



## Turning over to new horizons



A new page of performance,  
A new episode of growth,  
A new chapter of evolution,  
A new story of success.



## Looking Ahead

Yet another beginning. It's time to turn over to another new chapter. A chapter of achievements, performance and possibilities. From a history studded with milestones that will map our journey towards a future full of promises. A legacy rich with experience that will lead up to a new era of growth. And across this new chapter, Barasat Sampark will set new standards. Turning challenges into opportunities, geographies into playgrounds, relationship into rewards and capabilities into growth .



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## Overview

SAMPARK means "COMMUNICATION". The mission of SAMPARK is to communicate with the socio-economically disadvantaged sections of society to enable them attain a better quality of life, and while doing so earn an attractive return on capital for its investors. Barasat Sampark is the tangible manifestation of the excruciating endeavor of the stupendous personage. Mr. Baikantha Nath Biswas and a of altruistic activists. They were being driven by the insatiable urge to render matchless espousal to the helpless people of the society. The relentless Baikantha Nath Biswas harnessed them under an auspicious fold and triggered the emergence of the philanthropic organization Barasat SAMPARK.

Since then the main focus of this organization has been to make people emancipated from clutches of abject poverty. The functionaries of the organization are executing their unflagging and unstinted altruistic activities facilitating the poor women in ensuring their economic empowerment, so that in course of time they can become the adroit architects of their own future and social justice with gender equity will be established.

Sampark Microfinance provides financial services to the poor in order to help them become financially self-reliant. Till March 31, 2014, Sampark had 22414 women borrowers and total disbursements worth more than Rs. 15.14 crore. These small, income generating loans have had a tremendous impact on the lives of our women borrowers and their families.

## Forewords from the President



Much has changed and today, people around the world understand the power and potential of a small Loan distributed to a woman.

This year Sampark has continued to grow its microfinance network while expanding new areas of business. We must continue to ensure high quality service to our borrowers. There have been many milestones for Sampark but much work remains. There are still tens of millions of poor Indians without access to financial services. With that in mind, Sampark will continue to strengthen, innovate and grow in order to enable people to create a better life for themselves and their families.

Today over 4500 thousand active borrowers, 78 percent of them managed to clearly improve their socio-economic conditions and lifted themselves out of extreme poverty. Sampark is successful because of hard work and the dedication of its employees to eradicate poverty.

Extend banking facilities to poor women; eliminate the exploitation of the poor by money lenders; create opportunities for self-employment for the vast multitude of unemployed people; bring the disadvantaged, mostly the women from the poorest households, within the fold of an organizational format which they can understand and manage by themselves; and reverse the age-old vicious circle of "low income, low saving & low investment", into virtuous circle of "low income, injection of credit, investment, more income, more savings, more investment, more income".

With Best Regards,

President

Mr. Bimal Kumar Dey

## Message from ED



The dynamic growth of the microfinance industry has been promoted not only by market forces but also by conscious actions of national governments and the donors who view microfinance as an effective tool for eradicating poverty.

As we reach more and more people across West Bengal, it is important to remember the solid foundation that makes this robust growth possible. Sampark continues to maintain repayment rates of 100%. This stellar track record is due to our disciplined methodology and strong group lending model. Sampark distributes small loans for income generating activities, not for consumer consumption. We lend only to women because they tend to be more careful with using loans than men. To be eligible for loans, members must take financial literacy training and pass a test to demonstrate they understand interest rates, loan installments, and repayment schedules.

Sampark has always been committed to transparency on interest rates and fair collection practices. We have also taken the lead on transparency, codes of conduct and good governance initiative in West Bengal. This record of good governance provides a solid foundation for a business model that allows us to rapidly scale and meet the urgent needs of millions of poor people. To build capacity to handle this growth, we adopted best practices from the business world. This enables us to efficiently recruit and train field staff, open new branches and enroll new Sampark members each month. User friendly software and IT system helps our field officers capture data and generate reports for analysis, while minimizing human error.

Based on a strong foundation, this approach has helped Sampark build a profitable and sustainable business that strives to give the poor access to financial services and a valuable opportunity to improve their lives.

With Best Regards,

Mr. Probindu Kumar Biswas

Secretary

## Mr. Baikantha Nath Biswas

### Chief Advisor (Barasat Sampark)



**Baikantha Nath Biswas** may be designated as a paragon of strategic pragmatism. Over 33 years he has made himself acquainted with the intricacies of Micro-finance and livelihood program. Apart from this he has also achieved stupendous mastery over the other associated issues like SHG Management, Community-Based Development and Participatory Methodology etc. He has delivered sublime lecture with tremendous eloquence in various developing countries of the world, enunciating the immense significance of Micro-finance in emancipating people from the insidious labyrinth of abject indigence.

With utmost diligence and deliberation, he has planned the logical framework and operational maneuver of our programs. Not only that, he is constantly guiding us to execute the planned programs with matchless precision and acuity.

We are highly optimistic that under his auspicious and peerless patronage, we shall proceed with cracking velocity towards unprecedented functional excellence.

# Probindu Kumar Biswas

## Secretary & Chief functionary

Mr. Probindu Kumar Biswas may be regarded as the functional fulcrum of Barasat Sampark. By dint of his conceptual profundity and practical dexterity he is gradually reinforcing and consolidating the base of Barasat Sampark.

Probindu has got the propensity of critically analyzing the intricacies of each and every issue related to the functional domain of his organization. Critical issue-based analysis in turn has made it possible for him to achieve theoretical clarity on the relevant subjects.

Probindu's analytical acumen has escalated day by day turning him into the principal think -tank of Barasat Sampark.

Apart from his theoretical erudition, Probindu is also well known for his ability to maintain seamless coordination with the multifarious target audience of his organization encapsulating donors, investors, workforce, beneficiaries and all other partners in development.

He is undoubtedly a priceless treasure of Barasat Sampark!!!

His humble leadership and path breaking ideas changing lives and motivating people at all levels of society to envision and work towards a poverty-free West Bengal.



# Organization Philosophy

## Our Vision:

**SAMPARK** dreams to establish a non discriminatory society where justice will prevail and each and every people of the country would be able to realize in full about their hidden potentials and will be inspired to use it with a view to establish a exploitation and discrimination free society through ensuring justice for all.

## Our Mission:

**SAMPARK** will render its untiring effort for the socio-economic development of the poor and vulnerable population of the society specially organizing women and children and assist/support them in the Branch of micro credit, small business, education, health and disaster mitigation etc. It means, SAMPARK works for group formation & mobilization of back warded portion of population specially women folk for improvement of their socio economic condition through providing micro credit and other supports in small business, education, health and disaster.

## Our Values:

SAMPARK deeply believes in its values and they are manifested through the day to day behavior of its team members. These values "**CREATE**" strong principles in us.

## Sampark Values:

- C- Cost effective and sustainable
- R- Respect for all
- E- Exemplary governance
- A- Accountability, Professionalism and discipline
- T- Transparency and interiority
- E- Effective team work and commitment



## Key Features of SAMPARK's Innovative Management and Factors behind Success:

- ü Dynamic leadership
- ü Self-explanatory written working manual
- ü Decentralization and delegation of authority to the branch level officials.
- ü Participatory process in decision making.
- ü Specialization in microfinance and fast expansion policy.
- ü Costless and faster innovative recruitment .
- ü On-the-job training approach (Each one teach one policy)
- ü Simple and cost effective branch structure without separate accounts officers .
- ü Simple and latest hierarchical organization
- ü Easy and close communication among officials as well as between officials and clients .
- ü Always strong monitoring supervision from all levels.
- ü Simple and transparent accounting and record keeping based on format.
- ü Opportunity for discussing problems in the residential office.
- ü Low –cost culture practiced from top to bottom
- ü Effective fund management
- ü Member's group transfer among the LOs .
- ü Simple and shorter loan processing.
- ü No collateral for providing loans.
- ü Loan disbursement within 2-3 weeks of the membership.
- ü Different loan products for the clients to meet their need.
- ü Loan insurance covered for both clients and her husband.
- ü No group guarantee for providing loan.
- ü Health service for the members.
- ü Educational support for the members children.



## Goal:

- Provide financial services to customers enabling them to be free of poverty. Expand nationally in both urban and semi-urban.
- Provide professionally and financially rewarding careers to employees and attract and retain top quality talent.
- Participate in a holistic approach to poverty reduction through focused on childcare, education, health, vocational training, community development, shelter and disaster relief.

## Objectives:

### A. Target group level:

- Make the poor women self reliant both socially and economically with the active participation of all level people of a society.
- Make poor people income earner through skill development.
- Generate additional income for families through creating employment & income opportunities for female members and to reduce discrimination among male and female.

### B. Organizational level:

- Develop a healthy social development organization through forming a long term independent organization.
- Develop a skilled development workers group if they could rightly realize and execute the divisional needs.
- Establish better communication and coordination among the micro finance organizations to keep up the opportunity of open discussion on different aspects.
- Reduce social decadence and oppression either directly by the organization or using other techniques.

