

NGOs in Coastal Development

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ACCRONYMS

ADAB	Association of Development Agencies in Bangladesh
ADB	Asian Development Bank
AIDS	Acquired Immune Deficiency Syndrome
ALRD	Association for Land Reform and Development
ASA	Association for Social Advancement
BARD	Bangladesh Academy for Rural Development
BAVS	Bittohin Bhaggyodoy Songothan
BBS	Bangladesh Bureau of Statistics
BCAS	Bangladesh Center for Advanced Studies
BCNNRC	Bangladesh NGOs Network for Radio and Communication
BDPC	Bangladesh Disaster Preparedness Center
BELA	Bangladesh Environmental Lawyers Association
BFPA	Bangladesh Family Planning Association
BGD	Bangladesh
BRAC	Bangladesh Rural Advancement Committee
BRRI	Bangladesh Rice Research Institute
BWDB	Bangladesh Water Development Board
CARE	Cooperative for Assistance and Relief Everywhere
CBO	Community Based Organization
CCDB	Christian Community for Development in Bangladesh
CDF	Credit and Development Forum
CDP	Coastal Development Partnership
CDS	Center for Development Services
CDS	Coastal Development Strategy
CDSP	Char Development and Settlement Project
CEP	Coastal Embankment Project
CERP	Coastal embankment Rehabilitation Project
CHDP	Community Health & Development Program
CNF	Coastal NGO Forum
CNRS	Center of Natural Resources Studies
CODEC	Community Development Center
COFCON	Coastal Fisherfolk Community Network
CPR	Contraceptive Prevalence rate
CRC	Coastal Resource Center
CRCD	Center for Rural Child Development

CSDF	Chittagong Southern Development Forum
CSO	Civil Society Organizations
DAE	Directorate of Agriculture Extension
DC	Deputy Commissioner
DORP	Development Organization for the Rural Poor
DPHE	Department of Public Health Engineering
DUS	Dwip Unnayan Sangstha
DW	Development Workers
EC	Executive Committee
ECFC	Empowerment of Coastal Fishing Communities
EMG	Embankment Management Group
EPG	Embankment Protection Group
ES	Embankment Settler
FAO	Food and Agricultural Organization of the United Nations
FD	Foreign Donations
FPAB	Family Planning Association of Bangladesh
FPLO	Foreshore Private Landowners
FPMD	Family Planning Management Development
FPSTC	Family Planning Service and Training Center
GDA	Ganges Dependent Area
GMF	Grameen Matsya Foundation
GO	Government Organization
GoB	Government of Bangladesh
GOTI	Grass-Roots Organization for Technological Initiatives
GUDSEK	Gram Unnayan O Dustho Sheba Kendra
GUF	Gono Uddog Forum
HAP	Human Advancement Program
ICZM	Integrated Coastal Zone Management
ICZMP	Integrated Coastal Zone Management Plan
IDEAL	Institute of Development Education for Advancement of Landless
IDSS	International Development Support Services
IRRI	International Rice Research Institute
IPRSP	Interim Poverty Reduction Strategy Paper
IRD	Institute for Rural Development
ISDE	Integrated Social Development Effort
ISWA	Integrated Social Welfare Association
JBP	Jatio Bandhujan Parishad Bangladesh
JJS	Jagrata Jubo Shangha

