

COAST Foundation

Financial Plan and Budget :

July 01, 2021 - June 30, 2022



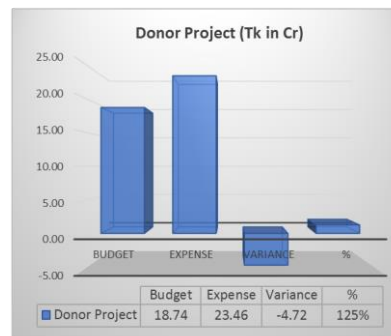
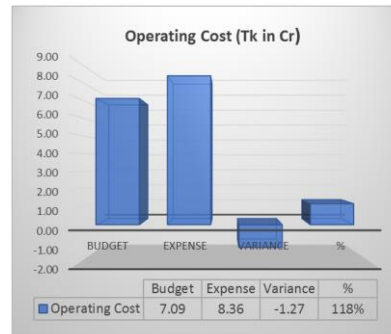
1. Budget Variance (Last Year FY2020-21)

BDT in Crore

Sector	Budget Line	2020-21		Budget Variance	%
		Budget	Exp.		
Operating cost including Tr Centr	Salary & Benefits	4.56	5.23	-0.67	115%
	Admin cost	1.65	1.78	-0.13	108%
	Capital Expenditure	0.03	0.46	-0.43	1547%
	Program cost	0.85	0.89	-0.04	105%
	Sub total	7.09	8.36	-1.27	118%
Donor Project	Salary & Benefits	7.49	7.06	0.43	94%
	Admin cost	2.81	2.23	0.58	79%
	Capital Expenditure	0.00	0.49	-0.49	#DIV/0!
	Program cost	8.44	13.67	-5.23	162%
	Sub Total	18.74	23.46	-4.72	125%
Total	Salary & Benefits	12.05	12.29	-0.24	102%
	Admin cost	4.46	4.01	0.45	90%
	Capital Expenditure	0.03	0.96	-0.93	3192%
	Program cost	9.29	14.56	-5.27	157%
	Grand Total	25.83	31.82	-5.99	123%

Reason of Over Expense of Capital Exp:

1. Sonaarpara land development (Tk.27 lac)
2. Radio Saikat (Tk.15 lac)
3. Car (Tk.9 lac)
4. Computer and others

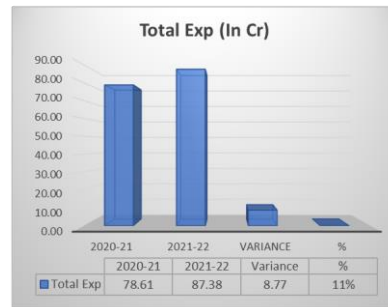
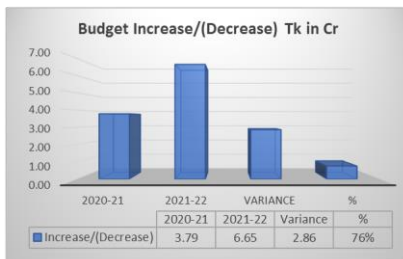
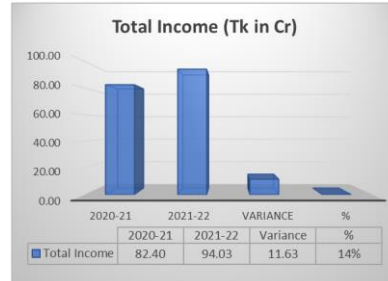


2. Total (Including MF) Budget and Comparison with last year

BDT in Crore

Total Income	2020-21	2021-22	Variance	%
Sr. Charge (MF)	56.98	64.71	7.73	14%
Overhead (Donor)	1.38	1.26	-0.12	-9%
Cost Recovery	0.95	1.27	0.32	34%
MF Cost sharing	4.35	5.53	1.18	27%
Donor Grant	18.74	21.26	2.52	13%
Total Income	82.4	94.03	11.63	14%
Total Expense				
Microfinance	52.78	56.78	4.00	8%
Operation including Tr Center	7.09	9.34	2.25	32%
Donor Projects	18.74	21.26	2.52	13%
Total Expense	78.61	87.38	8.77	11%
Increase/(Dec)	3.79	6.65	2.86	76%

Note: Tk 6.65Cr will go/add with Capital Fund



3. Sector wise Budget Comparison with last year

BDT in Crore

Microfinance (Br)	2020-21	2021-22	Variance	%
Service Charge (MF)	56.98	64.71	7.73	14%
Expenditure (Budget)	52.78	56.78	4.0	8%
Surplus/(Deficit)	4.2	7.93	3.73	
Operation including Trng Centre	2020-21	2021-22	Variance	%
Overhead (Donor)	1.38	1.26	-0.12	-9%
Cost Recovery	0.95	1.27	0.32	34%
MF Cost sharing	4.35	5.53	1.18	27%
Total Income	6.68	8.06	1.38	21%
Expenditure (Budget)	7.09	9.34	2.25	32%
Surplus/(Deficit)	-0.41	-1.28	-2.37	
Donor Projects	2020-21	2021-22	Variance	%
Donor Grant	18.74	21.26	2.52	13%
Expenditure (Budget)	18.74	21.26	2.52	13%
Surplus/(Deficit)	0.00	0.00	0.00	-100%