## Organization's Information

### Executive Committee

President	Mr. Bimal Kumar Dey
Vice President	Mr. Kshirod Chandra Talukdar
Secretary	Mr. Probindu Kumar Biswas
Treasurer	Mrs. Tanusri Biswas
Member	Mr. Nil Ratan Biswas
Member	Mrs. Malobika Das
Member	Mr. Santosh Bala

### Advisory Committee

Mr. Baikantha Nath Biswas  
Dr. Pritish Kanti Das  
Mr. Mihir Kanti Sarkar

### Key Strategists

Founder & Chief Advisor	Mr. Baikantha Nath Biswas
Founder & Chief Executive	Mr. Probindu Kumar Biswas

### External auditors

JAYRAM & CO. Chartered Accountants

### Registered office

Murali , Bamangachi , Barasat , 24 Parganas North ,Pin 743248 ,W.B.  
INDIA Legal Status Registered under Society Act. 1961

### Legal Status:

SAMPARK registered as a society under the west Bengal Societies Registration Act, 1961 on 8<sup>th</sup> February, 2006.

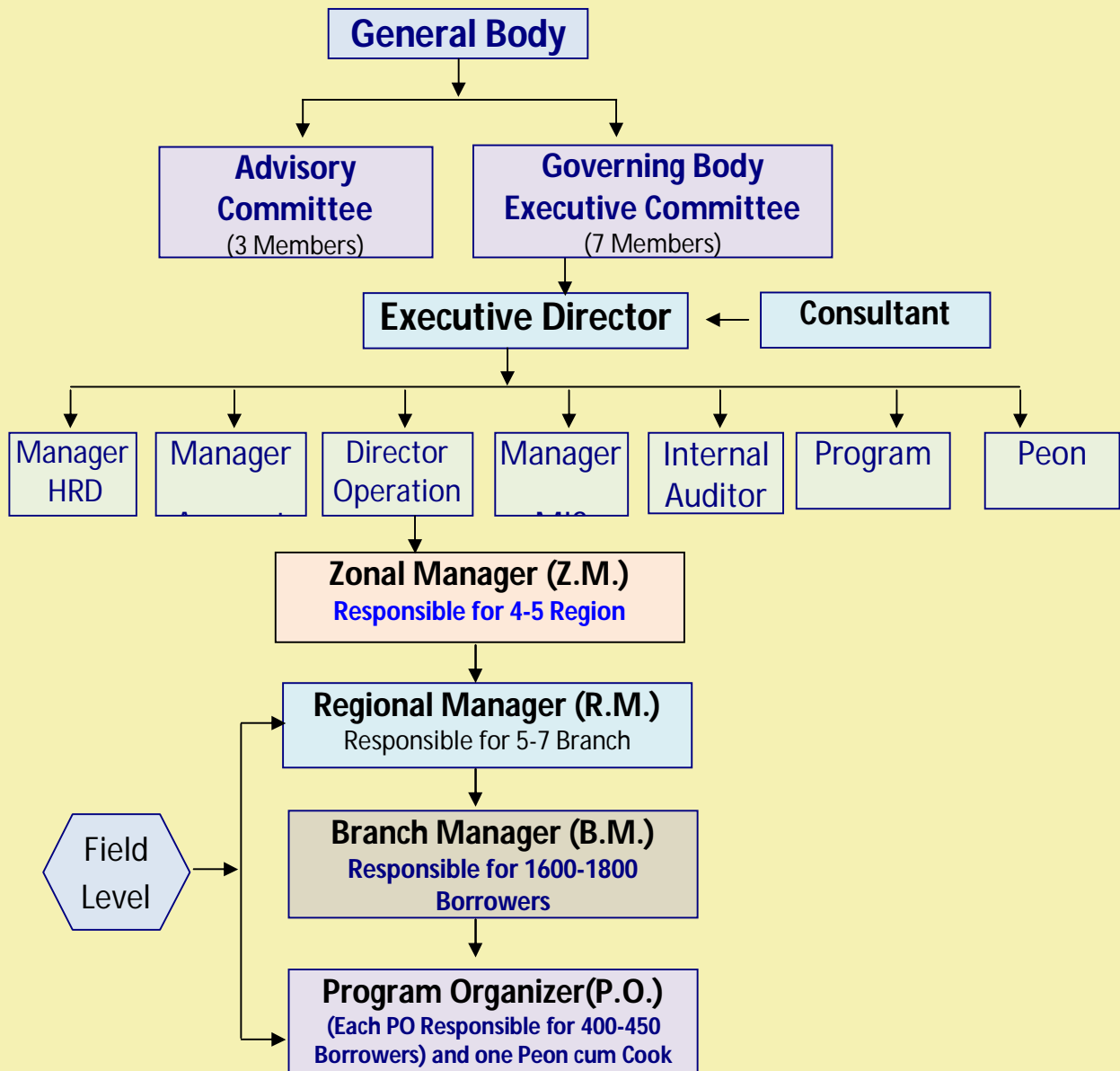
Registration Number	S/1L/34764
FCRA Registration Number	147110962



# Organizational Structure of Sampark

The organization works coherently with its diversified staff both at the as well Headquarter as the Field Level.

## Administrative Organogram



## Sampark Provide:

- **Micro Finance program.**
- **S.H.G.formation, management and operation.**
- **Health Program**
  - Safe water and Sanitation program
  - Awareness raising on personal health program.
- **Education program**
- **Training program**
  - Staff Development Training
  - Skill Development training on Livelihood Program for Group members / staffs

## Integrated Approach:

### Combination of altruistic vision and strategic pragmatism -

We feel that our altruistic spirit has undoubtedly levitated the momentum of benevolent venture, but it is not the sole factor. Our sprawling vision and ardent spirit would have got thwarted in the ruthless fields of the practical world, if we would not have practiced astute strategic planning. Strategic planning at every step has bolstered our spirit and paved our path continually towards better and greater perfection.

## How Strategic Planning has helped us?

First of all, prudent strategic planning has enabled us to recognize that the environment will continually change with the passage of time. Accordingly it has facilitated us to determine the trend of prospective change in the socio-economic front of our country and to design a pliable strategy for getting acclimatized with such probable changes.

Secondly, the strategic planning has helped us to scrutinize each opportunity and every deterrent factor associated with the micro-level socio-cultural and socio-economic aspects of our target area. We have firmly embraced every opportunity and ensured judicious deployment of it. Similarly we have de-escalated the intensity of every threat by dint of our intensive strategic planning.

Thirdly, strategic planning has facilitated our operational maneuver, keeping into account our institutional resources and deficits. Thus while designing each and every ideology-driven program, we have critically perused our organizational strength and weakness. Accordingly, before initiating any program, we have mobilized majority of the resources which are necessary for the efficacious implementation of that program. Similarly before launching any program we have tried to plummet the intensity of our institutional debility that may encumber the execution of the project.



We are indebted to the great visionary and tireless missionary Mr. Baikantha Nath Biswas, who has made us acquainted with minute intricacies and subtle nuances of strategic planning. He has ensured the harmonious concoction between our inherent unfettered enthusiasm and acquired strategic pragmatism.

And this wondrous concoction has played an instrumental role in crystallizing our dream into tangible fruition !!!

**SAMPARK believes that poverty must be tackled from a holistic** viewpoint, transitioning individuals from being aid recipients to becoming empowered citizens in control of their own destinies. Over the years, SAMPARK has organized the isolated poor, learned to understand their needs, piloted, refined and scaled up practical ways to increase their access to resources, supported their entrepreneurship, and empowered them to become active agents of change. Women and girls have been the central analytical lens of SAMPARK's anti-poverty approach because of their vulnerabilities and their need for change. Today, in West Bengal alone, SAMPARK works to combat poverty in 137 villages with an integrated package of services for rural and urban communities. SAMPARK employs to be on the very doorstep of the poorest families making its services accessible, relevant and adaptable. SAMPARK has learned over time to find the poorest of the poor and helped them to rebuild their lives from scratch and achieve financial independence.

### **Holistic Approach - A Complete Model for Poverty Alleviation**

SAMPARK understands that people are poor for a number of reasons that compound the disadvantages they face. They also lack access to markets and decent supplies, credit, security and insurance, safe water and sanitation, primary health care (PHC) and a quality education for their children, skill Development training on Livelihood Program for the beneficiaries. SAMPARK has established a complete set of services for poor disadvantaged families that help them, through small incremental steps, to leave poverty behind and look forward to a positive future.

## **SHG**

AT the centre of Sampark's approach are villages SHG each with 10-20 women members which are set up to provide social support and microfinance services. These SHGs meet weekly to sanction loans, collect repayments and raise awareness of social, legal and personal issues affecting the everyday lives of poor women. SHGs also give training and support to the microfinance borrowers so that they can use the money productively and effectively. While 6.2 thousand women participate in its SHGs and access financial services for the poor, SAMPARK provides services to millions more women and their families-not just to SAMPARK's SHG members. A poor woman in the village can rely on SAMPARK to provide her with essential health care, education for herself and her family, business support and a voice in local issues.

## **Poor Enterprises -Long Term Financial Sustainability**

Alongside the core programmes, Sampark also has its own social enterprises. These are commercially operated, poor enterprises which are strategically linked to its development programmes and form the crucial value chain linkages to increase productivity of assets and labor and reduce the risks of the enterprises of the poor. For example, a poor farmer who takes out her first small loan to purchase some poultry is at the centre of a well orchestrated support structure that ensures she is able to get a good return. She receives training on modern poultry farming techniques, can purchase high yield variety chicks, buy good quality poultry feed and control poultry disease through the vaccination services organized by Sampark. Just providing the loan is not enough for Sampark which looks at the whole support chain-both upstream and downstream-both backward and forward and strengthens that chain to maximize the benefits for the enterprises of the poor.

