b>	<b>390,629,291</b>	



## ACRONYMS

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
CCTV	Closed-circuit Television
CDF	Credit and Development Forum
CEO	Chief Executive Officer
CGAP	Consultative Group to Assist the Poor
Co.	Company
CRAB	Credit Rating Agency of Bangladesh Ltd.
CUP	Coalition For the Urban Poor
CUS	Centre for Urban Studies
DAB	Diabetic Association of Bangladesh
DED	Deputy Executive Director
DGHS	Directorate General of Health Services
DPS	Deposit Pension Scheme
E3W	Electronic 3-Wheeler
ED	Executive Director
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
FCDO	Foreign, Commonwealth and Development Office
FDR	Fixed Deposit Receipt
HSBC	Hongkong and Shanghai Banking Corporation
IAS	International Accounting Standards
ICAB	The Institute of Chartered Accountants of Bangladesh
iDE	International Development Enterprises
IFRS	International Financial Reporting Standards
INAFI	International Network of Alternative Financial Institutions
InM	Institute for Inclusive Finance and Development
IPA	Innovation for Poverty Action

KPI KWh	Key Performance Indicator Kilowatt hours
LRL	Livelihood Restoration Loan
MATS	Medical Assistant(s)
MDP ME MetLife MFI MFO MFP MPO MRA MSC MSME	Microenterprise Development Micro Enterprise Metropolitan Life Insurance Company Microfinance Institution(s) Microfinance Officer Microfinance Program Monthly Pay Order Microcredit Regulatory Authority Microsave Consulting Micro, Small, and Medium Enterprise(s)
	National Aeronautics and Space Administration
	Nonbank Financial Institution
	Nationally Determined Contributions
	Non-Governmental Organization
	Nonprofit Organization
	Nonstructural Protein 1
	North South University
ORF	Observer Research Foundation
OTR	On-time Recovery Rate
Ph.D.	Doctor of Philosophy
PKSF	Palli Karma-Sahayak Foundation
QR	Quick Response
RAISE RAJUK RTGS	Recovery and Advancement of Informal Sector Employment Rajdhani Unnayan Kartripakkha Real Time Gross Settlement
SABINCO SDG SMCC SME SMS SR SREDA STARC STEM	Saudi Bangladesh Industrial and Agricultural Investment Company Limited Sustainable Development Goal(s) Shakti Medical Care Center(s) Small and Medium Enterprises Short Message Service Social Responsibility Sustainable and Renewable Energy Development Authority Shakti Training and Research Center Science, Technology, Engineering, and Mathematics
TOT	Training of trainers
UNCDF UNICEF USAID	United Nations Capital Development Fund United Nations Children's Fund United States Agency for International Development
VAT	Value Added Tax
WASH WWB	Water, Sanitation and Hygiene Women's World Banking





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