

ANNUAL REPORT
2018-19



Hope for the Poor

Bandhan-Konnagar



Purpose Driven.
Impact Oriented.

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Message from the Founder & Mentor

Dear Readers,

Bandhan-Konnagar has made some remarkable breakthroughs in the field of societal and individual transformation. It gives me immense pleasure to acknowledge the intensive development activities pursued by Bandhan-Konnagar through its diversified interventions. The organisation is invested in alleviating poverty through their diverse suite of programmes in the fields of education, health, livelihood promotion, enterprise development, employment generation and financial literacy. The programmes are designed and implemented with the intent of supporting the not-so-privileged segments of the society and help them progress economically as well as socially. It is heartening to see that the organisation is focussed on impact assessment and continual improvement of programmes.

The programmes have so far touched the lives of 1.8 million beneficiaries through its presence in 11 states of the country. Bandhan-Konnagar continues to expand its reach to extend support to the deprived sections of the society. About 1,900 hardworking and dedicated employees of Bandhan-Konnagar work tirelessly to serve this scale of operations. They are changing the landscape of social upliftment through their selfless service and commitment. I thank them for their extraordinary feat.

Bandhan-Konnagar's success in creating impact has been due to the enduring support of various governments as well as national and international donors. We have been blessed to witness the transformation of various beneficiaries who have been associated with us over the years. Their stories are the real inspiration behind our work. Further, the requisite and timely guidance of the experienced Executive Committee helps the organisation in its journey.

To understand the actual nuances and impact of the work done by the organisation, I would like to encourage each of you to visit the field. We promise, it will be an eye-opening experience.

As the organisation takes decisive steps in furthering its goal of socio-economic advancement in the lives of less privileged, we hope to continue to have the blessings and good wishes of all. With your support, we are determined to further pursue our journey of transformation and progress.

Warm regards,



Chandra Shekhar Ghosh

Senior Ashoka Fellow
Founder & Mentor

Message from the Secretary

Dear Readers,

The year 2018-19 was another year of strong performance and impactful change that we have been able to bring in people's lives. It is encouraging to note that supporting the development of one individual leaves a lasting impact on not only her family but also the community, at large.

For years now, Bandhan-Konnagar has been invested in rebuilding the lives of people who have faced unimaginable poverty. We have focussed all our efforts in emancipating the marginalised sections of society and helping them develop holistically. With the diverse range of programmes, our societal initiatives focus on enhancing education, health, livelihood promotion, employment generation and financial literacy.

It gives me immense pleasure to present to you Bandhan-Konnagar's Annual Report 2018-19. We are happy to share with you that the organisation has maintained its growth trajectory and continues on its path of social transformation.

I would like to take this opportunity to thank the various governments and, national and international donors who have supported us through our journey. It is because of

their support and patronage that we have been able to impact the lives of more than 1.8 million people through several programmes across the country. I would also like to thank our able Executive Committee, whose guidance has ensured that we stay on course and continue to impact more lives.

Further, I would like to add that effectiveness and efficiency of the programmes is due to the dedicated efforts of the employees. They are the ones who ensure that the services and initiatives actually reach the people in need. Their tireless efforts surely need an applause.

I look forward to the continued support of all our benefactors in the years to come. We will continue to remain steadfast on our larger goal of creating a lasting impact where needed most.