## **Focus on Empowering Poor Rural Women**

From the beginning, Sampark has recognized that destitute rural women, while being the worst affected by poverty, can play a crucial role as agents of change. Rural women are placed in a vulnerable position as employment opportunities are limited. They lack health care services, receive less nutrition and are less educated than their male counterparts. Also the growing number of female-headed households, as a result of the death of the male earner, divorce, desertion and male migration, has left many women at the helm of their households. With all these factors in mind, Sampark focuses mainly on rural women, giving priority to their needs, bringing about meaningful transformation in their lives by making small loans available to them for income generating activities. Sampark also provides skill development training livelihood.

## **Making a Significant Difference**

The national scale and impact of Sampark's anti poverty interventions are what makes Sampark unique in the development community. The programmes evolve over time and Sampark innovates, scales up and responds to changes and challenges. Sampark believes in scaling up to have an impact at the national level. Sampark has an expansive grass roots infrastructure that ensures its reach is national and can implement programmes quickly and efficiently. For instance, the new flagship Water, Sanitation and personal Hygiene Program, began as a sanitation pilot under the Health Care Program and has since been rolled out to 8 blocks. It is the first integrated approach to water, sanitation and personal hygiene that involves the entire population of an area. Sampark aims for national coverage by 2020.

# Microfinance Program

## What is Microfinance?

Microfinance refers to a variety of financial services that target low-income clients, particularly women. Since the clients of microfinance institutions (MFIs) have lower incomes and often have limited access to other financial services, microfinance products tend to be for smaller monetary amounts than traditional financial services. These services include loans, savings, insurance, and remittances. Microloans are given for a variety of purposes, frequently for microenterprise development. The diversity of products and services offered reflects the fact that the financial needs of individuals, households, and enterprises can change significantly over time, especially for those who live in poverty. Because of these varied needs, and because of the industry's focus on the poor, microfinance institutions often use non-traditional methodologies, such as group lending or other forms of collateral not employed by the formal financial sector

## Who are microfinance clients?

Microfinance clients are women who are socially and economically poor and unable to accumulate capital from formal financial institutions for generating/expanding their business/activities for increasing their income , and maintain their livelihood with saling manual labour in others' enterprise/land or others' household-based entrepreneur as tailoring , sewing , stitching , embroidery , small household based trading, street vending, livestock , poultry rearing etc. .

## Sampark lends out to:

### The women whose

- Average monthly income of households does not exceed Rs.5000/month at rural Branch and Rs.7000/month at urban Branch respectively.
- Maximum of 50 decimal of fertile land owned but in non fertile Branch this land ceiling could be relaxed up to 100 decimals or owned other assets which value is equivalent to above mentioned land.
- Maintain livelihood with manual labour and sale labour to others land minimum 3 months in a year .
- Socially and economically weak and unable to accumulate capital due to lack of cash capital.
- Unable to take part in own or family decision and for such looks for others decision.
- Permanent resident of the program operational Branch.
- Married women.



- Single membership from one household.
- Physically and mentally healthy.
- Person willing to invest loan money in productive work and industrious.
- Socially acceptable person. None of husband or guardian is not involved in anti social activities.
- Not the member of any other credit organization.
- The age limit of the member would be 18-55 years.
- Either involved in income generating activities or interested to involve in income earning activities.

## How do poor people avail loan?

**At the first level** we survey the working area and select the target group, then after discussion SHG is formed . Then the concerned field staff fill up a admission form and take admission. Thereafter A group of 10-20 members are formed with the selected member . Weekly group meeting is a regular feature of Sampark's microfinance operations. After the members have attended the group meetings for successive two weeks, they are entitled to loans. The group has a role to play in this regard. The loans are disbursed individually and directly to the borrowers through the group.



**SURVEY A VILLAGE**



**RECRUIT MEMBERS**



**DELIVER SERVICES AT DOORSTEP**



**PROVIDE TRAINING**



## Features of the micro loan product-

1. **Lending mechanism of Sampark** – non collateral based one. One simply has to be a member of Sampark's organized women group and ensure a minimum level of attendance in the weekly group meeting before accessing loans.
2. **Timely and hassle free disbursement of loans to the clients**-the first loan is disbursed after 2 weeks of membership.
3. **Lending small and flexible loans**-the first loan is between Rs.3000 and Rs.6000.
4. **Accessing of loans at a much reasonable rate compared to the usurious rate charged by the informal sources**- Sampark charges a service charge of 12% Flat per annum, Client Maintenance Costs 1% (Processing fee) and insurance charges 1.5% (which is actual cost ) on the loan amount and for RMK loan the rate of interest is 9% flat.
5. **Loan repayment is weekly**- The loan term is one year; Sampark have two loan products. One for 52 weeks and another is 45 weeks.
6. **Encouraging repeat and larger loans**- the subsequent loan is Rs.1000 -Rs.3000 more than the previous loan. Three factors are however taken into account while advancing the next loan- past repayment record of the client, future potentiality of the client's income generating activity and whether it generates the expected income of the client.
7. **Flexibility in repayment** – flexibility in repayment is incorporated through the availability of a grace period of 7 weeks.

Number of times it has been observed that micro finance really does not serve the purpose of poverty reduction? The poor uses it either for purchasing food, clothes, or for repayment of a previous loan from any other source. Therefore What is actually required is to initiate a process whereby the poor are equipped to generate income for themselves. An effective follow up is required to implement for that:

## Effective follow- up of the Income Generating Activity

A strong monitoring process is followed pre and post disbursement of loans. The loan proposal is submitted by the group members in the group meeting in the presence of the Credit Officer. The proposal is documented down in the Group Resolution Register. The Credit Officer before submits the proposals to the Branch Manager verify whether the applicant is a member of other MFI to avoid the problem of overlap. Therefore he submits the form to Branch Manager but before he approves the proposal, the Branch Manager again visits the client's house individually, confirm about that there is any other loan or not and enquiring about the project that she intends to invest the money in. However there is no sort of directive from Sampark's part on the project selection.

Post disbursement, a strong follow up is also carried out at different levels- starting right from the Zonal Manager, Regional Manager, to the Branch Manager. A part of the follow-up exercise involves visit to the borrowers' house to ensure proper utilization of the loans.

**By observing the present scenario recently we have implemented a system of follow the cash flow of the borrower and to examine repayment capacity of individual beneficiaries. We introduced a training course for our staffs regarding the above contents, so that our staffs can easily asses the cash flows, income, expenditure, net worth and repayment capacity of the borrowers.**

## Grievance Redressal Mechanism

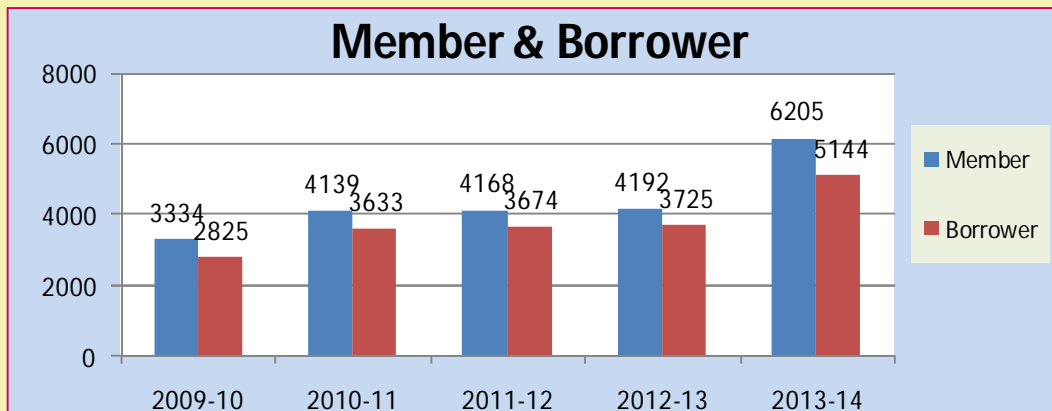
SAMPARK has grievance redressal mechanism both field level as well as clients and they all are aware of the same. We maintain a hierarchy where field level staffs (**P**rogram **O**rganizer) take the measure of client level, **B**ranch **M**anager takes the measure of PO level, **R**egional **M**anager takes the measure of BM level, **E**xecutive **D**irector takes the measure of RM level and GB member takes the measure of ED's level of any kind of grievance for redressal. Moreover group members are aware of the unique contact no of their Branch Manager and HO and they have been asked to call BM or HO whenever any problem arises .

Sampark also have a help line no. which is being written in member passbook and group regulation register.

Sampark do not deploy any agent for recovery procedure. Repayment is being collected by our own staffs.