KF	Khalifa Foundation
KJDRP	Khulna Jessore Drainage Rehabilitation Project
LCS	Landless Contract Society
LGED	Local Government Engineering Department
LoCOS	Loving Care for the Oppressed Society
MASES	Manab Seba Sangstha
MIDAS	Micro Industries Development Assistance and Services
MoFL	Ministry of Fisheries and Livestock
MoWR	Ministry of Water Resources
MUS	Manab Unnayan Sangstha
NGO	Non Government Organization
NGOAB	NGO Affairs Bureau
NPI	Non-Profit Institutions
NRAS	Noakhali Rural Action Society
O & M	Operation and Maintenance
OSAD	Organization for Social Action and Development
PDO	Program Development Office
PDO-ICZMP	Project Development Office- Integrated Coastal Zone Management Plan
PETTRA	Poverty Elimination through Rice Research Institute
PJSKS	Pajia Jubo Samaj Kalyan Samity
PKSF	Palli Karma-Sahayak Foundation
PMUS	Patuakhali Mohila Unnayan Sangstha
PPS	Palli Pragati Sangstha
PSKS	Pragati Samaj Kalyan Sangstha
PWP	Priority Works Program
RDSP	Rice Diversity Sub-Project
RIC	Resource Integration Center
RUSTIC	Rural Unfortunate Safety Talisman Illumination Cottage
SAF	Sustainable Agricultural Forum
SANGRAM	Sangathita Gramunnayan Karmashuchi
VOSD	Voluntary Association for Social Development
SDI	Society for Development Initiatives
UST	Unnayan Shahajogi Team
SCI	Service Civil International
RDF	Resource Development Foundation
SBCP	Sundarban Bio-diversity Conservation Project
SHED	Society for Health Extension and Development
SIBAS	Sinarkhajora Bastuhara Sangstha

SRF	Sundarban Reserved Forest
SSDP	Southern Socio-Economic Development Program
SSUS	Sagarika Samaj Unnayan Sangstha
SUS	Samaj Unnayan Sangstha
TARD	Technical Assistance for Rural Development
UDDIPAN	United Development Initiatives for Programmed Actions
UNDP	United Nations Development Program
UPOMA	Unnayan Parikolpanay Manus
VDC	Village Development Committee
VERC	Village Education Resource Center
WARPO	Water Resources Planning Organization
WATSAN	Water and Sanitation
WMA	Water Management Association
WMD	Water Management Directorate
WMG	Water Management Group
WMO	Water Management Organization
YPSA	Young Power in Social Action

GLOSSARY

Adivashi	Indigenous people
Char	Newly accreted land
Thana	Geographic-administrative unit under a District, renamed as upazila

1 INTRODUCTION

1.1 Context

Non-government organizations (NGOs) have grown significantly in recent decades in terms of number and resources they use. They are considered important partners in development with their wide coverage using a multitude of activities in almost every nook and corner of the country. Their position, role and contribution within the context of the institutional surroundings therefore deserve more public attention, discussion and debate.

Promotion of enabling institutional environment at the local level is envisaged as an important component of the coastal development strategy (CDS), one major output (Output 1) of the PDO-ICZMP (Program Development Office-Integrated Coastal Zone Management Plan). In order to promote an institutional environment that would enhance the possibilities of coastal households for sustainable livelihoods, a thorough understanding of the existing institutional setting in the immediate environment of the households is necessary (Output 5.1). NGOs are an important stakeholder in this setting. A review of their position and role in the overall institutional context is necessary to draw conclusions on working arrangements for enhancement of livelihoods of the coastal communities models, which would contribute to developing models of harmonization and coordination (Output 5.3).

1.2 Objectives and scope

To come to recommendations with regard to models of good practice for harmonization and coordination in an integrated coastal zone management (ICZM) framework, it is necessary to know under what framework the NGOs operate. Main objective of this study is to obtain insight on the following:

- ◇ the policy or views of NGOs on coastal development;
- ◇ current structure of relations between the Government and NGOs; and
- ◇ options for enhancing government-NGO coordination with regard to coastal development.

1.3 Methodology

This report is primarily an outcome of a desk study. All descriptions and analyses in this report are based on secondary data and discussions with relevant persons and organizations. Among the organizations are selected NGOs and projects. The ADAB Directory of NGOs, CDF statistics, documents of selected project and some BBS literature have been used extensively. Discussions were also held with some COFCON members and BRAC.

1.4 Structure of the report

The report has been structured around five chapters. Chapter one introduces the purpose, methodology and contextual framework. Chapter two gives an overview of the NGO sector. Chapter three presents aspects of government-NGO partnership. Brief narratives of selected projects with government-NGO partnership are given in chapter four. Chapter five includes a synthesis and conclusions. Detailed information referring to the text is given in the appendices.