Thanking you,



Jayanta Biswas

Secretary

Executive Committee



Ms. Ambalika Das
President

Prof. Jayanta Biswas
Secretary

Mr. Sanjay Mukherjee
Treasurer

Dr. Smita Premchander
Member

Mr. Ramsebak Bandyopadhyay
Member

Prof. Samar Datta
Member

Ms. Vijayalakshmi Das
Member



Executive Committee and Senior Management Members

Management Team



Mr. Arijit Dutta
Executive Director

Mr. Debasish Ray Choudhuri
Programme Director -
THP & EUP

Dr. Uttam Kumar Ghosh
Programme Director - BHP

Mr. Swapan Ganguli
Programme Head - BEP

Mr. Rama Prasad Mohanta
Programme Manager - THP

Mr. Mohiuddin Mollah
Programme In-Charge - THP

Mr. Alok Kumar Mondal
Programme Manager - BEP

Mr. Subhadip Roy
Programme Manager - BHP

Mr. Santanu Poddar
Programme Manager - EUP

Mr. Baman Dutta
Programme In-Charge - BFLP

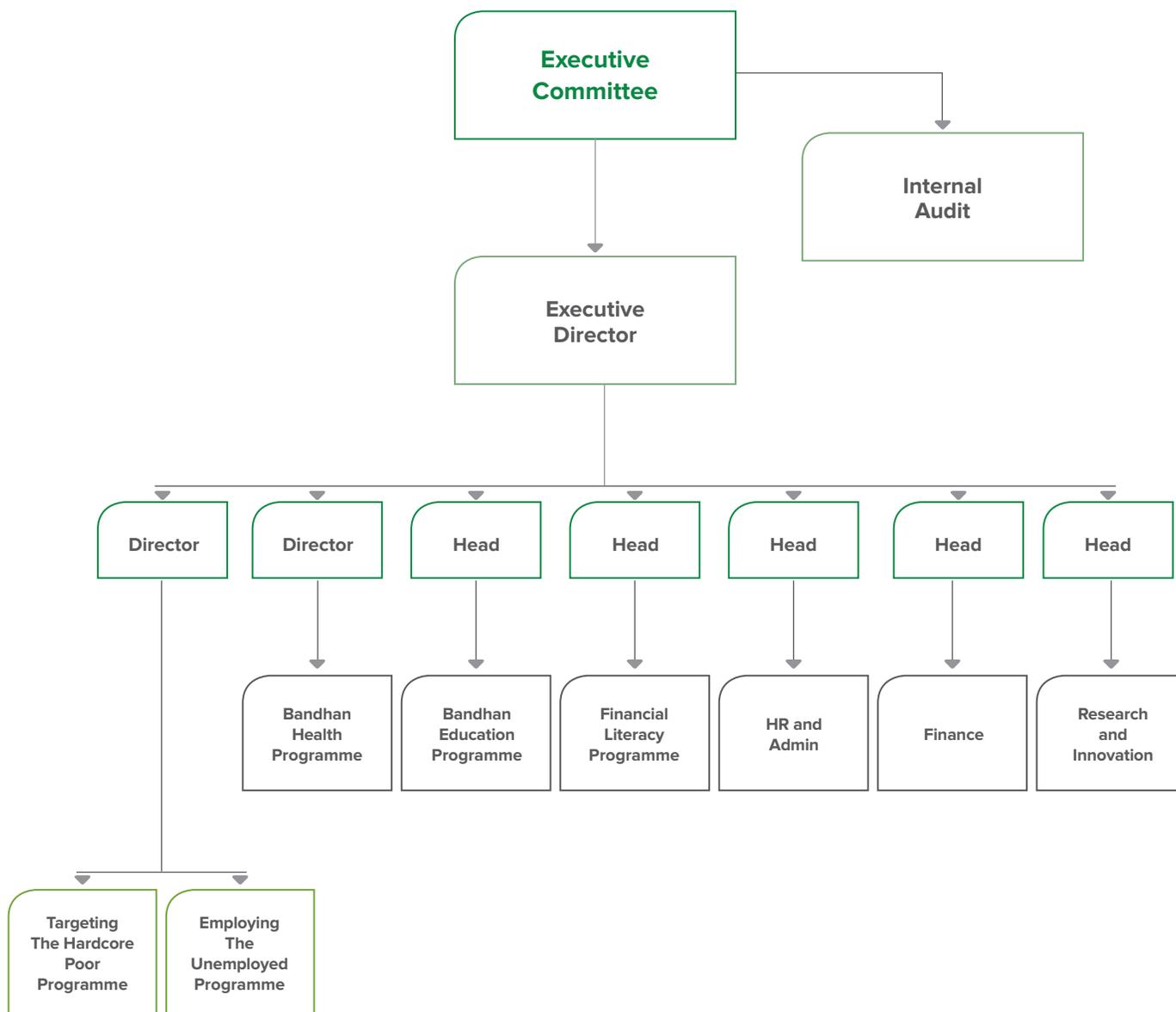
Mr. Sujoy Mukherjee
Manager - Accounts

Mr. Rajdeep Mukherjee
Manager - HR & Training

Mr. Shirsendu Mitra
Asst. Manager - Internal Audit



Organisational Structure



At a Glance

Bandhan was conceptualised in 2001 as a non-governmental organisation (NGO) to meet the dual objectives of women empowerment and poverty alleviation. The organisation started delivery of microfinance and development services. As microfinance activities grew, a Non-Banking Financial Company (NBFC) was acquired. This NBFC went on to acquire a universal banking licence and set up Bandhan Bank, without losing its core values. The NGO, meanwhile, continued to focus on development work and does so, even today, with the aim to better the lives of the underprivileged. It shares similar values, ethos and philosophy with which Bandhan was born, has a mindset towards social upliftment and works towards making a significant contribution towards poverty alleviation. Bandhan-Konnagar, the NGO endeavours to broad-base the scope of services and provide holistic support to the deprived community.

Our Vision



A society free from poverty, illiteracy, ill health and where rights and opportunities of everyone are ensured.

Our Mission

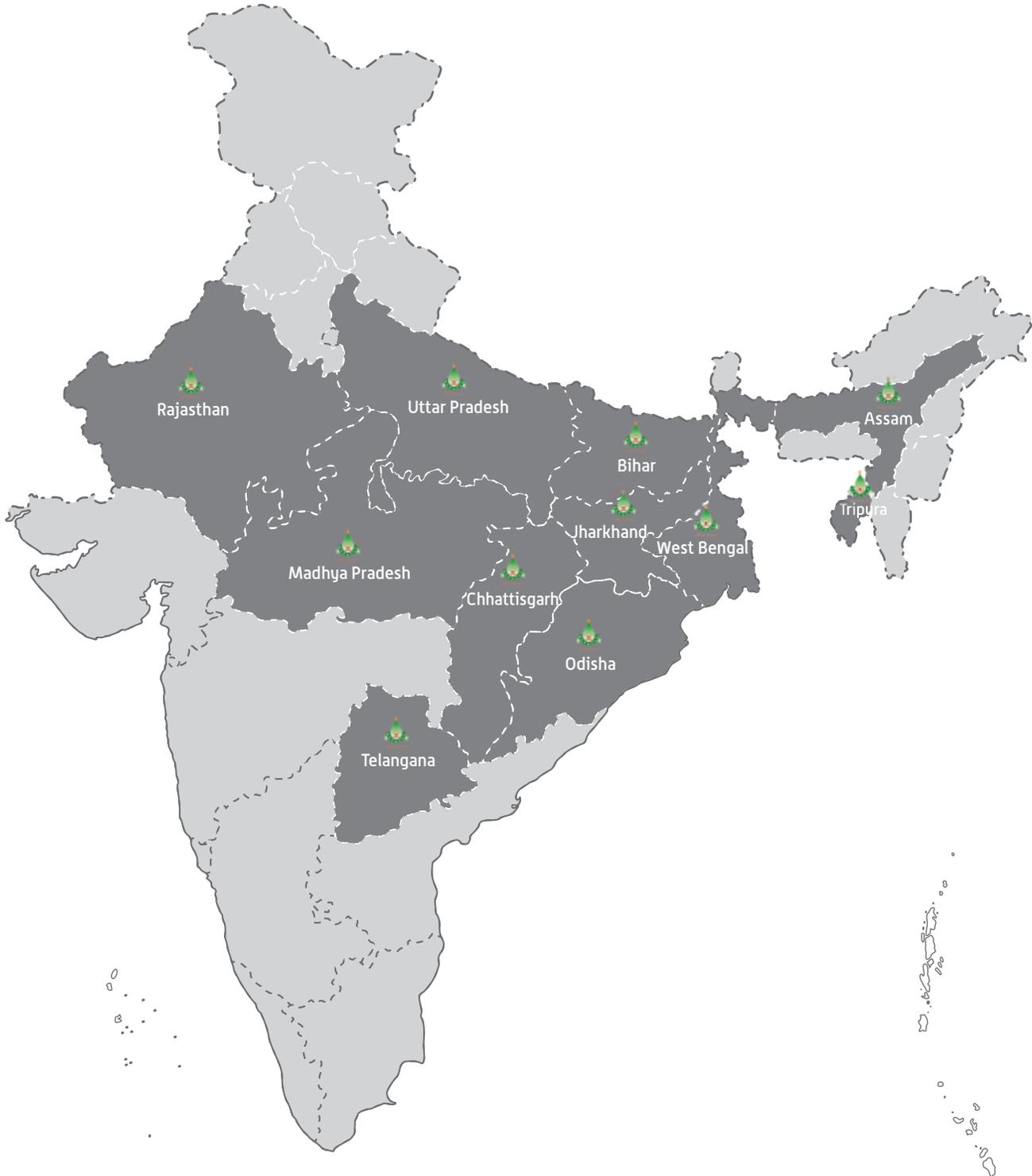


To facilitate socio-economic development of the disadvantaged communities through programmes and services in health, education, livelihood, environment and empowerment of the disadvantaged groups and communities.

Our Values

C Cost-effective and Simple	R Respect for All	E Exemplary Governance	A Accountability, Professionalism & Discipline	T Transparency & Integrity	E Effective Teamwork & Commitment
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Operational Areas



Development Programme Highlights

Particulars	FY 2018-19	FY 2017-18
States	11	11
Villages/Wards	11,423	10,793
Staff	1,887	2,316
Total households covered	17,99,532	13,75,113
Hardcore poor families	82,873	70,184
Bandhan Education Centres	3,332	3,106
Education Facilitators	3,041	2,862
Students	1,05,065	98,018
Health Volunteers	7,139	5,675
Beneficiaries of Health Programme	13,81,460	11,17,170
Youth employed	22,176	15,644
Beneficiaries of Financial Literacy Programme	2,07,958	74,097

Development Programmes



**Targeting the Hardcore
Poor (THP) Programme**



**Bandhan Health
Programme (BHP)**



**Bandhan Education
Programme (BEP)**



**Employing the Unemployed
Programme (EUP)**



**Bandhan Financial Literacy
Programme (BFLP)**

Targeting the Hardcore Poor (THP) Programme



This is a unique programme designed for the poorest of the poor. Grants (in the form of free assets, not cash) are offered to destitute women. They start generating income out of this asset and are consequently able to sustain their livelihoods. It is seen that within 18-24 months of this grant intervention, these hardcore poor beneficiaries start to graduate, uplift themselves from extreme poverty and get linked to mainstream society.