## Small Loan Program:

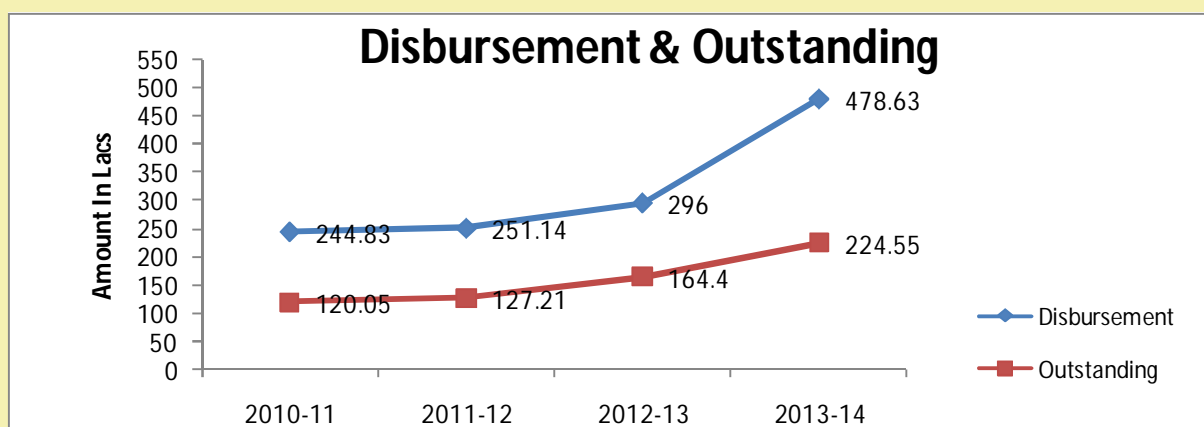


**Field-** The field is the cornerstone of Sampark’s operations. The organization has a three tier system at the field- branch, region, and zone. Personnel associated with each tier are based at the field. The zonal managers are based at the head office, but they spend a significant proportion of their time in the field (3 weeks in a month)

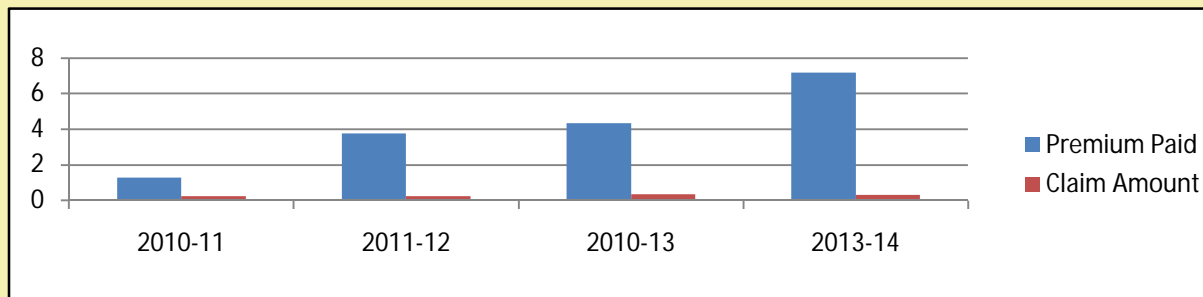
**Branch-** A branch in the field is the centre of all actions. The branch serves as a residence for field staff (PO/BM) and an office unit from where activities of branch originate and are managed. The Branch Managers supervise the activities of the POs and also administer branch operation. BMs hold regular meetings with their POs for efficient branch operation. As a part of their regular monitoring, Branch Manager visits the borrowers’ house regularly.

**Region:** All the branches are distributed under regions. Each region consists of 5-7 branches. The Regional Manager does not have any separate office and staff to conduct his/her work. The Regional Office is situated at the centre branch of a region. The Regional Manager rigorously monitors the activities of a branch.

Sampark had 324 numbers of groups with 6205 members at the end of 2013-14 under this program. The amount of loan disbursement during the year was Rs.478.63 lakh to 5411 members. The outstanding amount is Rs.224.55 lakh to 5144 borrowers. The recovery rate is 100%.



## Sampark's Loan Insurance:



Sampark has piloted a new insurance program for its members through Life Insurance Corporation (LIC) of India. This program has been introduced as an assurance of security to the inheritors of the member's family in case of the member's sudden death. The insurance coverage depends on loan sanctioned amount. The policy will be effective immediately from the time of disbursement of the loan. Sampark charge 1.5% on disburse amount (actual cost) which is directly pay to LIC.

## Sampark's Security Fund:

This is a security fund for the members. Members are required to deposit 10% of the loan amount as a security deposit. After the completion of loan tenure members will return back the security amount and if a member dies, inheritors of the deceased members get back the security deposited amount. **Sampark decided not to take Security from Members from last year .**

## Computerization of MIS system:

There is no doubt that "*the right information*" at "*the right time*" at "*the right place*", is crucial in decision making. Therefore, information and data is considered among the most valuable assets fundamental to the success of an organization. The two major objectives of MFIs are Outreach and Sustainability. MIS can add substantial value in achieving both the objectives.

Sampark has been introduced computerized system to achieve both the above mention objective in 2008. Computer system improves the operating efficiency significantly. Sampark is on the way of implement computer system in all its branches and it is expected to be completed by next year.



At present Sampark has been using software provided by BASIX. This software helped in lowering transaction cost, improving decision making and enhancing overall operation effectiveness. This software developed by BASIX has been enabling the consolidation of financial and operational information of every month.



## Meetings

Meetings have been conducted on regular basis for effective follow up.

### Branch Manager Coordination Meeting –

These meetings are held once in a month. The Regional Managers coordinate the entire meetings. The meeting serves as a forum for the interaction of the Branch Managers. The first half of the day is devoted to issues related to staff development. The second half of the day deals with the agenda of the Branch Managers for the following month. Field level issues and performances of each branch are also taken up for discussion. A participatory problem solving approach is adopted for the solving of the critical issues. The unsolved problems are forwarded to the higher management.

### Monthly Management meeting -

The monthly management meeting takes place on the 1<sup>st</sup> week of every month A meeting with the Managers and Regional Managers and presided by Executive Director. The meeting has well defined agendas. Certain decisions are taken in the meeting. The agendas and decisions of the meeting are shared with everyone present. Certain joint decisions are taken which are circulated in the form of a circular to the different branches. Various problems faced are put forward and necessary steps are taken towards problem solving. This monthly management meeting helps to develop and enhance the management and leadership skills of the employees which in turn result in smooth functioning of their activities.

## Study on Client Satisfaction:

### Likes about the program-

Easy accessibility of credit - 88%

- Good staff behavior - 92%
- Informative interactions - 91%

### Dislikes about the program

- No saving options- 0%

**99% of the members would recommend others to join Barasat Sampark. Sampark has successfully reached its goal to create jobs in various sectors, especially in agriculture.**

## Profile of a borrower

### Mahua Mistri



Mahua Mistri was a housewife. Her husband works as a daily labor in agriculture and earns a small amount to run their family of five members having two sons and one daughter. But Mahua is very determined considering her children's future. She talks with her family to do something more for additional income without which the family would ruin. She tells her husband to manage some money but he fails to manage as nobody was willing to lend money to them thinking that they would fail to

return. During this time, one of her neighbors comes to see her and informs about Sampark. She also invites her to join in the next group meeting. Mahua does this and informs the loan officer details about the situation. He tells her to be a member of that women's group and she follow the instruction. Mahua was provided Rs.5000 as the first loan from Sampark to start the business. She buys paper and gum to start business of "Paper made Basket" and sells the baskets in the local market. They get the light of hope from the additional income. After paying the first loan successfully, she received the second loan of Rs.7000. Then she plans to change her business and started a small poultry farm . In the third phase, she gets loan of Rs.10000 considering her struggling mentality as well as success. During this time, business of Poultry farm becomes popular in her area. She takes Rs.14000 as fifth phase loan to expands her business . From the profit of her business, she pays the installment regularly and rest of the money spends for the family, as well as education of her children. At present she is doing well. She expands her business built better living place for the family. Now she is well known as a women entrepreneur in the area.

Mahua is always grateful to Sampark. She believes that it would not be possible for her to come to this position, if Sampark would have not assisted her .

## Bipasa Das



Bipasa is one of our first members. She was a house wife. Her husband work as a daily labour. Their family relied mainly on his income. Her husband could barely support his family. She lived on one acre of land in a small thatched hut that leaked during the monsoon. Her husband's earning would dry up every time when there was heavy rain in monsoon. Sutapa thought it would be good to invest in knitting .

Sampark had just started distributing loans in 2006 when Jamuna took a Rs. 7000 loan to invest in Business, which augmented her meager income. Next year she transform her business to shari and other ladies garments business. Today, Jamuna is in her 6 th loan cycle. She lives in a solid home with a clay-shingled roof. This single mother's hard-won financial independence allows her to support her three children, who are the first generation in her family to attend school.

### Loan Disbursement made :

Sector	Percentage %
Milk animals	6.80%
Other Animal	8.40%
Retail Trade	27.20%
Catering	5.68%
Vending	14.56%
Crop Loans	19.32%
Cottage Industry	13.48%
Other Activities	4.56%



# Internal Control

For microfinance institutions (MFIs), audit and internal control should cover: (a) financial transactions, (b) operations, and (c) adherence to mission. Financial controls and transactions are reviewed to ensure their accuracy, completeness and compliance to statutory norms. At the operational level adherence to organisational policies and procedures are the main areas of review. For MFIs with poverty alleviation as a key objective, verification of mission adherence may also be made through the audit process. Sampark have been implemented the following processes to prevent fraud and mismanagement:

## 1. Review of a sample of all new loans issued

- Missing documentation is one of the most important symptoms of fraud.
- Supervisors are regularly review a sample of all new loans issued and determines that required documentation is present, and if not, confirm missing information with borrowers and field officers.