1.5 Review process

The draft report was shared with members and consultants of the WARPO/PDO team and was finalized incorporating their comments and suggestions.

2 OVERVIEW

2.1 NGO sector

The Bangladesh Bureau of Statistics (BBS) conducted a survey of non-profit institutions (NPIs) in 1996-97. BBS covered institutions, “which provide services to individual household as well as to the society” (BBS, 1999). Among them are the following categories of NPIs:

- ◇ professional association;
- ◇ trade union;
- ◇ employees’ association;
- ◇ NGO;
- ◇ voluntary organization;
- ◇ club;
- ◇ cultural institution; and
- ◇ religious institution.

Data on these institutions are available for the ‘greater district’ level. Findings show that 28 percent of the NPIs are in the greater districts of Chittagong, Noakhali, Barisal, Patuakhali, Faridpur, Khulna and Jessore (for details, see Appendix 1).¹ NPIs are predominantly religious; accounting for 92 percent in the country. Amongst the NPIs, less than one percent is NGO².

However, NGOs are a broad category and are perceived as organizations “providing welfare and development services to the poor”. In the public’s perception NGOs generally stand for all non-profit organizations working for the common good. There are various types of organizations, which constitute the non-profit sector. Many of them are often classified as ‘civil society organizations’ (CSOs) and are defined as entities belonging to a *third sector*, the other two being the government and the corporate sectors (Ahmad, 2002). Their number is much higher than what has been mentioned in Appendix 1, as they include different types of non-profit entities registered with different authorities including the NGO Bureau.³

2.2 NGOs in the coastal zone

2.2.1 Development NGOs

There is no reliable estimate of the number of NGOs operating in the coastal zone. The BBS survey mentions about 329 NGOs⁴ in the greater districts of the coastal zone (see Appendix 1). The Directory of NGOs published by ADAB (ADAB, 2000) provides an indicative list of 409 NGOs

¹ Actual proportion would be less as two of the greater districts, Faridpur and Jessore, are not included in the coastal zone in their entirety.

² Defined as units operating under the NGO ordinance and registered with the NGO Bureau (BBS, 1999: 7).

³ Organizations are required to register under the NGO Bureau in order to operate with foreign donation. Most of the NPIs in Bangladesh do not receive any foreign donation and are registered with the Department of Social Services. Their number was 23,326 in 2000 (Ahmad, 2002: 32).

⁴ These include areas in greater Faridpur and Jessore, which are partly outside the coastal zone.

(see appendices 2 and 4). Amongst them, selective programmatic information is available for 190 NGOs (see appendices 3 and 5). Amongst them are local NGOs as well as regional NGOs with activities in the coastal districts.

2.2.2 Networks

Several networks of NGOs exist in the coastal zone. Profiles of some of these are briefly presented below.

Association of Development Agencies in Bangladesh

The Association of Development Agencies in Bangladesh (ADAB) is a national network of NGOs founded in January 1974 to promote co-ordination within the NGO sector and between the sector and the government. As of 2000, it has 256 central members and 815 chapter members (ADAB, 2000).⁵ ADAB has 16 regional 'chapters' in the country of which seven have jurisdiction over coastal districts. These chapters are:

- ◇ Chittagong
- ◇ Comilla
- ◇ Barisal
- ◇ Patuakhali
- ◇ Khulna
- ◇ Jessore
- ◇ Faridpur

Coastal Fisherfolk Community Network

The Coastal Fisherfolk Community Network (COFCON) is a network of NGOs with activities targeted to the fisher communities in the coastal zone. It was founded in 1996 to increase the capacity and affectivity of COFCON members to reduce poverty amongst the poor coastal fisherfolk community through providing supports. It has 26 members. Some of these are based in coastal districts and some have operational headquarters in Dhaka. Names of COFCON members are mentioned in Appendix 6. Main objectives of COFCON are to:

- ◇ study government policies on fishery and fishing communities and disseminate the required information and knowledge to the member organizations and the target group;
- ◇ hold advocacy campaigns to incorporate the interest and establish rights of the fishers; and
- ◇ build institutions at different levels to assist the fisher.