This programme follows a 360-degree approach. Besides providing free assets, consistent counselling and mentoring support is also extended. A weekly consumption stipend (considerable amount of cash) is also given to these women to meet their daily basic expenses until the assets begin to yield returns. Financial literacy is imparted so that they can make informed financial decisions. Education on socially relevant issues is also offered to increase their awareness and help them live better lives. Overall confidence building is done so that they don't fall in the poverty trap again.

Over the years, it has been seen that there is a positive impact of this intervention in the lives of many. There are certain beneficiaries who have moved from a stage in life where they were even contemplating suicide for the need of money to a position where they earn reasonable monthly income, have a healthy life and are able to support essential needs of their families.

Challenge

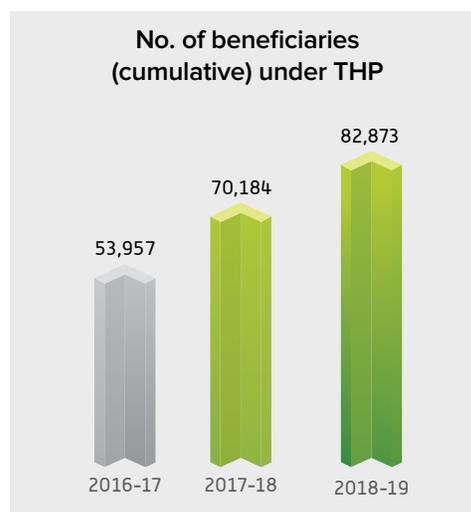
Even though there is no universally accepted threshold for being ‘ultra-poor’, however, as per the World Bank and United Nations threshold for extreme poverty more than one-fifth of the world’s population lives on \$ 1.25 a day or less, (World Bank, 2008; 2009).

Thus, even in the context of India, there is a large section of the India’s population that lives without sustainable sources of income, so much so, they find it difficult to meet their basic needs of food, clean drinking water, and medicine. Such impoverished communities find it difficult to transform their lives and consequently, the lives of their families. They lack the basic opportunity to break away from the shackles of poverty.

Solutions

To address this huge challenge, Bandhan-Konnagar devised a very apt programme called “Targeting the Hardcore Poor (THP) Programme”, which has proved effective in different areas and regions of India. The programme aims to empower extremely poor women and casual wage labourers to earn their own livelihood. The programme equips them with relevant training, confidence building, hand-holding, continuous monitoring, coaching and enterprise asset support.

This 24-month THP programme covers: beneficiary selection by participatory appraisal and verification; provision of a productive asset; a temporary consumption stipend; mandatory savings at bank; short-term training on enterprise management and confidence building; 18 months of weekly monitoring and mentoring; and graduation training just prior to programme completion. This multi-dimensional approach empowers participants with confidence, enterprise development skills, and grant to transform their lives and the lives of their families.



The state governments of Bihar, Rajasthan and Jharkhand have shown keen interest in this programme and have collaborated with Bandhan-Konnagar to implement this programme in select districts.

Districts

44

Blocks

241

Panchayats/Municipalities

1,224

Villages

4,001

No. of beneficiaries

82,873

No. of women graduated out of extreme poverty

55,560

11 States

Assam	Bihar	Chhattisgarh	Jharkhand	Madhya Pradesh	Odisha	Rajasthan	Telangana	Tripura	Uttar Pradesh	West Bengal
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Case Study



Asia Khatun
Darrang district, Assam

Asia says, 'My journey from poverty to self-sufficiency has only been possible because of Bandhan-Konnagar. I now know what a life of dignity means.'

Married at an early age of 16 to a daily wage earner, Asia faced hardships since the early days. With two children, it was close to impossible to arrange two square meals for the family. Things only became worse when Asia's husband suffered from severe typhoid. With the earning of the family reducing to almost nil, Asia was forced to take up odd jobs as a daily wage earner. However, it wasn't enough, and with each passing day, it only became tougher.

Asia was desperate to find a solution for her difficult situation. During this time, the staff of Bandhan's THP Programme inducted her as a beneficiary of the unique intervention. She received grant support in the form of grocery items to initiate micro enterprise. Besides the grant support, she also received consumption stipend, training on confidence building, enterprise development, market linkage and overall hand-holding by the staff. Soon, she was able to transform her life from being in the throes of extreme poverty, to being self-reliant.

Over a couple of years, she also started an alternate source of livelihood from surplus income of the grocery business. She purchased a cow and a calf, and sold the milk produced by her livestock.

Asia's hardwork and grit is evident in the improvement she has brought about in her family. She now has a stable income, has inculcated a saving habit and is also linked with various government schemes. She has been able to ensure a roof over her family's head and education for her children. Asia is currently a member of a Self Help Group wherein she has taken the next step to expand her business by availing a loan. From complete destitution, she has diligently rebuilt her life financially and socially.

Asia has motivated other women to take the reins of their destinies and emancipate themselves from poverty.



Bandhan Health Programme (BHP)



This programme aims at increasing health awareness in order to reduce health expenditure of underprivileged families. It gives special focus on under 5 children, pregnant women, lactating mothers and adolescent girls regarding safe motherhood, child nutrition, water and sanitation issues. Under this initiative, health volunteers are developed by selecting interested women from the villages and providing them adequate training. These health volunteers called Swasthya Sahayikas (SS) work in the villages to impart health education through regular health forums and household visits.

Districts

48

Blocks

189

Panchayats/Municipalities

626

Villages

5,517

No. of health volunteers

7,139

No. of total beneficiaries

13,81,460

The organisation identifies enthusiastic women from the community and motivates them to work as health volunteers after providing adequate training. They are popularly called as Swasthya Sahayikas (SS). The core aspect of the health programme include health education which is imparted during health forums and doorstep counselling by SS and staff members. SS distribute commonly used medicines, sanitary napkins at the doorstep and also provide linkage/referral services. While emphasising on availability of safe drinking water to the community at low cost, the organisation has set up nineteen water treatment plants in this financial year.

Health initiatives undertaken include:

1. Creating health awareness among mothers and their adolescent daughters regarding safe motherhood to protect the

mothers from problems related to delivery of babies.

2. Educating families on the necessity of healthy nutrition for the mother and child.
3. Spreading the message of sanitation and hygiene to control diseases and reduce health expenditure of underprivileged families.
4. Stressing on the importance of hand washing especially among school-going children for keeping good health.
5. Emphasising the importance of clean drinking water to remain healthy.
6. Organising awareness sessions with adolescent girls in high school regarding menstrual hygiene management.
7. Motivating the households of under-5 children for kitchen gardening.
8. Participating with government initiatives in polio vaccination.



6 States

Assam

Bihar

Jharkhand

Odisha

Tripura

West Bengal

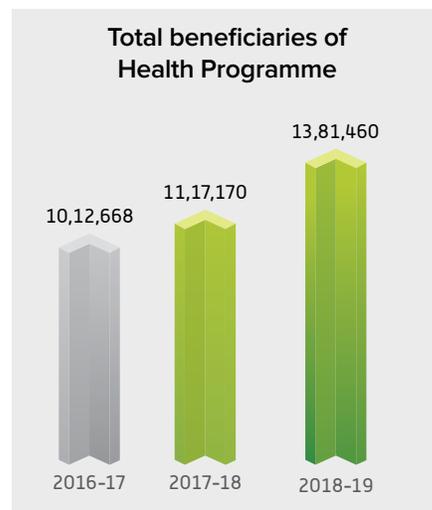
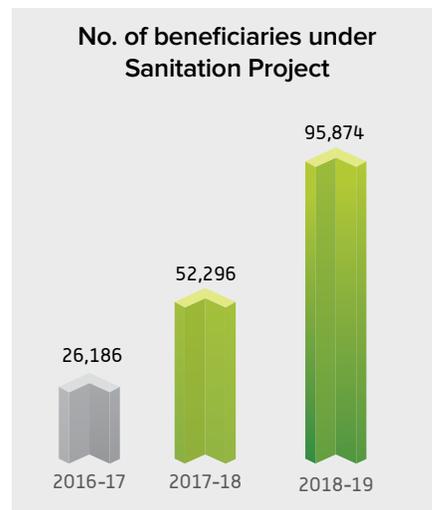
Holistic Approach

To improve maternal and child health, the programme significantly enhances health awareness and provides other health services. This addresses the challenge of poor understanding of healthcare needs that often prevent rural women from seeking or utilising available health services. The rural, less developed communities respond better to the importance of healthcare in their specific village environment.