## 2. Visits to the clients

- The most effective way to mitigate the risk associated with frauds is for the MFI to conduct client visits to some of its clients.
- Supervisors of Sampark regularly visit a sample of clients of all new loans issued (for example, one client out of every 10 new loans) to verify the authenticity of the loans.

## 3. Segregation of duties

- Total job functions are properly segregated so that the same person does not record, approve and do. No one should have full control of the loan process from beginning to end.

## 4. Record keeping

- Inaccurate or incomplete records are often used to hide fraud. Proper record keeping process has been followed.

## 5. Reports

- MIS reports contain proper information for review by management for internal control purposes.
- Management regularly reviews MIS reports.



## Internal Auditing

The audit committee assists the Barasat Sampark governing Body in reviewing the financial condition of the organization, the effectiveness of the internal control system of the organization, performance and findings of the internal auditors and recommends appropriate remedial action. The Role of the Internal Audit Department is to assist the Management by providing independent advice on operations and performance and by assessing the effectiveness of internal control. The function aims to add value, improve operational efficiency, economy and effectiveness of the management process, risk management and internal control systems. The Audit Committee reviews the findings of the Annual Audit Report as presented by the external auditors in the Memorandum on Internal Control and Other Matters of Annual Audit of Barasat Sampark. The Committee reviews the recommendations of the auditors, the management comments and the actions taken in response to the above recommendations.

## External Auditors

Barasat Sampark governing body appointed **JAYRAM & CO.** Chartered Accountants as the external auditors of Barasat Sampark for the year 2013-14. They conducted the audit and signed the audit report.

## Delegation of Authority

Barasat Sampark has developed clear written policies regarding the authority for each level of management and staff. Staffs are empowered to take decisions at all levels. Procedure manuals and policy documents are available to all staff.

## Finance

Barasat Sampark's finance and accounts department performs a vital role within the organization in improving program efficiency, enhancing management decision-making capabilities, and promoting transparency and accountability. Under this department, financial data from all transactions carried out and stored. Data useful for decision making is processed into information. Barasat Sampark strives for excellence and transparency in financial reporting.

## Investigation

The investigation unit is also a part of the internal redress mechanism. The Unit was created to uphold organizational ethics and values and to ensure transparency and accountability of management and internal observation procedures. Accordingly, all complaints regarding misadministration, abuse of discretion, negligence, oppression, nepotism, indecent behavior, arbitrariness and discrimination fall under the remit of the Investigation unit.

## Human Resource Management & Training

Barasat Sampark highly believes that human resource is the most vital component of any microfinance institution. Underdeveloped human resource can be the major debilitating factor in the performance of a micro finance institution.

At Sampark, Human Resource Management is a continuous process that strives to keep the organization supplied with the right people in the right positions. All hiring plans are made in timely manner with quick implementation on recruitment and selection. Three basic tasks comprise the human resource management.

### HRD sections

- Policy, Progress & Communication
- Performance Management
- Human Resource Field Operations
- Benefit Management
- Recruitment, Selection and Placement
- Human Resource Information System

### Procurement

Barasat Sampark procurement department is responsible for the centralized procurement for all programmes, enterprises, support services and affiliated organizations in order to achieve economies of scale. These are reached through aggregation of requirements, optimum use of expertise, efficient storage and distribution system as well as lower administrative costs. The Procurement Department ensures transparency, fairness, competitiveness and integrity in the procurement process through the implementation of the Procurement Guidelines and Procedures which have been developed in line with international procurement standards and requirements.

### Manual

Over all organization follows a complete operational Manual in which there are operational policy, management policy, credit policy, recruitment policy, accounts management policy, fund management policy, procurement and logistics management policy, punishment system, reporting system with formats etc.

### Staff Development and Promotions

Sampark provides comprehensive, in-house training to its employees to ensure that they are equipped with the right skills and knowledge. On the basis of feedbacks, an employee might be encouraged to retake training. During an employee's tenure, external training such as exposure visits and workshops is also provided.

Based on organizational need, the field staffs are transferred to other branches enabling them to learn more about the organization.



## Capacity Building Program

Sampark is today growing at a phenomenal rate. This in turn has necessitated the hiring of a large pool of human resource.

Over the past few years, Sampark has learnt that capacity building of the staff is one of the key components of its development strategy. Hence, training has been considered as an important strategy to enhance the proficiency and expertise of the staff. It never compromises on the capacity building of its staff. Over the years, Sampark has developed a practical module of training. Sampark's training is participatory, learner-centric, problem-focused, need-oriented, promoting individual involvement and group interaction. The training modules are developed from the perspective of the staffs needs. These courses are continuously upgraded to meet the emerging needs of the organization. The organization also pays emphasis on external trainings and exposures of its staff.

## Training

In 2012-13, Sampark's training programs were limited and were mainly conducted by internal resources. In 2013-14, there was a shift in perspective in training programs, with Sampark investing an enormous amount for employees to participate in proficient workshops, where the main goal was to improve one's capability, performance and self development. Barasat Sampark has introduced separate training section in the central office to conduct training programs. The seniors as well as experienced provide training concerning different topics.

## Training Courses

**Sampark has 18 training courses. Some courses are described bellow:**

### **A. Pre Service Orientation (PSO)-**

There are two trainers in the organization for the training of the credit officers. Before the recruits are inducted into a branch, they are sent for Pre-Service Orientation (PSO) training. The training is of two phases. 1<sup>st</sup> phase is theoretical for 2 days and 2<sup>nd</sup> phase is practical in the field for 4 days. The 1<sup>st</sup>, 2<sup>nd</sup> day of the training schedule is devoted to classroom training. The training is entirely conducted by the Regional Managers. On these two days, the primary recruits get acquainted with the organization's philosophy, its methodology, strategies and the like. On the 3<sup>rd</sup> day, the selected trainees are sent to a branch to get a practical insight of microfinance. On the last day of the training, the BM gets feedbacks on the trainees from concerned staffs. At the end of the day, the eligible trainees are recommendation by the BM for getting appointment letter.

- B. Credit Management and Development Course-** the training is imparted to the Credit Officers, during the first three months of his/her joining. The training is basically for 3 days. The Credit Management Course focuses on the importance of credit programs of NGOs in improving the status of the poor. It is very important to have trained leaders who possess appropriate skills to manage the programs. This course will strengthen the skills of the Credit Officers in managing groups and other credit operations.
- C. Operational Management Course –** the Operational Management Course is of 3(three) days duration and it is imparted to the prospective team leaders, branch managers and the like. The course primarily dwells on the job responsibility of a Branch Manager. it stresses on the effective role of a Branch Manager in achieving the organizational goals and objectives. The other relevant outlines are- Monitoring and reporting process, team building process, fund plan, sustainable projections and the like.
- D. Development Management Course-** the Development Management Course is of 4 days duration and it is imparted to mid level management (Regional Managers) and Senior Management (Divisional Managers). Development Management entails managing development as collective endeavor. The course demonstrates how one can apply generic management skills to development, and also explain development as well as the interface between development and management. training module is participatory in nature.
- E. Audit Operation Management-** the training is of three days duration. It is attended by the internal auditors and conducted by the Auditor In Charge. The training basically dwells on the fundamentals of audit and its various facets.

## Comparative data of Internal Training Conducted

Sl No	Name of the training course	Participants' Background	Total participants (man days)	
			2013 -14	2012-13
1	Pre - Service Orientation Course	Credit Officer	25	22
2	Credit Management	Credit Officer	28	24
3	Enterprise Development Training	Branch Manager / Credit Officer	20	18
4	Branch Operational Management	Branch Manager	12	10
5	Management Development Course	Branch Manager, Regional Manager	18	12
6	Organization Development Course	Mid level management	19	14
7	Operational Management Course	Branch Manager, Regional Manager	20	10
8	Audit Operation management	Auditor	6	4

## Building Better Lives

### Education Program :



Barasat Sampark also plays an important role in developing an educational infrastructure. In rural India, as children are expected to economically contribute to the households, school drop-out rates often approach 50% at the upper primary level. One way to achieve higher education penetration and sustenance is by establishing school systems that enables children who drop-out to re-join without loss of continuity. Lack of access to education is still a epidemic for Indian neglected population. As per statistics of literacy rate in India it is found that the dropout rate is significant at primary & upper primary level. So to bring the student of poorest section out from this curse SAMPARK has taken the following action to prevent the dropout trend of school going children. The major actions of SAMPARK are as follows:-

- Council ling and follow-up with parents of readmission dropout children in school.
- Provide financial support book & educational materials so that they fill courage for readmission in school.
- Work to rehabilitate dropout children into main stream education.
- Mobilizing & motivating adolescents to refrain from harmful job

It has been seen that many adolescent's boys and girls who have lost their opportunity to attend the formal schools or dropped out from the formal school due to circumstantial pressure. Abject indigence, apathetic attitude of the guardians, vapid domiciliary ambience, lack of coaching facility make it difficult for these adolescents to acclimatize with the educational standard of the formal schools. Subsequently they got deviated from the mainstream educational system and situations forced them to get involved with the unorganized sector as child-laborers. We have taken the initiative of tackling this gruesome social problem by floating a strategic rehabilitation center to motivate the guardians to send their children to take education from formal school.