Chittagong Southern Development Forum

The Chittagong Southern Development Forum (CSDF) is a network of local NGOs in South Chittagong, Cox's Bazar and Bandarban Hill District. It was established in December 1996 "to promote better understanding among the local NGOs working in this area. The network aims to provide a convergence point for those engaged in sustainable development work" (CSDF brochure, undated). The declared objectives are:

⁵ ADAB has two types of membership; central members and chapter members (affiliated to the local ADAB office with jurisdiction over a greater district).

- ◇ to strengthen the managerial and organizational capacity of local NGOs, emphasizing the need to promote community participation and gender equality;
- ◇ to promote cooperation among the local NGOs;
- ◇ to minimize inter-organizational inefficiencies (duplication and overlapping) through the coordination of activities in common project areas; and
- ◇ to provide a common platform, linking the local NGO sector with national and international NGOs, GOs and other social actors.

The secretariat of the CSDF is housed in the office of the ISDE, a local NGO of Chittagong. Members of CSDF are listed in Appendix 7.

Coastal Development Partnership

The Coastal Development Partnership (CDP) was originally conceived as a coordinating secretariat for a network of NGOs to relieve the sufferings of the people of the waterlogged areas under the Coastal Embankment Project (CEP). Declared objectives of CDP are:

- ◇ to collect and disseminate necessary information on environment, local resources and social issues to NGOs, NGO networks, alliances, etc;
- ◇ to organize alliances and networks with local grassroots NGOs to develop an appropriate development perspective for the southwest coastal region of Bangladesh; and
- ◇ to organize issue-based citizens' forums.

Subsequently CDP has developed and/or housed two other networks, Padma and SBCP Watch Group.

- **Padma Network** was founded in 2000 by 30 NGOs with its secretariat in CDP. It is a forum of NGOs in the Ganges Dependent Area (GDA) in southwest Bangladesh (see Appendix 8). Its main objectives are:
 - ◇ to fulfill the needs of environment and development activists, researchers, journalists and general people of information on the proposed *Ganges* Barrage project and the Ganges River;
 - ◇ to establish a resource center to collect and disseminate pertinent information with respect to the Ganges River and the proposed Ganges Barrage;
 - ◇ to enhance the awareness of the people inhabiting the GDA with respect to water resource management and the environment; and
 - ◇ to ensure participation of the people in all long-term water resource development projects.
- **Sundarban Bio-diversity Conservation Project Watch Group** is another network with its secretariat in CDP. Its first planning meeting was held on 26 October 2002. Since the inception of the Sundarban Bio-diversity Conservation Project (SBCP), concerned NGOs and citizens' groups began to doubt about the ability of the project to solve the problem of the degradation of *Sundarban* resources and they wished to have a management structure that would ensure its sustainable development. The SBCP watch group was formed in this backdrop. It has a five-member core group consisting of Uttaran (Satkhira), JJS (Khulna), LoCOS (Dhaka), Action Aid Bangladesh (Dhaka) and CDP (Khulna). Name of the partners with respective working areas are mentioned in Appendix 9.

Coastal NGO Forum

The Coastal NGO Forum (CNF) is a network of ten NGOs working in Patuakhali and Barguna districts. It was established in 2000. The main focus of the CNF is gender balance and women's empowerment. Its major activities are:

- ◇ social awareness and social mobilization;
- ◇ social awareness for family planning;
- ◇ raising of awareness against child marriage; and
- ◇ commemorating special days.

CNF has ten members. They are listed in Appendix 10.