The team works closely with families to make a real and lasting change in their behaviour. Evidence has shown that through this programme, women are now increasingly patronising

health services, thereby improving their lives and the well-being of their children. A visible change is also seen in the economic stability of their households.

The results of Bandhan-Konnagar’s sustained efforts are remarkable, as reflected in institutional delivery (91%), completion of antenatal care (ANC) (92%) and child immunisation (96%) achievements. These statistics rank better than the national and state level data of National Family Health Survey-4 (NFHS-4). The services of SS were found to be very effective in bringing about healthy habits among the communities.



Case Study



Jharna Rabidas
Pakur district, Jharkhand

‘I never imagined that I could be a change-maker for people in my community. It has been an enlightening experience for me too. I thank Bandhan-Konnagar for the opportunity.’

Jharna has been a beacon of light for women in her village as an able Swasthya Sahayika (health volunteer). She has been systematically imparting health education through structured health forums and household visits. She has been actively engaged in spreading awareness about health and nutritional well-being. Among other significant topics, she lays lot of emphasis on the importance of institutional health care services, especially among pregnant women.

Even today in many pockets of India, women still give birth at home instead of opting for institutional delivery. One such example is Debpur village in Jharkhand’s Pakur district. However, because of the efforts of Bandhan-Konnagar’s health team and volunteers like Jharna, the practice is progressively changing. To be able to change the mindset of people who have been traditionally conditioned to homebirths, is a commendable feat. Given the trust that the villagers repose in Jharna, she is often consulted for advice on varied health issues, including healthy pregnancy and safe deliveries.

For instance, she has made a world of difference in Nazema Bibi’s life. Nazema’s first two children were born at home; however, third time around Jharna was able to convince Nazema and her husband Noor Alam to deliver at the district hospital. On the day of delivery, when Nazema’s labour pain started, her husband immediately called Jharna for help. She accompanied them to the hospital and stayed by their side. Both Nazema and her newborn were doing fine. At present, Jharna is looking after the vaccination of the baby.

Further, the women in the community continue to actively participate in the health forums which increases their overall awareness on basic health issues. They implement the learnings from the forum at home and encourage family members to do the same. Owing to the efforts of volunteers like Jharna, the rate of institutional delivery has increased substantially within a few years at Debpur village. And, that is remarkable progress.

Bandhan Education Programme (BEP)



This programme encourages a diverse age group of underprivileged children to begin and sustain academics amidst a congenial environment. A unique, low cost, innovative model has been adopted to ensure that the not-so-privileged children are able to receive quality education. Education centres have been set up in rural areas. These aim to reach out to the children from economically constrained families with special focus on the girl child.

Districts
34

Blocks
198

Panchayats/Municipalities
811

Villages
1,979

Education Centres
3,332

Total Students
1,05,065



Bandhan Education Centre (Non-Formal)

A large number of the rural population still remains illiterate. Simultaneously, a big percentage of children enrolled in primary schools are dependent on private tuitions, thereby leading to significant financial burden on the poor families. Taking a step ahead, the organisation has tried to address the issue through setting up free of cost education centres, thereby aiming to ensure that poor children in the community receive quality primary education. Education Centres provide underprivileged children the opportunity to study and practice cultural activities, giving them a chance to make a strong foundation for themselves.

1,03,058 children have been supported by these non-formal education centres. They have been able to acquire good reading, writing and numerical skills, learn sports and participate in cultural programmes. About 34,610 children of the Bandhan Education Centres have already been mainstreamed by securing admission in formal schools. They are enjoying the learning process and most of them are excelling in their studies by obtaining good grades. Cultural programmes are organised every year at the Annual Day function. The performance by children range from songs, dance, recitation, short plays - either in solo or in groups. Annual sports are also arranged to

5 States

Assam

Bihar

Jharkhand

Tripura

West Bengal

encourage the children to participate in activities other than studies. The local authorities, elites of the village, community members and parents are cordially invited to grace such events.

A big turnout is seen at these events and this serves as a great encouragement to the children. These activities lead to character building of the child and bring to the forefront their inner talents in their respective areas of creativity. The schools also celebrate important occasions like Independence Day, Teacher's Day, World Environment Day and conducts sit-and-draw competitions and the like - on such occasions.

Bandhan Academy (Formal)

Bandhan Academies are formal schools that are dedicated to offer quality primary education to the children in low income communities. So far, 2,007 children have been enrolled in 10 such academies.

Bandhan-Konnagar has adopted a unique process of educating children:

- Parents and community members are sensitised on the importance of educating kids
- In the classroom, it is ensured that children receive quality education focussed on reading, writing, basic arithmetic and critical-thinking skills
- Students are encouraged to take part in extracurricular activities, besides formal



Spread of Bandhan Academies in West Bengal

West Bengal					
North 24 Parganas			South 24 Parganas		
Maslandapur	Kholapota	Awalsidhi	Falta	Ghatakpukur	Taldi
Nadia			Howrah		
Aranghata	Haringhata	Bagnan	Panchla		

Case Study



Tahera Khatoon
Kishanganj, Bihar

Life has been harsh on Tahera. At a very young age, she lost her father in an unfortunate accident. She's the youngest of five siblings. She has one brother and three sisters. With her mother's unstable income, the family has seen poverty closely.

However, Tahera's spirit, for her tender age, is unbreakable and the impact of the school on her life has been immense. Tahera studies in Standard III and she has been making exceptional progress in self-expression and comprehension, with the guidance from Bandhan's non-formal school. She is improving every day, and has a knack in narration and vocabulary building. Tahera's teachers are happy with her progress in written language, as well.

Bandhan Education Centre has paved the way for little Tahera's dream of becoming a teacher.

'When Tahera's father passed away, I thought she would remain illiterate. However, with the grace of God, Bandhan came into our lives and helped initiate my little daughter's education. Words are not enough to thank Bandhan,' shares Tahera's mother.



Employing the Unemployed Programme (EUP)



This programme is aimed at addressing the issue of unemployment in India. Vocational centres known as Bandhan Skill Development Centres (BSDC) are set up which provide training to unemployed youth. They can choose from an array of domains such as sales, hospitality, ITes-BPO, computerised accounting, refrigerator and air conditioner repair, etc. After successful completion of these skill development courses, candidates either explore entrepreneurial opportunities or get absorbed by reputed companies.