At the initial level it was really a very difficult task to mobilize these dropout adolescents' students to admit again under the common platform of this rehabilitation centre. They are earning paltry financial quantum in exchange of their excruciating physical labour that is being delivered in the tea-stalls, motor-garage, construction-projects and various other harmful jobs (like scrap-cleaning, biri-binding etc) making themselves susceptible to multifarious health-problems. However that trivial earning acts as a compulsive force amidst

them as well as their parents reinforcing their indelible cohesion with the insecure and hazardous unorganized sector. With utmost deliberation we have detached them from the shackles of these pernicious jobs and emancipated the adolescents from an insidious labyrinth.

During the year Sampark identified dropouts in the area, and gave them another opportunity to join school. Total 26 students are readmitted in 2013-14. 162 Students are provided books grants for studies.

## **Health, Water, sanitation and personal hygiene**



SAMPARK believes that prevention is better than cure for preventing various types of endemic diseases. SAMPARK makes awareness campaign among beneficiaries households and community groups as a preventive measure. In the operational areas of SAMPARK it has been organizing awareness camps to sensitize targeted people & make them aware about the

threats and consequences of diseases. In its awareness campaign mass awareness has been built about the harm of water born diseases related to water & sanitation. The organization is playing a motivational role and assisting community people for large coverage of hygienic latrine & for practicing the personal hygiene behaviors. In addition the organization is providing support in the following areas.

- Prenatal & Antenatal care of pregnant woman.
- Scientific cooking
- Hygienic & behavioral change promotion activities like hand washing, sandal use in toilet etc.
- Referral linkage for medical checkup & sometime medicine support as per doctor's prescription.
- Promotion of arsenic free water & hygienic latrine supply
- Providing personal hygienic & family planning messages etc.

SAMPARK believes that many diseases can be prevented by awareness building related to drinking water. Sanitation, personal hygienic and infectious diseases like HIV/AIDS. SAMPARK is conducting awareness sessions in this regard for awareness raising and motivation. In some cases organization has provided sanitary latrine support (127 nos) to extreme poor people but it emphasizes on CLTS Process. Beyond it this organization is extending support capacity building of targeted communities with continuous monitoring and follow up.

Sampark has been running free health check up camps. It supports those members with financial aid where they cannot afford the heavily subsidized hospital rate. During this year Sampark has conducted 4 sessions and attendance was recorded 615.



## Water, sanitation and personal hygiene

Barasat Sampark is providing personal hygiene messages and sanitation facilities under its Health program. Barasat Sampark's focus is to improve drinking water and sanitation. The programme serves as a clearing house for new concepts and approaches.

### Programme Description

The main activities of the program were experimentations to develop effective, community driven and sustainable strategies and measures for improving access to sanitation and safe water supply. This particular intervention distinguishes three levels of activities, defined by the kind of actor with which the programme is called upon to interact. These are the:

Household level: Activities include educating households on benefits and proper usage and maintenance of facilities;

Institutional level: Involves educating social and educational institutions;

Community level: Entails forming and mobilising village water and sanitation committee to promote sanitation and safe water.

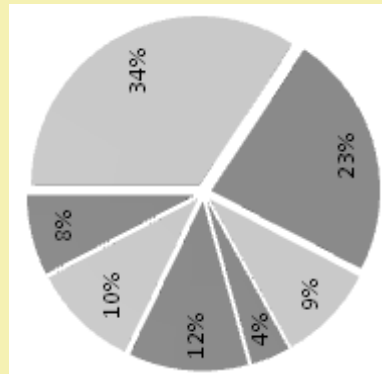
### Cluster Meetings on Personal Hygiene Education

Cluster meetings are organized for raising awareness among the community (men, women, adolescent girls and boys, and children) on the use of safe water, sanitary latrine and good hygiene practices. Different types of communication materials are used for the target audience in this regard.

### Women's Convention

Women are the main victims of poor water and sanitation facilities at both household and community level. In 2013 -14 , 1272 women participated Sampark's training program . These programs are useful for gaining a better understanding of gender-based needs and issues in the water and sanitation sector.







## Social Development

Sampark's social development programme works to build democratic and accountable organizations for the rural poor to assert their rights and entitlements in society. Sampark recently aided employment generation programme, a project which aims to provide employment generation support to a total of 23 thousand poor, seasonal unemployed people and marginalised farmers during the months of mid-October to mid-January and mid-March to mid-May when employment opportunities are limited. Sampark briefed local government council members about the program, identified the poorest and most needy unemployed women and men. Through active mobilisation and coordinated efforts with the councils, the Sampark succeeded in proper identification and enlistment of the most deserving candidates in their working areas. The long term success of the Sampark's Social Development Program depends on ensuring that the Sampark groups and the ward based federations become self sustainable. Sampark tries to develop the awareness on legal rights and gender equity.

## Building Rural Institutions

Barasat Sampark's social development program believes in the need to build and strengthen rural institutions and ensure stronger accountability of the local government to the poor, especially to women. This involves building the capacities of poor rural women to articulate their needs and aspirations, strengthening their community organizations for collective action and equipping these organizations to gain better access to government resources in order to address systemic inequities.

A recent study by Barasat Sampark's Monitoring Division indicates that efforts to empower a community are more successful when Social Development Program works to simultaneously strengthen the capacity of rural communities to assert themselves and to strengthen the capacity of local government for democratic processes.

## Future Vision

When the world is free from hunger and poverty, Sampark's work will be done. Until then, Sampark will strive to find practical and scalable approaches to eradicate poverty. With more than one billion people in the world today still suffering from poverty, the task ahead is enormous. Even countries which are making good progress in economic growth and achieving the MDG goals, there are second generation development challenges that remain unsolved. Sampark will be working actively and in close alliance with civil society, private sector, government and knowledge institutions, in addressing these challenges.

## **Human Rights and Legal Services**

Sampark's Human Rights And Legal Services Programme will be established in the near future. The programme contains substantial restructuring and redesigning, including modification of the legal education classes, strengthening of staff evaluation and accountability and incorporation of greater community participation in the legal aid process. In order to ensure that poverty does not become an intractable barrier to the justice system, the programme will also move beyond just legal aid service delivery towards policy advocacy and legislative reform. Amongst other activities, Sampark will also conduct community-based research to ascertain health rights through litigation, carrying out investigations into workplace deaths to obtain compensation for the families of deceased workers and providing legal aid support to deceived migrant workers.

## **Gender, Justice & Delivery Section**

The gender, justice and diversity section (GJ&D) is Barasat Sampark's effective continuous learning action initiatives taken to improve gender relations and promote gender sensitivity in the working environment within Barasat Sampark as well as in the society. Gender Quality Action Learning component (GQAL) operates at the household level to stop domestic violence and gender-based discrimination. A key area of GJ & D's work is to tackle violence against women. GJ&D is trying to sensitize students at educational institutions against gender-based violence and discrimination. They also extend to improve gender relations within the organisation as well as programme level through different initiatives like Gender Sensitisation Training, Gender Policy Orientation and Implementation.

## **Agriculture**

### **Up scaling To Developing New Technologies**

Barasat Sampark's Agriculture Programme is a modest affair, more of an adjunct to the Microfinance Programme. Its principal function then is to assist the Microfinance Programme by working directly with the poor women who use micro enterprise loans from BARASAT SAMPARK to increase the productivity of customary involvement in agriculture. These activities consist of growing vegetables and fruit, and rearing poultry, goats and cattle for immediate household consumption and sale. The main role of BARASAT SAMPARK's Agriculture Programme is to provide various services in poultry and livestock rearing, and extension services in fishery and social forestry. However, with decreasing farm size and the growing movement of the poor away from independent farming and towards employment in the non-agricultural sectors, dependency on purchased food has increased. At the same time, fears about food shortages and the rising cost of food in the world market, has led to deepening concern about food insecurity, especially for women and children in low-income households who are the most vulnerable. The objective here is to contribute to increase food availability to contain the price of food which benefits the poor indirectly and also to raise employment and incomes in rural areas.



## Special Feature

### The impact of rising food prices on poverty and nutrition

In 2013-2014 the world witnessed an unprecedented hike in the price of major staple food: rice and wheat. In the domestic market the price of rice increased by nearly 25 percent during the 2013-2014 financial year. The food price inflation led to considerable erosion in the purchasing power of the poor who spend over half of their income on rice. The development has threatened to undermine the progress made in the achieving the Millennium Development Goals (MDG) on reducing hunger and poverty. The hike in the price of rice was transmitted to farmers in the form of higher farm gate price for paddy. With the expectation of high profits, farmers made an all out effort to increase rice production through more intensive land use, adoption of improved varieties including hybrid rice, and better crop management practices. These included active participation in the food grain market, expanded operations of the existing safety net programmes, and provision of incentives for increasing rice production. To ensure food security for the lower income groups, who were hard hit by the price hike, the government's main strategy was to increase the allocation of rice and wheat under the public food grain distribution system. The government intervention in the market was too small to have an impact on containing the price escalation. This measure too had a limited effect in containing the price escalation because the amount released was insufficient in relation to demand. The food price hike had an adverse impact on food security through reduction in purchasing power and erosion of incomes. Particularly affected were low-income groups, such as transport operators, petty traders in the urban informal markets, agricultural laborers, artisans, and other self-employed workers in rural areas were adversely affected initially. Later, however, they were able to adjust their earnings somewhat by raising their service charge to whatever the market could absorb it. A number of studies showed that the increase in food prices contributed to a set back in achieving the MDG targets for reduction in poverty. Volatility in food prices hurts both consumers and producers. It points to the need for appropriate government intervention, both on the side of inputs and that of marketing, to help maintain prices within a narrow band so as to protect the interests of low-income consumers without adversely affecting those of commercial farmers, and to ensure sustained growth in food production.