Coastal NGO Network for Radio and Communication

The Bangladesh Coastal NGO Network for Radio and Communication (BCNNRC) was set up in April 2000 to meet the growing demand “to implement activities upholding the concept of right to information and communication”.⁶

Members of the network are COAST Trust (Bhola and Cox's Bazar), SANKALPA (Barguna), SPEED Trust (Barisal and Patuakhali), CODEC (Chittagong), YPSA (Sitakunda, Chittagong) Dwip Unnayan Sangstha (Hatiya, Noakhali) and ISDE (Chakaria, Cox's Bazar). Main objective of BCNNRC is to facilitate easy, quick and low cost access to global communication so that they are enriched and updated by knowledge. The secretariat of the network is with the COAST Trust.

Nirapad Noujan Bastabayan Jote

Nirapad Noujan Bastabayan Jote (alliance for implanting safe water transport) has been the latest addition to the list of NGO networks in the coastal zone. It was formed on 1 August 2003 in a meeting of NGOs in response to recurrent disastrous accidents in the water transport sector, the principal mode of transportation for the coastal zone, particularly in the Barisal-Patuakhali region and in all offshore islands. The secretariat has been set up with the COAST Trust. The network would operate through committees at the district and upazila levels. One NGO has been assigned with overall responsibilities for each district (see Appendix 11). Main objectives of the network are to:

- ◇ identify causes of and solutions to water transport accidents and make stakeholders aware of their responsibilities;
- ◇ interact with and create pressure on concerned government officials to ensure safe water transportation;
- ◇ research and monitoring of activities related to safe water transportation; and
- ◇ assist in rescue and rehabilitation activities during and after the accident.

2.3 Activities

In the past years, the main focus of the NGO sector has been upon social welfare activities, but these have been increasingly incorporated into mainstream national development endeavors. NGOs, however, have emerged as important development institutions in the non-profit sector and are

⁶ Now renamed as Bangladesh NGOs Network for Radio and Communication, though coastal area gets preference.

recognized by the government and the donors as partners in development. In countries like Bangladesh, external economic assistance plays a key role and a substantial part of this assistance is channeled through development NGOs.⁷

According to a study sponsored by the Asian Development Bank (ADB) in 1988/89, the majority of Bangladeshi NGOs implemented programs focusing on 'social welfare' (59 per cent), while 38 per cent implemented mainly 'development' programs, meaning poverty alleviation and economic enhancement, and another 3 per cent focused on religion (ADB/IDSS, 1989).

The oldest form of organized philanthropy had been succor to the distressed in the form of relief and rehabilitation. Organizations are increasingly shifting their focus from charity work to the social and economic development of vulnerable groups. One important form of action is based on services provision. This includes, among other things, counseling on different issues, facilitation of product marketing and dissemination of information.

Advocacy on different policy issues of concern is a recent trend that has been taken up by some NGOs. They are involved in campaigning and lobbying on issues such as conservation of the environment, gender equity, trafficking of women and children, human rights, globalization and good governance.

The non-profit sector is making inroads in different fields and many NGOs are undertaking multi-sectoral initiatives. They are implementing projects parallel or complementary to government initiatives. Major areas of current involvement by NGOs are summarized in Appendix 5 (ADAB, 2000). The highest number of NGOs are involved in micro-credit (168) closely followed by training⁸ (159), water and sanitation (153) and health and nutrition (135).⁹ This has been graphically shown in Figure 1.

Most of the NGO activities in the coastal districts aim to contribute to poverty alleviation and community development. But they tend to limit their activities to some specialized areas. For example, some NGOs address mainly women's issues; some are involved mainly in credit program, some in social mobilization activities in a broad sense and so forth. Local volunteers sometimes initiate NGOs to address issues of their immediate (coastal) environment and try to embark on activities centering round those issues. It is difficult to ascertain how many of the "coastal NGOs" are engaged in "coastal activities". From Appendix 4, some activities typical to the coastal situation and/or having a greater relevance for the coastal zone can be identified as follows:

- ◇ disaster preparedness and management;
- ◇ fisheries;
- ◇ food processing (dry fish);
- ◇ environment and social forestry;
- ◇ housing; and
- ◇ arsenic.

⁷ During 1990-2000, annual foreign financial grant to Bangladesh channeled through NGOs ranged from 13% to 41% (Ahmad, 2002).