Districts

24

Blocks

31

Panchayats/Municipalities

46

Villages

102

Skill Development Centres

15

Youth Trained

22,176

Bandhan Skill Development Centre (BSDC)

This is a skill development initiative that equips unemployed youth with numerous industry relevant skills. Its primary objective is to build a skilled workforce and provide equal access for skill development opportunities to underprivileged youth. The vocational education centres named Bandhan Skill Development Centres (BSDCs) increase employability of youngsters in the realms of Sales, Hospitality, ITes-BPO, among others. Skill training

covers classroom sessions and on-the-job training. The BSDCs provide functional training to the aspiring youth for seeking employment in emerging sectors and industries. Upon successful completion of the course, the candidates find themselves reasonable employment with corporates or generate self-employment.



4 States

Bihar

Madhya Pradesh

Odisha

West Bengal

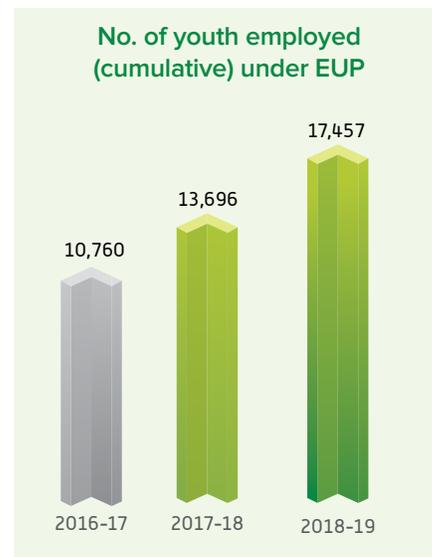
Approach

Bandhan-Konnagar has its own pool of experienced skill development trainers who are specialised in imparting training on standard courses or subjects. The trainers manage the courses in a comprehensive manner and also interact with industries, communities, parents of the youth, organise on-the-job training, assist in placement and monitor the progress of the trainees.

Each course has distinct objectives and contents are broadly categorised under core skill, professional knowledge, professional skill and technical skill development. Sector specialists are consulted to refresh skills of the trainers and prepare course contents to make them up-to-date and relevant to industry environments. On-the-job training is organised at industry outlets/branches where participants learn practical work skills relevant to specific jobs.

Generally, the team encourages skill development in popular sectors like Hospitality, Retail, Electronics, Banking & Finance, ITes & BPO, and Beauty & Wellness. Six months post-employment, the team tracks and monitors the employment status and help the participants for their adaptability in the job. This procedure provides useful feedback and motivates other young trainees at the centres. At least 80% of the trained youth are successfully placed and they are performing well at their jobs.

National Skill Development Corporation (NSDC) and Sector Skill Council (SSC) approved curriculum is followed in each course. Experts from the sectors are invited to share their knowledge, experience and ideas with the trainees, to enrich them with global and national experience. Upon successful completion of the course, they find reasonable employment with brands like



Pantaloons, Tech Mahindra, ITC Fortune, Samsung, Airtel, Vodafone, Mainland China, Big Bazaar, Spencer's, Godrej, HDFC Finance, Bajaj Finance, KFC, Café Coffee Day and others.

Skill Development Centres Spread Across Four States

West Bengal			
South 24 Parganas		Hooghly	
Garia	Behala	Uttarpara	Chandannagar
North 24 Parganas		Burdwan	
Barasat	Chakdaha	Shaktigarh	Darjeeling
Jalpaiguri			
Jalpaiguri	Dhupguri	Maynaguri	Malbazar
Bihar	Madhya Pradesh		Odisha
Patna	Indore		Cuttack

Case Study



Puspanjali Sahoo
Cuttack, Odisha

‘Bandhan’s hospitality course has not only helped me in honing new skills at work, but it has also given me a holistic outlook towards life.’

Puspanjali’s journey is a story of inspiration. With an impetus from Bandhan-Konnagar, Puspanjali has been able to create a self-reliant ecosystem around herself.

She was born into meagre means. Her father had a small grocery shop and his income was insufficient to lead a life of adequacy. Soon upon completing high school, she wished to shoulder some of the household responsibilities.

At this juncture, Puspanjali heard about Bandhan Skill Development Centre (BSDC) and the various courses it offered that could open up avenues for upskilling herself and earning a decent living. As an individual, Puspanjali likes to meet and interact with new people. Based on her personality and through the counselling process, Puspanjali decided to pursue the hospitality course. It was the best fit for her profile and background.

Besides learning the nuances of hospitality, she has also been able to widen her computer skills and other soft skills like spoken English. What made a world of difference in her learning process was the on-the-job training experience at Wow! Momo. Her performance during the training was so promising that Wow! Momo offered her a full time job upon successful completion of the course. Since then, there has been no looking back for her.

She is now a Customer Service Associate at Wow! Momo. Through her grit and determination, Puspanjali is a high performing employee and she was recognised as the employee of the month, and not just once but multiple times.

Her hard-work and perseverance has made her an independent woman, earning a formidable living. She is now married and has two daughters. As her husband is currently unemployed, she shoulders all responsibilities of the family. She also takes care of her parents, like she used to do prior to marriage. Many women in her community look up to her as an inspiration.

Bandhan Financial Literacy Programme (BFLP)



11% of the world's adults without bank accounts are Indians. Further, India has the world's highest share of inactive accounts, about twice the average of 25% for developing economies. Half of India's bank accounts are, in fact, rarely used. Around 40% of the country's bank accounts have seen no transaction in the last one year, as reported by the World Bank in its Global Findex database report.

In the crusade to ensure holistic development of people and communities, financial literacy and inclusion is the tool that assists them to move from sustenance to a sustainable growth path. This programme is aimed at deepening financial inclusion in rural communities. The objective is to increase awareness among rural and disadvantaged women about financial matters thereby empowering them to plan their personal economies.

Districts

6

Blocks

35

Panchayats/Municipalities

114

Villages

806

Total no. of beneficiaries

2,07,958



Financial Literacy: Why and for Whom

For the disadvantaged people, good money management is a daily challenge as they live and think on a day-to-day basis. Financial literacy is important to help the less fortunate to:

- Make their buying habits more responsible – think of long-term needs and savings
- Change their habit of making impulsive financial decisions – like going to the moneylender or buying an expensive TV without thinking or understanding terms and conditions for its purchase, and their capacity to repay loans
- Differentiate between the productive and consumptive use of money – assess their ability to repay loans especially when borrowing
- Increase their self-esteem and confidence – as a result of incremental successes in achieving their financial goals and plan for their future needs

In keeping with the financial literacy guidelines issued by the Reserve Bank of India, Bandhan-Konnagar has adopted the following aspects of financial management in West Bengal:

- **Money Management:** To proactively manage money
- **Debt Management:** To control debt and avoid over-indebtedness
- **Savings Management:** To save regularly and prudently
- **Financial Negotiations:** To strengthen women's bargaining position vis-à-vis input suppliers, dealings with household members and financial institutions

- **Use of Bank Services:** How banks work and impose charges; to interact with banks to maximise use of banking services for themselves

It is observed that in the current financial year, a large number of women availed banking services. 19,049 women opened new savings bank accounts. In addition, new recurring deposit and fixed deposit accounts were opened by 6,578 and 786 women, respectively.

Another 1,551 women availed of insurance and pension products.

Positive results were also observed in terms of empowerment of beneficiaries, including:

- Enhancement in knowledge about existing financial services/products
- Interested to enrol/open/buy any financial products or services
- Handling independent financial transactions, negotiation skills and ability to choose the right products and services offered by financial institutions
- Confident to take financial decisions
- Improvement in access to financial services/products



Case Study



Sarojini Kirtaniya
Jalpaiguri district, West Bengal

‘I had no clue that there is a whole gamut of education around finances. I consider myself fortunate to have learnt the nuances of financial literacy. My heartfelt gratitude to Bandhan for making me financially aware.’