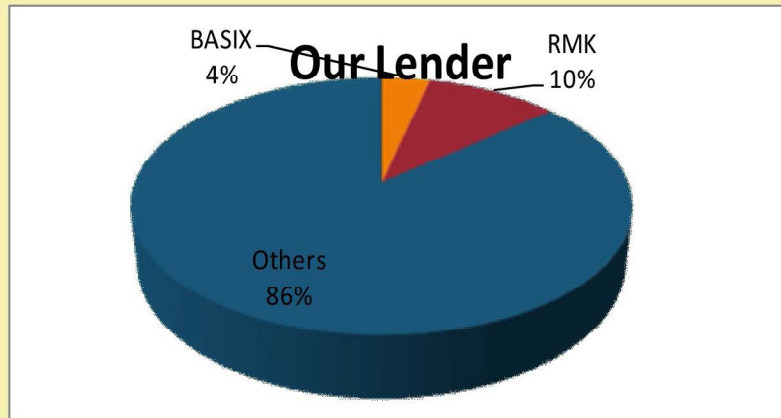
### Social Forestry Programme

From 2005, Barasat Sampark has been working to promote the production of high quality fruit and vegetables. Although forestry is not customarily a women's activity, the programme only emphasizes female participation. Poor women who use BarasatSampark's microfinance loans are encouraged to develop small nurseries, with a plot size of no larger than 7 to 10 decimals, for raising good quality saplings for the local market. To date, Barasat Sampark's Agriculture Programme has helped women to establish 43 small nurseries

# Financial Analysis

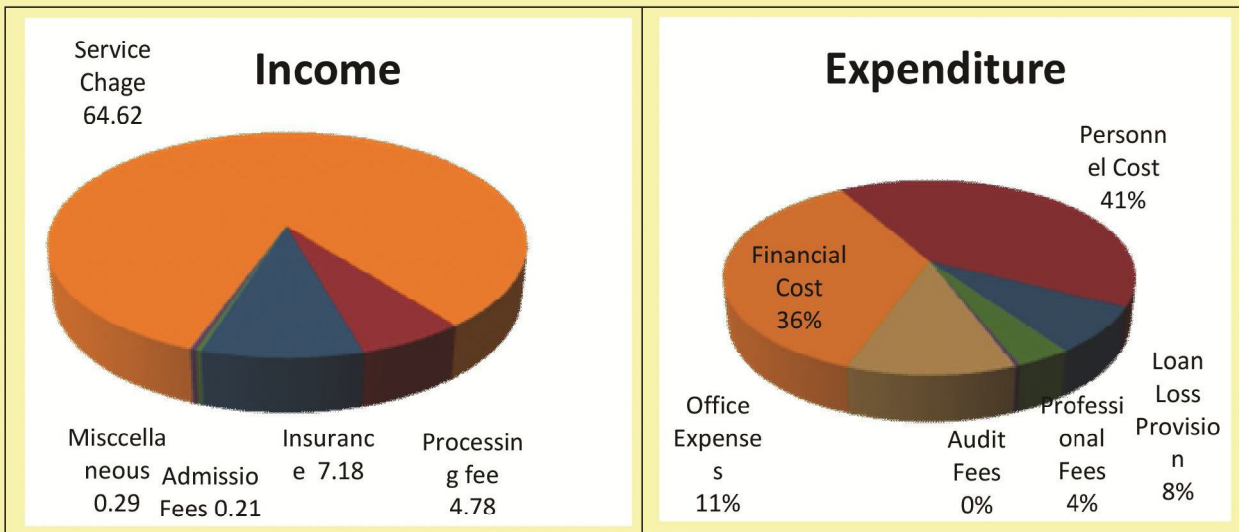
## Our Lender:

Barasat Sampark started micro finance in 2006 as the sole program. Sampark total fund for providing micro finance services was Rs.204.32 lacs at the end of March 2014. This includes Rs.7.54 lacs BASIX loan , 20.80 lacs RMK loan and 175.98 lacs from others.



## Income and Expenditure:

During the year 2013-14, total income of Sampark was Rs.77.09 lacs. This income includes Rs.64.62 lacs from service charge, Processing fee Rs.4.78 lacs, Insurance charges Rs.7.18 lacs, Admission fee Rs.21 lacs and Miscellaneous income Rs.29 lacs such as selling of pass book, used news paper.



On the other hand, total expenditure in 2013-14 was Rs.67.83 lacs, including Rs.28.52 lacs financial cost, Rs.34.21 lacs Office & Administrative Expenses, In-Operative Expenses Rs1.86 lacs and Social Welfare expenses Rs 3.24 lacs. The net margin at the year end of 2013-14 RS.9.26 lacs. This fund will be used in programme expansion further to assist the poor to get a better living standard.

## Information on Micro-Credit up to 31st March 2014

Particulars	Yr. 13-14	Yr. 12-13
<b>Area Covered</b>		
No. of states covered	1	1
No. of Branches	3	4
No. of districts covered	2	1
No. of block covered	8	7
No. of Panchayat /Municipality covered	21	19
No of village covered	137	91
<b>Basic Information</b>		
No. of groups	324	279
No. of members	6205	4192
No. of loan disbursed	5411	3784
No. of borrowers	5144	3725
<b>Loan Portfolio (Rs. in Lakh)</b>		
Loan disbursed	478.63	296.00
Cumulative Loan disbursed (April 2006-March 2014)	1514.24	1036.00
Loan outstanding ( Principal)	224.55	164.40
<b>Portfolio Quality Ratio</b>		
On Time Repayment Rate	100.00%	99.99
Loan Loss Reserve Ratio	1.00%	1.00%
<b>Operating Efficiency Ratio</b>		
Cost Per Money lent	0.13	0.125
Cost per loan Made (in Rs.)	1124	997
No. of Members per PO	387	349
No. of Borrowers per PO	322	310
Borrower- Member Ratio	82.9%	89%
Loan outstanding per PO(Rs. in Lakh)	14.03	13.70
Average Loan size on Disbursement (Rs.)	8845	7822
Average loan size on Outstanding (Rs.)	4365	4413
Operational self sufficiency (OSS)	116%	117%

### Future Planning

Output Indicators	2014-15	2015-16	2016-17	2017-18
No of Branches	8	16	28	46
Total No of Staff	44	88	200	324
SHG promoted	616	1,232	2,201	3,652
Members	9,240	18,480	33,015	54,780
Borrowers	8085	15699	28123	47059
Active Borrowers	8085	15699	28123	47059
Loan Disbursed [Rs. Lakh]	745.95	1,271.67	2,213.78	3,824.82
Loan Outstanding [Rs. Lakh]	320.76	508.67	885.51	1529.93

**BARASAT SAMPARK**  
Vill- Murali, P.O. Bamangachi, Barasat.  
Dist. Noth 24 Parganas

**BALANCE SHEET** for The Period Ended 31st March, 2014

PARTICULARS	SCHEDULES	AMOUNT IN RUPEES	
		As at 31 st March, 2014	As at 31 st March, 2013
<b>SOURCES OF FUNDS :</b>			
Corpus Funds	"A"	3,75,000.00	3,75,000.00
General Funds	"B"	29,28,875.00	20,03,140.00
Secured Loan	"C"	28,34,152.00	58,92,247.00
Unsecured Loan	"D"	1,17,10,658.00	55,83,757.00
Trust	"E"	58,87,464.00	38,76,822.00
Security	"F"	0.00	0.00
Current Liabilities	"G"	64,237.00	44,237.00
Provision	"H"	2,24,553.00	1,64,402.00
<b>Total</b>		<b>2,40,24,939.00</b>	<b>1,79,39,605.00</b>
<b>APPLICATION OF FUNDS :</b>			
Fixed Assets	"I"	9,83,234.00	5,08,026.00
Software	"J"	<b>1,48,960.00</b>	<b>1,90,000.00</b>
<b>Total</b>		<b>11,32,194.00</b>	<b>6,98,026.00</b>
<b>I&gt;CURRENT ASSETS, LOANS &amp; ADVANCES :</b>			
Loans & Advances	"K"	2,27,64,627.00	1,67,23,810.00
Cash & Bank Balances	"L"	1,28,118.00	5,17,769.00
<b>Total</b>		<b>2,28,92,745.00</b>	<b>1,72,41,579.00</b>
<b>TOTAL</b>		<b>2,40,24,939.00</b>	<b>1,79,39,605.00</b>

The Schedules referred above form an integral part of the Balance Sheet

**Notes on Accounts**

"T"

**Auditors**

In terms of our attached report of even date

For **JAYRAM & CO.**

Chartered Accountants

*Jayram Choudhary*  
**Jayram Choudhary**

Partner

Membership No. :  
304964

Firm Reg. No. : 328217E

Place : Kolkata

Date : June 19, 2014



For **BARASAT SAMPARK**

*Probindu Kumar Biswas*  
19-06-14  
**Probindu Kumar Biswas**

Secretary  
**Barasat SAMPARK**  
Murali, Bamangachi

*Preety*  
19.6.14  
President  
**Barasat SAMPARK**  
Murali, Bamangachi

Audited financial Statement for the year ended on 31st March 2014

Barasat Sampark  
Vill- Murali, P.O. Bamangachi, Barasat.