⁸ NGOs mostly impart 'training' on awareness (on various social issues).

⁹ Almost all NGOs are involved in multi-sectoral activities and hence the total percentage would exceed 100.

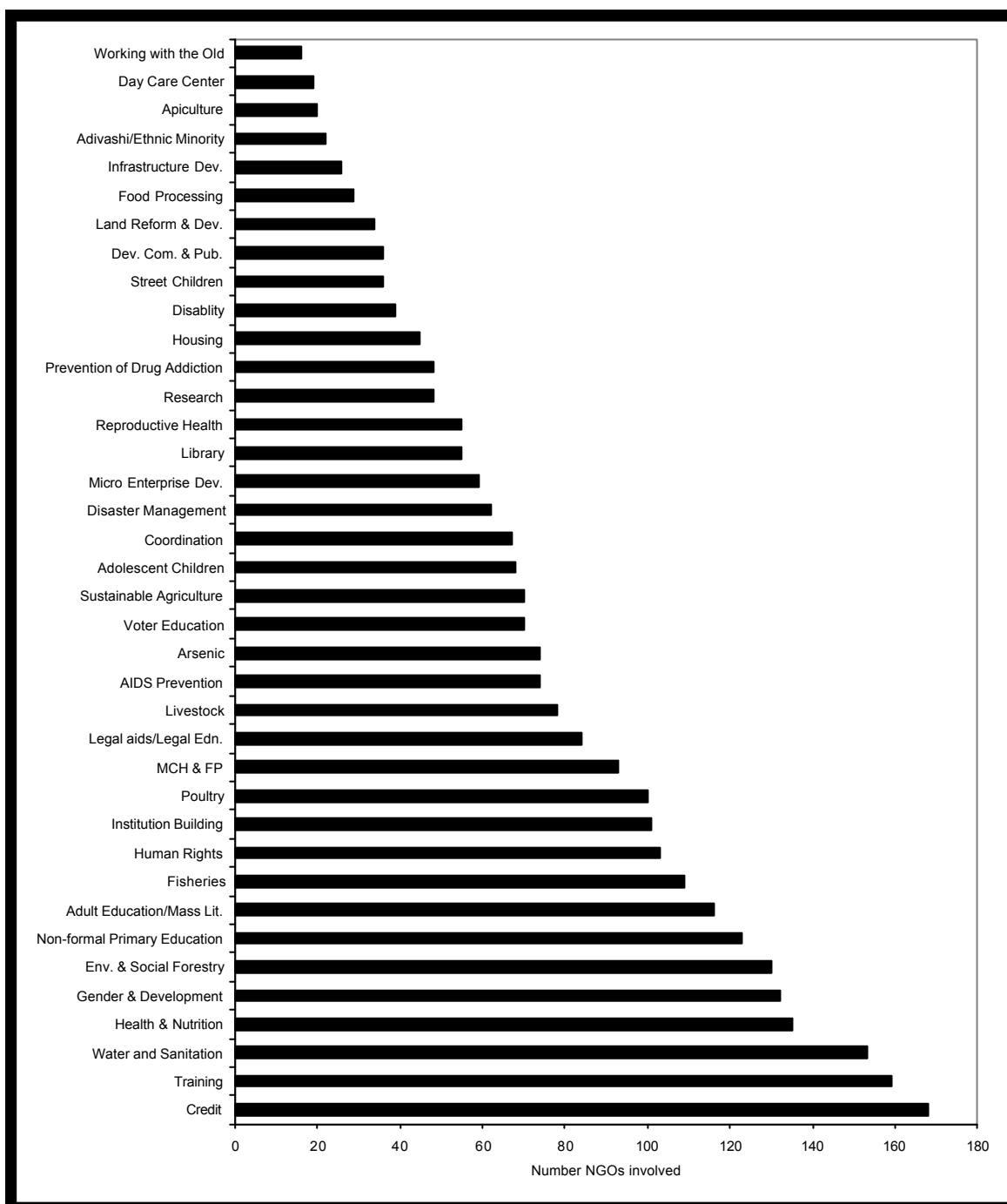


Figure 1: Sectoral distribution of NGOs in the coastal zone

(Source: ADAB, 2000; Appendix 5)