Hailing from a poverty-stricken background, Sarojini had no knowledge about managing finances or earning a sustainable livelihood and using the same for improving her standard of living. Her husband was a farmer, and they had three children. Owing to their meagre means, she was unable to provide for her family satisfactorily.

While attending Bandhan’s financial literacy forums, she learnt the ropes of financial planning and money management, especially saving, banking services, insurance facilities, and the like. She was able to imbibe the importance of savings for future contingencies and the relevance of recurring deposits. She proudly owns a bank account now and saves regularly; alongside a recurring deposit account. She has established a systematic process of managing her finances adeptly and supports her family effectively.

From her days of hand-to-mouth situation, Sarojini now owns two bighas of agricultural land, wherein, she, along with her husband, cultivate vegetables. Their earnings from agriculture are managed by her. Sarojini has taken up the responsibility of managing all money-related matters of the family. Many women have been motivated in this financial literacy cadre upon seeing the transformation in her. She has truly turned her life around.

Development Day



Bandhan-Konnagar was conceptualised and commenced operations on April 11, 2001. To commemorate this anniversary, Bandhan-Konnagar celebrates 'Development Day' every year. This year Bandhan-Konnagar celebrated its Development Day on April 11, 2018 at ITC Sonar, Kolkata. Mr. Craig L. Hall, Hon'ble US Consul General, Kolkata was the Guest of Honour and was felicitated by Mr. Chandra Shekhar Ghosh, Founder and Mentor, Bandhan-Konnagar.

Other special guests who graced the event included eminent journalist Mr. Suparna Pathak; Educationist and former Vice-Chancellor of Calcutta University, Prof. Sugata Marjit; Executive Director, Action Aid India, Mr. Sandeep Chachra and Danseuse-cum-social activist, Ms. Alokanda Roy. Also present were Ms. Mukul Rastogi, Vice President, ITC; Mr. Rajendra Ghag, Senior EVP & Chief Resource Officer, HDFC Life.



The event commenced with the lamp lighting ceremony followed by devotional dance performance. This was followed by a screening of a video on the various developmental activities and interventions of Bandhan-Konnagar. Some of the beneficiaries narrated their life changing experiences with the audience. They shared their difficulties of life and explained how Bandhan gave them a new meaning and purpose to start afresh and live a respectful life.

A panel discussion on "Women empowerment – Are we moving in the right direction?" was also organised. The eminent panelists were Prof. Sugata Marjit, Educationist and former Vice-Chancellor of Calcutta University;



Mr. Sandeep Chachra, Executive Director, Action Aid India and Ms. Alokanda Roy, Danseuse-cum-social activist. The above panel was excellently moderated by Mr. Suparna Pathak, eminent journalist.

The formal part of the event ended with the vote of thanks. Then began the internal bit of the function where few selected staff were felicitated for their outstanding performance during the financial year. A vibrant cultural programme involving dance, poetry recitation and songs by the employees wrapped up the proceedings for the day.

Visitors

During the financial year 2018-19, Bandhan-Konnagar was privileged to host the following visitors -



Senior officials namely Syed M. Hashemi, Senior Advisor Graduation Program, Kate McKee, Transition Lead and Secretariat Manager, Sadna Samaranayake, Technical Adviser, representing Partnership for Economic Inclusion (PEI), **World Bank** visited THP programme in Hatisala, North 24 Parganas, West Bengal on May 15 - 16, 2018. They were accompanied by Alice Gugelev, Director, **Global Development Incubator**.

Through this visit, they had the opportunity to understand the nuances of this unique initiative.



A Community of Practice for Health & Microfinance (COPHAM) workshop group participants, comprising 28 professionals from 16 different organisations (MFIs, Corporates and NGOs) across India visited the health programme at Ranchi, Jharkhand on October 29, 2018. They observed the health forums and interacted with the beneficiaries, health volunteers and staff to understand in details about the programme.



A team of 27 members representing **CII partner organisations** viz. Tata Metallica, Jindal Steel & Power Ltd. (JSPL), Jamshedpur Utilities and Services Company Ltd. (JUSCO Ltd.) Tata Motors Ltd, Hindalco Industries Ltd. visited Targeting the Hardcore Poor (THP) Programme in Hatisala, North 24 Parganas district, West Bengal, on November 29, 2018. They observed the programme at the field level to derive a first-hand insight about this unique intervention and to witness the transformation brought about in the lives of these underprivileged women.

A team of senior officials from **The Confederation of Indian Industry (CII) and ITC** visited Targeting the Hardcore Poor (THP) Programme at Munger, Bihar on May 28, 2018. The visitors observed the programme closely and interacted with the beneficiaries. They were highly impressed by the systemised process and its implementation at the branch level. They were also glad to see the transformation in the lives of the beneficiaries.

Ms. Alison Burgon Bardsley, Specialist Research Monitoring and Innovation and Ms. Cassie Chandler, Director of Health, **Grameen Foundation**, USA visited the health programme at Pakur, Jharkhand on October 1, 2018. District Civil Surgeon, Block Medical Officer of Government Health Department also accompanied them to the field trip. They interacted with the beneficiaries of the health programme to understand the impact of the intervention.

Donor Support

The development initiatives of Bandhan-Konnagar have been receiving grant support from leading national and international donor agencies. Bandhan-Konnagar is extremely grateful to all its past and present donors for their support. Their patronage helps Bandhan-Konnagar in implementing programmes successfully to the underprivileged sections of the society in a holistic and inclusive manner.

Programme	Name of the Donor	
Targeting the Hardcore Poor Programme (THP)	<ol style="list-style-type: none"> 1. ABHA (Axis Bank Bandhan Holistic Assistance) 2. Bajaj Finance Ltd. 3. Bandhan Bank Ltd. 4. Bandhan Financial Services Ltd. 5. CGAP, The World Bank 6. Government of Bihar 7. Government of Jharkhand 8. Government of Rajasthan 	<ol style="list-style-type: none"> 9. InterGlobe Aviation Limited (Indigo) 10. ITC Limited 11. New Venture Fund 12. SIDBI 13. The Ford Foundation 14. The Michael and Susan Dell Foundation 15. USAID 16. World Vision
Bandhan Health Programme (BHP)	<ol style="list-style-type: none"> 1. Bajaj Finance Ltd. 2. Bandhan Bank Ltd. 3. Freedom from Hunger 4. FWWB (Friends of Women's World Banking) 	<ol style="list-style-type: none"> 5. HDFC Life Insurance Company Ltd. 6. Population Services International 7. Water.Org
Bandhan Education Programme (BEP)	<ol style="list-style-type: none"> 1. Bajaj Allianz Life Insurance Company Ltd. 2. Bajaj Finance Ltd. 3. Bandhan Bank Ltd. 4. Fellowship money that Mr. Chandra Shekhar Ghosh, Founder & Mentor 	<p>Bandhan received as Senior Ashoka Fellow</p> <ol style="list-style-type: none"> 5. HDFC Life Insurance Company Ltd. 6. HT Parekh Foundation 7. InterGlobe Aviation Ltd. (Indigo) 8. Kotak Mahindra Bank Ltd.
Employing the Unemployed Programme (EUP)	<ol style="list-style-type: none"> 1. Bandhan Bank Ltd. 2. Bandhan Financial Holding Ltd. 3. Citibank N.A. 4. Citicorp Services India Private Ltd. 5. Government of Bihar 	<ol style="list-style-type: none"> 6. HSBC 7. Kotak Mahindra Bank Ltd. 8. NABARD 9. Swadesh Foundation
Bandhan Financial Literacy Programme (BFLP)	<ol style="list-style-type: none"> 1. Bandhan Financial Services Ltd. 	