Possible Mitigation if we want to see Tk.7.93cr to add Capital Fund:

1. Cost Minimization
2. Rationalizing Staff
3. Emphasis to increase MF Income
4. Fund rising for Radio and Enterprise.

Lessons learnt/Challenges

- Some financial irregularities have been continuing by some staff.
- COVID-19 Pandemic affected seriously the operations of micro finance and other projects.

1. Consolidated Budget Comparison

BDT in Crore

MF+Operation+Donor	2020-21	2021-22	Variance	%
Salary & Benefits	34.74	35.93	1.19	3%
Admin cost	14.26	15.85	1.59	11%
Capital Expenditure	0.29	1.89	1.6	552%
Cost of Fund	12.16	19.88	7.72	63%
Program cost	8.45	13.85	5.4	64%
Total Operating Cost	69.90	87.40	17.5	25%
Loan Repayment	89.24	108.72	19.48	22%
Loan Disbursement	545.76	733.72	187.96	34%
Other MF Cost	635.00	842.44	207.44	33%
G.Total (MF+Oper+Donor)	704.90	929.84	224.94	32%

Source of Fund:	2020-21	2021-22	Variance	%
For Operation (All)	2.33	2.53	0.2	9%
Donor Grant	18.74	21.26	2.52	13%
For MF:				0 #DIV/0!
Service Charge income	52.63	70.24	17.61	33%
Savings Accumulation	18.77	28.10	9.33	50%
RLF Realization	482.36	644.00	161.64	34%
PKSF Loan	30.00	40.00	10.00	33%
Bank Loan	83.00	118.00	35.00	42%
Internal Loan	9.00	9.00	0.00	0%
Bank balance	8.01	7.47	-0.54	-7%
Total Source of Fund	704.84	940.60	235.76	33%

2. Consolidated Budget Comparison

MF+Oper+Donor					Microfinance						
				Taka in Crore						Taka in Crore	
Income	2020-21	2021-22	Variance	%	Income	2020-21	2021-22	Variance	%		
Sr. Charge (MF)	52.63	70.24	17.61	33%	Sr. Charge (MF)	52.63	70.24	17.61	33%		
Overhead (Donor)	2.33	2.53	0.2	9%							
Donor Grant	18.74	21.26	2.52	13%	Expenditure (Bud)						
Total Income	73.7	94.03	20.33	28%	Salary & Benefits	25.74	29.19	3.45	13%		
Expenditure (Bud)					Admin cost	10.25	12.24	1.99	19%		
Salary & Benefits	34.74	35.93	1.19	3%	Capital Exp	0.29	1.00	0.71	245%		
Admin cost	14.26	15.85	1.59	11%	Cost of Fund	12.15	19.88	7.73	64%		
Capital Exp	0.29	1.89	1.6	552%	Total Exp	48.43	62.31	13.88	29%		
Cost of Fund	12.16	19.88	7.72	63%	Surplus/(Deficit)	4.2	7.93	3.73	89%		
Program cost	8.45	13.85	5.4	64%							
Total Expenditure	69.90	87.40	17.50	25%							
Surplus/(Deficit)	3.80	6.63	2.83	74%							

2. Consolidated Budget Comparison Con...

Operation (All)					Donor Project (12nos)						
				Taka in Crore						Taka in Crore	
Income	2020-21	2021-22	Variance	%	Income	2020-21	2021-22	Variance	%		
Overhead (Donor)	2.33	2.53	0.2	9%	Donor Grant	18.74	21.26	2.52	13%		
Overhead (MF)	0	0	0	#DIV/0!	Total Income	18.74	21.26	2.52	13%		
Total Income	2.33	2.53	0.2	9%	Expenditure (Bud)						
Expenditure (Bud)					Salary & Benefits	7.49	4.88	-2.61	-35%		
Salary & Benefits	1.51	1.86	0.35	23%	Admin cost	2.81	2.64	-0.17	-6%		
Admin cost	1.20	0.97	-0.23	-19%	Capital Exp.	0.00	0.12	0.12	XX		
Capital Exp.	0.02	0.77	0.75	3750%	Program cost	8.44	13.62	5.18	61%		
Program cost	0.01	0.21	0.20	2000%	Total Exp	18.74	21.26	2.52	13%		
Total Expense	2.74	3.81	1.07	39%	Surplus/(Deficit)	0.00	0.00	0.00	-100%		
Surplus/(Deficit)	-0.41	-1.28	-0.87	212%							