2.4 Coverage

NGO activities are prevalent in all the coastal districts. Chittagong district has the highest number of NGOs (83), closely followed by Khulna (78), Jessore (71) and Barisal (64), while Shariatpur and Feni are covered by the lowest number of NGOs (14 each) followed by Jhalakati (15). Details are given in appendices 2 and 3 (ADAB, 2000). The distribution of the NGOs is shown in Figure 2.

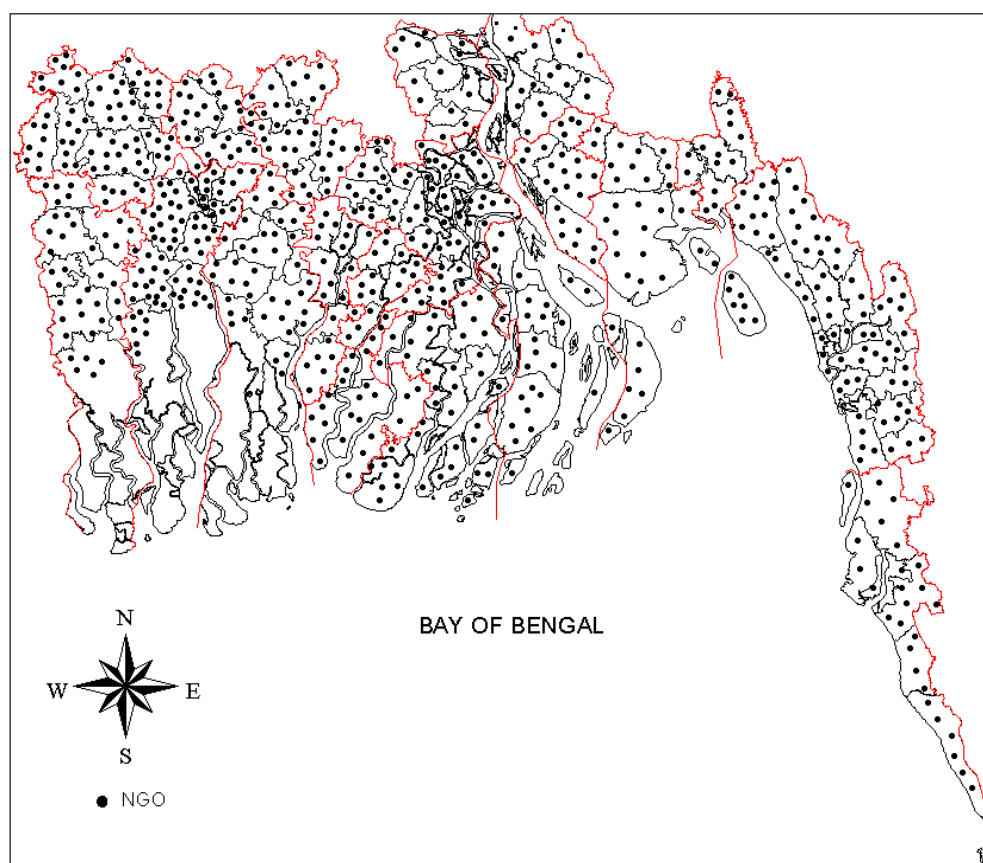


Figure 2: Distribution of NGOs in the coastal zone

Among the NGOs that work exclusively in rural areas, the highest number is involved in water and sanitation (53%), closely followed by environment and social forestry (51%), fisheries (49%) and credit (48%). Among the urban NGOs (with no rural coverage), the highest number of them works in the field of AIDS prevention (12%), followed by programs on street children (9%), health and nutrition and programs on adolescent children (8% each). Among the NGOs with activities both in rural and urban areas, the highest number of them has programs in the field of training (42%), followed by women's development (38%) and credit (36%). For details, see Appendix 5 (ADAB, 2000).