Bandhan-Konnagar

Financial Statements as on March 31, 2019

Auditor's Report

SRB & Associates
CHARTERED ACCOUNTANTS

A-3/7, GILLANDERS HOUSE
8, N. S. Road, Kolkata - 700001
Phone : 4004 7263

BHUBANESWAR - 0674 - 2541043/2545880
NEW DELHI - 011 - 22041892
MUMBAI - 022 - 32943718
CHENNAI - 044 - 23711211
BANGALORE - 080 - 26423004/26423005
HYDERABAD - 040 - 27510739/27510741

AUDITOR'S REPORT

To the Executive Committee of BANDHAN-KONNAGAR

We have audited the accompanying Balance Sheet of Bandhan Konnagar, 99H/2, Haran Chandra Banerjee Lane, Konnagar, Hooghly, Pin-712 235 (registered in India under West Bengal Societies Registration Act, 1961 and operating as a non - government developmental organization) as on March 31, 2019 and the related Statements of Income and Expenditure, Receipts & Payments account and Cash Flows for the year ended as on the date annexed. These financial statements are the responsibility of Bandhan Konnagar's Executive Committee. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards adopted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the Executive Committee, as well as evaluating the overall presentation of the financial statements. We believe that our audit provides a reasonable basis for our opinion.

1. We have obtained all the information and explanation, which to best of our knowledge and belief were necessary for the purpose of our audit.
2. Proper books of accounts are kept by the organization.
3. The accounts as submitted to us for our verification are as per books of account maintained.

The following accounts give required information and exhibit a true and fair view.

4. In the case of balance sheet the State of Affairs of the Society as on 31.03.2019.
5. In case of Income & Expenditure Account the Deficit of the Society for the year ended as on 31.03.2019.
6. In case of Receipt & Payment Account, of the Receipts & Payments for the year ended as on 31.03.2019.
7. In case of Cash Flow Statement, of the Cash Flow for the year ended as on 31.03.2019.

Date: 30th July 2019.
Place: Kolkata



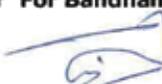
For SRB & Associates
Chartered Accountants
Firm Registration No-310009E


Sunil Shah
Partner
M.No-052841

UDIN-19052841AAAAEN1586

Balance Sheet

 as on March 2019

BANDHAN - KONNAGAR			
Balance Sheet as at 31st March, 2019			
	SCH	31-Mar-19	31-Mar-18
		₹	₹
ASSETS			
Fixed Assets			
Gross Block	1	82,24,65,393	61,68,96,746
Less: Accumulated Depreciation		12,22,58,589	8,62,41,816
Net Block		70,02,06,804	53,06,54,930
Capital WIP		11,13,08,715	5,91,25,388
		81,15,15,519	58,97,80,318
Loans & Advances			
Long Term Loans & Advances	2	3,77,47,782	35,65,584
Short Term Loans & Advances		13,58,44,542	12,20,64,973
Current Assets			
Other Current Assets	3	8,24,89,837	8,73,03,393
Cash & Bank Balances	4	63,11,63,023	46,59,00,687
Fixed Deposits		41,42,33,088	63,96,68,088
		1,30,14,78,272	1,31,85,02,725
Total Assets		2,11,29,93,791	1,90,82,83,043
LIABILITIES			
Grant Unutilized	5	48,06,50,845	43,56,67,515
Capital Grant	6	20,65,57,048	3,38,83,632
		68,72,07,893	46,95,51,147
Current Liabilities			
Payables	7	5,22,07,327	4,78,68,444
Other Current Liabilities	8	1,52,43,222	1,59,84,209
Short Term Provisions	9	25,07,426	41,51,280
		6,99,57,975	6,80,03,933
Corpus Fund	10	1,35,58,27,923	1,37,07,27,963
Total Liabilities		2,11,29,93,791	1,90,82,83,043
Significant Accounting policies & Notes on Account 16			
As per our Report of even date annexed herewith			
For SRB & Associates			
Chartered Accountants			
Firm Registration Number:- 3100985			
 Sunil Shah Partner M.No - 052841 UDIN- 19052841 AAAARN 1586 Place : Kolkata Date : 30th July 2019		 For Bandhan Konnagar	
		 President	
		 Secretary	

Income & Expenditure Account

for the year ended March 2019

BANDHAN - KONNAGAR			
Income & Expenditure Account for the year ended 31st March, 2019			
	Sch	31-Mar-19	31-Mar-18
		₹	₹
INCOME			
Donors Grants	11	28,91,02,563	30,76,57,031
Other Income	12	31,61,03,674	33,81,71,264
Total Income		60,52,06,237	64,58,28,295
EXPENDITURE			
Administrative Expenses	13	14,38,54,434	13,29,61,384
Subscription & Donation		6,06,73,500	-
Training and Capacity Building expenses		1,99,41,327	34,46,953
Distribution of Farm and Non Farm Assets		8,37,87,286	5,70,30,713
Expenses Incurred for Development Activities		3,82,69,306	2,43,35,346
Personnel Cost	14	16,57,75,700	14,76,06,600
Donors Grants Utilized	15	28,91,02,563	30,76,57,031
Depreciation		3,57,02,161	3,70,77,604
Total Expenditure		83,71,06,277	71,01,15,631
Surplus/(Deficit)		(23,19,00,040)	(6,42,87,336)
Significant Accounting policies & Notes on Account	16		
As per our Report of even date annexed herewith			
For SRB & Associates		For Bandhan Konnagar	
Chartered Accountants		Chartered Accountants	
Firm Registration Number:- 310009E		Firm Registration Number:- 310009E	
			
Sunil Shah		President	Secretary
Partner			
M.No - 052841			
UDIN: 19052841AAAAEN1586			
Place : Kolkata			
Date : 30th July 2019			

Receipt and Payments

for the year ended March 2019

BANDHAN - KONNAGAR		
Receipt and Payments for the year ended		
Particulars	31-Mar-2019	31-Mar-2018
	₹	₹
Opening Cash & Bank Balance	46,59,00,687	17,19,73,410
RECEIPTS :		
Grant Received		
Freedom From Hunger	2,45,654	2,53,519
Friends of Women's World Banking	31,86,265	94,54,681
US-AID	-	1,40,47,713
Water. Org	1,90,06,900	46,90,150
Swadesh Foundation	-	44,70,543
Bajaj Allianz Life Insurance Company Limited	-	11,75,00,000
Bajaj Finance Limited	18,50,00,000	9,50,00,000
HDFC Life	9,15,47,467	6,53,99,102
H T PAREKH FOUNDATION	-	10,05,00,000
Interglobe Aviation Limited	6,59,09,739	4,55,00,477
Rajasthan Govt	1,38,00,981	1,10,40,788
ITC Limited	9,88,67,499	12,82,36,555
City Group	-	1,63,62,000
Jharkhand Govt	1,86,55,194	1,86,55,193
SIDBI	33,89,294	1,10,00,000
Bihar Govt	6,66,020	3,39,293
PSI	14,99,400	1,71,000
NABARD	11,00,939	-
Kotak Mahindra	1,00,00,000	-
Bank Interest on Fixed Deposit	4,49,88,667	4,89,99,698
Bank Interest on Savings account	2,40,61,733	1,30,96,052
Corpus Donation Received	33,70,00,000	22,14,00,000
Fixed Deposit Matured	64,52,85,000	1,13,78,08,088
Rent Received	3,99,77,564	4,33,49,330
Other Income	20,70,75,710	23,41,53,803
Other Current Liabilities	19,54,042	3,84,48,798
Total Receipts	2,27,91,18,755	2,55,18,50,192
PAYMENTS :		
Purchase of Fixed Assets	25,77,51,974	26,15,20,443
Corpus Donation Paid	12,00,00,000	
Investment in Fixed Deposit	41,98,50,000	1,11,14,28,088
Loans & Advances	4,79,61,767	3,76,70,061
Personnel Cost	16,57,75,700	14,76,06,600
Administrative Cost	14,38,54,436	13,29,61,384
Subscription & Donation	6,06,73,500	-
Training & Development Cost	14,19,97,919	8,48,13,012
Grant Utilized	28,91,02,563	30,76,57,031
Other Current Assets	9,87,873	22,92,885
Total Payments	1,64,79,55,732	2,08,59,49,505
Closing Cash & Bank Balance	63,11,63,023	46,59,00,687
As per our Report of even date annexed herewith		
For SRB & Associates		
Chartered Accountants		
Firm Registration Number:- 310009E		
		