**INCOME & EXPENDITRE A/C For The Period Ended 31st March,2014**

PARTICULARS	SCHEDULES	AMOUNT IN RUPEES	
		As at 31st March , 2014	As at 31st March , 2013
<b>INCOME :</b>			
Direct Income	"M"	76,82,060.00	42,87,588.00
Other Income	"N"	27,071.00	1,070.00
<b>Total</b>		<b>77,09,131.00</b>	<b>42,88,658.00</b>
<b>EXPENDITURE :</b>			
Financial Cost	"O"	28,52,164.00	12,89,914.00
Personnel Expenses	"P"	20,14,933.00	13,31,601.00
Office & Administrative Expenses	"Q"	14,06,820.00	9,21,956.00
In-Operative Expenses	"R"	1,85,881.00	1,33,636.00
Social Expenses	"S"	3,23,598.00	1,08,167.00
<b>Total</b>		<b>67,83,396.00</b>	<b>37,85,274.00</b>
<b>Profit during the period</b>		<b>9,25,735.00</b>	<b>5,03,384.00</b>

**Auditors**

In terms of our attached report of even date

For **JAYRAM & CO.**

Chartered Accountants

**Jayram Choudhary**

Partner

Membership No. : 304964

Firm Reg. No. : 328217E

Place : Kolkata

Date : June 19, 2014



For **BARASAT SAMPARK**

*Probindu Kumar Biswas* 19-06-14  
Probindu Kumar Biswas

Secretary  
Secretary

Barasat **SAMPARK**  
Murali, Bamangachi

*Prady* 19.6.14  
Prady

President

Barasat **SAMPARK**  
Murali, Bamangachi

Audited financial Statement for the year ended on 31st March 2014



**CASH FLOW STATEMENT**

FOR THE YEAR ENDED	31-Mar-14	
<b>Cash Flow FROM OPERATING ACTIVITIS</b>		
Surplus before tax	925735	
<b>Adjustment for Non cash (Income ) / Expenditure</b>		
Depreciation	68615	
Loan loss Provision	60151	
Deferred expenditure written off	0	
Interest on term deposits (Accrued )	0	
Interest on Secured Loan accrued not due	0	
Interest on Unsecured loan accrued not due	0	
<b>Operating profit Before Working Capital Changes :</b>	<b>1054501</b>	
<b>Adjustment for :</b>		
<b>(Increase) / decrease in operating Assets</b>		
(Increase)/ decrease in loan portfolio	(6015070)	
(Increase) / decrease in other current Assets	15293	
<b>Increase / (decrease) in Operating Liabilities</b>		
Increase in other current liabilities	20000	
Decrease in loan loss provision for write off	0	
<b>Net cash generated from operating activities before tax</b>	<b>(4925276)</b>	
Income tax paid	0	
<b>Net cash flow from operating activities after Tax (A)</b>		<b>(4925276)</b>
<b>CASH FLOW FROM INVESTMENT ACTIVITIES:</b>		
(Increase) / Decrease in Fixed Assets	(543823)	
(Increase) / Decrease in Investment		
<b>Net cash flow from Investment Activities(B)</b>		<b>(543823)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>		
(Decrease) / Increase in Unsecured Loans	61,26,901	
(Decrease) / Increase in Subordinate Loans	20,10,642	
(Decrease) / Increase in Secured Loans	-30,58,095	
<b>Net cash flow from FINANCING Activities(C)</b>		<b>50,79,448</b>
<b>Net Increase or Decrease In cash or Cash Equivalents (A+B+C)</b>		<b>-3,89,651</b>
<b>Add: Opening Cash And Cash Equivalents</b>		
Cash In Hand	2,23,981.00	
cash at Bank	2,68,788.00	<b>4,92,769</b>
<b>Total</b>		<b>1,03,118</b>
<b>Closing Cash or cash Equivalents As per books</b>		
Cash In Hand	32,495.00	
cash at Bank	70,623.00	
<b>Total</b>		<b>1,03,118</b>

**Auditors**

In terms of our attached report of even date  
For **JAYRAM & CO.**

Chartered Accountants

*Jayram Choudhary*  
**Jayram Choudhary**  
Partner  
Membership No. : 304964  
Firm Reg. No. : 328217E  
Place : Kolkata  
Date : June 19, 2014



For **BARASAT SAMPARK**

*Probindu Kumar Biswas*  
**Probindu Kumar Biswas**  
Secretary  
**Secretary**  
**Barasat SAMPARK**  
**Murali, Bamangachi**

*Praveen*  
**Praveen**  
President  
**President**  
**Barasat SAMPARK**  
**Murali, Bamangachi**

Audited financial Statement for the year ended on 31st March 2014

**BARASAT SAMPARK**

Vill- Murali, P.O. Bamangachi, Barasat. Dist. Noth 24 Parganas

**Receipt & Payments A/C (Micro Credit) for the year ended 31/03/2014**

Receipts	Amount Rs.	Amount Rs.	By	Payments	Amount Rs.
To Opening Balance:			"	Loan Disbursement	4,78,63,000.00
" Cash in hand	2,23,981.00		"	Security withdrawal	0.00
" Cash at Bank:	2,68,788.00		"	Security Return	0.00
		4,92,769.00	"	Fund Cost	<b>21,170.00</b>
" BASIX		0.00	"	Bank Charge	1,644.00
" SBI		0.00	"	Salary	19,65,663.00
" RMK		0.00	"	Loan Repayment to Basix	12,96,000.00
" SIDBI		0.00	"	Interest	1,97,195.00
" Trust		34,52,398.00	"	Loan Repayment to SBI	2,095.00
" Other Finance		77,79,231.00	"	Interest	30.00
" Received as per Final Accounts			"	Loan Repayment to SIDBI	0.00
" Loan Security		0.00	"	Interest	0.00
" Loan recovery		4,18,47,930.00	"	Loan Repayment to RMK	17,60,000.00
" Client Maintenance Cost		4,78,630.00	"	Interest	2,70,505.00
" Admission fee		20,660.00	"	Loan Repayment to Other	16,52,330.00
" Pass Book sale		2,615.00	"	Interest	15,02,838.00
" Advance Recovery From Staff		51,820.00	"	Loan Repayment to TRUST	14,41,756.00
" Staff Security		42,500.00	"	Interest	8,60,426.00
" Miscellaneous		27,071.00	"	Staff Advance	77,567.00
" Interest on Beneficiaries		64,62,210.00	"	Exemption of Service Charge	15,870.00
" Other Collection		0.00	"	Travelling & Conveyance	1,19,280.00
" Insurance Charges		7,17,945.00	"	Utility & Croceries	2,754.00
" Other Income		0.00	"	Printing & Stationary	52,782.00
			"	Furniture & Fixure	4,89,573.00
			"	Electronics	54,250.00
			"	Motor Cycle Expenses	13,150.00
			"	House Rent	1,51,000.00
			"	Training Programe	55,943.00
			"	Insurance	7,17,945.00
			"	Telephone, Internet	39,373.00
			"	Electricity	37,053.00
			"	Miscellaneous Expenses	57,399.00
			"	Claim Loss A/C	0.00
			"	Software	8,075.00
			"	Technical	10,000.00
			"	Education Programe	89,230.00
			"	Medical Camp	90,265.00
			"	Sanitation & Hygiene	72,290.00
			"	Staff Security Refund	22,500.00
			"	Cooke Wages	66,481.00
			"	Repair & Maintenance	14,279.00
			"	Auditor Fees	8,000.00
			"	Fixed Deposit	0.00
			"	Staff Development	49,270.00
			"	Office Management	31,302.00
			"	Entertainment	14,263.00
			"	Professional Fees	75,115.00
			"	Professional Fess Payble	3,000.00
			"	Auditor Fees Payble	0.00
			"	Final Payment(Staff)	0.00
			"	Closing Cash	32,495.00
			"	Bank	70,623.00
		<b>6,13,75,779.00</b>			<b>6,13,75,779.00</b>

**Auditors**

In terms of our attached report of even date

For **JAYRAM & CO.**Chartered  
AccountantsJayram Choudhary  
PartnerMembership No. : 304964  
Firm Reg. No. : 328217E  
Place : Kolkata  
Date : June 19, 2014For **BARASAT SAMPARK**Prabindu Kumar Biswas  
SecretarySecretary  
Barasat SAMPARK  
Murali, Bamangachi

Biswas 19-06-14

Biswas  
President 19.6.14  
Barasat SAMPARK  
Murali, Bamangachi

Audited financial Statement for the year ended on 31st March 2014



## ACRONYMY

<i>BM</i>	<i>Branch Manager</i>
<i>DM</i>	<i>Divisional Manager</i>
<i>DO</i>	<i>Director Operations</i>
<i>EC</i>	<i>Executive Committee</i>
<i>ED</i>	<i>Executive Director</i>
<i>HO</i>	<i>Head Office</i>
<i>HRD</i>	<i>Human Resource Development</i>
<i>MF</i>	<i>Microfinance</i>
<i>MFI</i>	<i>Micro Finance Institution</i>
<i>MIS</i>	<i>Management Information System</i>
<i>NGO</i>	<i>Non Government Organization</i>
<i>PO</i>	<i>Program Officer</i>
<i>RM</i>	<i>Regional Manager</i>
<i>ZM</i>	<i>Zonal Manager</i>