3. Budget Variance FY2020-21

BDT in Crore

Sector	Budget Line	2020-21		Budget Variance	%
		Budget	Expenditure		
Micro Finance	Salary & Benefits	25.74	27.41	-1.67	106%
	Admin cost	10.25	9.96	0.29	97%
	Cost of Fund	12.15	15.73	-3.58	130%
	Sub-total (Operating)	48.14	53.10	-4.96	110%
	Capital Expenditure	0.29	0.98	-0.69	341%
	Repayment	89.24	97.21	-7.97	109%
	Program cost (RLF)	545.76	497.42	48.34	91%
	Total	683.43	648.71	34.72	95%
Donor Project	Salary & Benefits	7.49	7.06	0.43	94%
	Admin cost	2.81	2.23	0.58	79%
	Capital Expenditure	0.00	0.49	-0.49	#DIV/0!
	Program cost	8.44	13.67	-5.23	162%
	Total	18.74	23.46	-4.72	125%
Operation	Salary & Benefits	1.51	1.74	-0.23	115%
	Admin cost	1.20	1.44	-0.24	120%
	Capital Expenditure	0.02	0.46	-0.44	2379%
	Program cost	0.01	0.31	-0.30	4663%
	Sub total	2.74	3.95	-1.21	144%
Total	Salary & Benefits	34.74	36.21	-1.46	104%
	Admin cost	14.26	13.63	0.63	96%
	Cost of Fund	12.16	15.73	-3.57	129%
	Sub-total (Operating)	61.17	65.57	-4.40	107%
	Capital Expenditure	0.29	0.98	-0.69	341%
	Repayment	89.24	97.21	-7.97	109%
	Program cost	554.21	511.40	42.81	92%
	Grand Total	704.91	675.16	29.75	96%

Management and Program Approach 2021-22

Program Approach:

Core program

- Strategy development for fund raising for climate change adaptation, community radio and DRR

Non-core programs

- Strategy based fund raising rather than demand based
- Separate Rohingya strategy for fund raising for IGA/Livelihood, social cohesion, education and youth development
- Advocacy through social media targeting youths and adolescents
- Raising awareness of member-participants for protection from COVID-19 infections

Management and Program Approach 2020-21

Management Approach:

- Knowledge based human resource
- Loyalty and self-discipline
- Human right based human resource balancing with achieving the targets
- Standard body mass index (BMI) based human resource
- Roles of DED and ED will be strategic relation, human resource development and strategic planning.
- Roles of Joint Directors and Directors will be planning, quality implementation, monitoring and communication
- Protection of staff from COVID-19 pandemic

2. Total Financial Plan continue

Tk in Crore

Source of Fund:	2019-20	2020-21	Variance	%
For Operation (All) (MF & Donor Overhead)	2.34	2.89	0.55	23%
Donor Grant	32.01	18.74	-13.27	-41%
<u>For MF:</u>				
Service Charge income	55.99	52.63	-3.36	-6%
Savings Accumulation	12.78	18.77	5.99	47%
RLF Realization	418.18	482.36	64.18	15%
PKSF Loan	32.20	30.00	-2.20	-7%
Bank Loan	52.00	83.00	31.00	60%
Internal Loan	11.34	9.00	-2.34	-21%
Bank balance	1.08	7.66	6.58	610%
Total Source of Fund	617.92	705.05	87.13	14%

3. Target and Achievement on Actual

	2019-20				2018-19		
	Target	Achieved	Variance	% of Vari.	Actual	variance	% of Vari.
Microfinance:							
Loan Disbursement	467.57	355.84	-111.73	-24%	382.83	-26.99	-7%
Loan Realization	418.38	328.16	-90.22	-22%	350.25	-22.09	-6%
Savings Collection	42.58	74.57	31.99	75%	77.41	-2.84	-4%
Savings Balance	94.38	95.68	1.30	1%	81.42	14.26	18%
Loan Balance	275.34	252.7	-22.64	-8%	225.02	27.68	12%
Loan Repayment	67.83	82.19	14.36	21%	95.31	-13.12	-14%
MF Income	55.99	45.63	-10.36	-19%	48.37	-2.74	-6%
MF Expense	48.17	46.65	-1.52	-3%	43.59	3.06	7%
MF Surplus/(Deficit)	7.82	(1.02)	-8.84	-113%	4.78	-5.8	-121%
Operation (All):							
MF Overhead	1.08	1.91	0.83	77%	1.43	0.48	34%
Donor Overhead	1.26	1.59	0.33	26%	1.38	0.21	15%
Total Income	2.34	3.50	1.16	50%	2.81	0.69	25%
Expense	2.34	3.50	1.16	49%	2.81	0.69	25%
Surplus/(Deficit)	(0.00)	-	0.00	-100%	-	0	#DIV/0!