Sunil Shah		For Bandhan Konnagar For Bandhan Konnagar
Partner		President
M.No - 052841		Secretary
UDIN - 19052841AAAAEN1586		
Place : Kolkata		
Date : 30th July 2019.		



HDFC Life and Bandhan-Konnagar complete three years of ops

EOI CORRESPONDENT

KOLKATA, MAY 17/--/HDFC Standard Life Insurance Company Ltd. (HDFC Life), partnered with Bandhan-Konnagar since 2015 to implement one of its flagship CSR projects 'Healthy Baby Wealthy Nation', across 24 Gram Panchayats of West Bengal, spread across six districts, viz., Coochbehar, Alipurduar, Malda, Birbhum, Purulia and South 24 Parganas. Chandra Shekhar Ghosh, Founder & Mentor, Bandhan-Konnagar said, "Bandhan-Konnagar has been actively engaged in the development space through its varied interventions, viz., education, livelihood promotion, employment generation, renewable energy and of course, health. Health is an extremely crucial component when it comes to prosperity of a family or an individual. Health hazards cause income leakages in families. To control this and to promote healthy living, Bandhan-Konnagar has taken up various efforts and will continue to do so in the future. We are extremely thankful to HDFC Life for their support in the 'Healthy Baby Wealthy Nation' project."

Rajendra Ghag, Senior Executive Vice President and Chief Human Resources Officer at HDFC Life said, "As a responsible life insurance company, we are committed in our endeavors to achieve equitable socio-economic societies by ensuring that the



'Bandhan-Konnagar NGO helped 70,000 families'

BANDHAN-KONNAGAR, AN NGO founded by Bandhan Bank MD Chandra Shekhar Ghosh, on Wednesday said its Targetting the Hardcore Poor (THP) programme has benefited nearly 70,000 families in several states. "We have able to benefit around



'Healthy Baby Wealthy Nation' project of HDFC Life and Bandhan-Konnagar

MI NEWS SERVICE

KOLKATA : HDFC Standard Life Insurance Company Limited has joined hands with Bandhan-Konnagar to implement one of its flagship CSR projects 'Healthy Baby Wealthy Nation', across 24 Gram Panchayats of West Bengal, spread across six districts of Coochbehar, Alipurduar, Malda, Birbhum, Purulia and South 24 Parganas.

The project focused on improving the nutritional status of children below the age of 5 years and also on generating community awareness on child health and nutrition, use of safe drinking water and sanitary latrines in the target communities. Speaking on the occasion here on Thursday Chandra Shekhar Ghosh, Founder of Bandhan Bank said, "Bandhan-Konnagar has been actively engaged in the development space through its varied interventions, like education, livelihood promotion, employment generation, renewable energy and of course, health.

The project focused on improving the nutritional status of children below the age of 5 years and also on generating community awareness on child health and nutrition, use of safe drinking water and sanitary latrines in the target communities.

Health is an extremely crucial component when it comes to prosperity of a family or an individual. Health hazards cause income leakages in families. To control this and to promote healthy living, Bandhan-Konnagar has taken up various efforts in association with HDFC Life. A total of 113,182 households and 50,245 under-5 children are being covered under the project to bring in a significant reduction in the prevalence of malnutrition from 19 per cent to 4 per cent in the targeted communities.



ग्रामीणों को स्वनिर्भर बना रही बंधन कोन्नगर



कोन्नगर बंधन कोन्नगर एक संस्था है जो समाज के दुर्बल समुदाय को सफल बनाने का काम करती है. इसी संस्था में ग्रामीण क्षेत्रों में विकास कार्यक्रमों को प्रोत्साहित के लिए सुककार को एक टीम ने दक्षिण 24 परगना का दौरा किया. जहाँ ग्रामीण अंचल के लोगों को बंधन कोन्नगर शिक्षित करके व्यवसाय करने में मदद करती है. शिक्षा से लेकर रहने तक का प्रबंध करती है. आधार कार्ड से लेकर बैंक अकाउंट तक असहाय परिवार को खोलकर उन्हें हर तरह से मदद की जाती है. कई ग्रामों के तहत बंधन कोन्नगर अशिक्षित और कमजोर लोगों का मदद करती है. जैसे-बंधन शिक्षा कार्यक्रम (बोईबी), बंधन स्वास्थ्य कार्यक्रम (बोईयबी), हाईकोर ग्रामीण (टीएचपी) कार्यक्रम आदि. इसी दौरान मीरा सानु ने बताया कि उनका बच्चा जब चार साल का था, तभी पति दोनों को छोड़कर विदेश चला गया. पति के जाने के बाद मीरा बिल्कुल असहाय हो गई. किसी का साथ ना होने के कारण उन्हें वह नहीं समझ आ रहा कैसे बच्चे के साथ जिंदगी खतीर करेगी, तभी उनको इस संस्था के बारे में पता चलत वह जुर्गु और आज उनका बच्चा पढ़ता है. बच्चे का पालन पोषण करती हैं. इसके में उनकी एक सुकन भी है.



BUSINESS DIGEST

18th anniversary at Bandhan-Konnagar

Bandhan-Konnagar, a not-for-profit organisation, celebrated its 18th Development Day on April 11, 2018. The celebration was attended by US consul general in Kolkata Craig L Hall, Hidco chairman and additional chief secretary (IT & electronics) Debasish Sen, principal secretary (panchayat & rural development) Saurabh Das and principal secretary (school education) Dushyant Nariala. Chandra Shekhar Ghosh, founder and mentor, Bandhan-Konnagar,



চলছে বেকারদের বৃত্তিমূলক প্রশিক্ষণ

পিছিয়ে থাকা অংশের মহিলাদের স্বাস্থ্য সচেতনতার পাঠ দিচ্ছে 'বন্ধন কোন্নগর'



শিক্ষা প্রতিমন্ত্রী, কলকাতা: বঙ্গদেশের বিভিন্ন অঞ্চলে কাজ করছে বন্ধন কোন্নগর। ছবি: বন্ধন কোন্নগর।



Hope for the Poor

Bandhan-Konnagar

Head Office

DN 32, Sector V, Salt Lake City, Kolkata - 700 091

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