Many NGOs operate in the coastal districts. However, not many NGOs are present in the most exposed coastal zone, that is, in the chars and islands. People in those areas have distinctive vulnerabilities as they live with recurrent disasters (cyclones and erosion) and are deprived of basic services (because of isolation). Among those who work exclusively or mainly in islands are the Dwip Unnayan Sangstha (DUS) in Hatiya and COAST Trust in Bhola and Kutubdia.

It is difficult to estimate how many households in the coastal zone are covered by the NGOs. According to a recent PDO-ICZMP document (PDO-ICZMP, 2003a), the number of members (households) covered by 159 micro-credit NGOs was about 0.7 million as of December 2001. They are 10 percent of coastal households¹⁰ and 31 percent of the total clientele covered by micro-credit NGOs in Bangladesh. This means that beneficiaries of the micro-credit program of NGOs are

¹⁰ 52% of the coastal population is 'absolute poor' and 25% is 'extreme poor' (PDO-ICZMP, 2003c).

mostly located in the 'interior coast'. For example, as many as 31 percent of the micro-credit recipients of the coastal zone are from one district (Jessore).¹¹

2.5 Coastal perspective

There is no such well-articulated "coastal perspective" from NGO point of view. However, there are many NGOs who address typical coastal issues and implement programs among selected coastal communities. In recent years, the government has initiated several development projects addressing issues of coastal zone management and targeting programs to enhance livelihoods of the coastal population. CDSP (land settlement, water management and economic development), SBCP (bio-diversity conservation and alternative employment), CERP (sustainable embankment maintenance and rehabilitation of the landless), ECFC (sustainable resource management and empowerment of fishers communities), are few examples of NGO involvement in government projects. Also there are many NGOs who have a major thrust on programs concerning coastal communities. For example, CODEC works with marine fishers; ALRD addresses issues of land settlement (for the victims of erosion); BDPC is engaged in disaster preparedness; COAST Trust is involved in the enhancement of livelihoods of the poor; CDP is active in networking and information dissemination and so forth.

It may be mentioned that the concept of integrated coastal zone management (ICZM) is being introduced to the NGO community since the inception of the PDO-ICZMP project. Many NGOs have responded positively and extended extensive support and cooperation in accomplishing certain activities of the PDO-ICZMP project. Appendix 14 provides a list of NGOs that were involved in project activities.

2.6 Institutional setting

NGOs have their own clientele. They generally work with the poor. They organize their clients into community or village based groups (commonly termed as NGO groups). These groups function around NGO services (particularly micro-credit) without any horizontal or vertical linkages. In order to implement their programs and to deliver their services, they do not use existing formations, like traditional rural institutions (*samaj*), local functional institutions (water management committee, school management committee, etc) CBOs (village cooperatives), local government (*Union Parishad*) and so forth. Once a NGO withdraws, their groups become non-existent. There has not been any serious attempt yet by the NGOs to link their groups with more enduring local institutions mentioned above. The intellectual environment in the NGO community is rather biased against the informal local traditional institutions and the formal local government structure. In their perception, "local institutions are managed by the elite who are corrupt and exploiters".

¹¹ For details, see PDO-ICZMP document WP012, April 2003.

3 GOVERNMENT-NGO PARTNERSHIP

This chapter deals with policy and partnership frameworks with respect to NGOs that have evolved over the years (some projects have been discussed in brief in chapter 4). It may be mentioned that there is no particular framework for the coastal zone for obvious reasons, as the concept of the coastal zone as a special area of management is yet to be institutionalized. Government policies are national policies and are equally applicable to the coastal zone.

3.1 Government policy

The government's attitude towards the non-profit sector, as manifested in its successive Five-Year Plans and other literature, has generally been positive¹². It was stated in the social welfare strategy of the First Five-Year Plan (1973–78) that the government would “encourage private social workers and organizations to participate in a coordinated manner in social welfare programs” (Planning Commission, 1973).

One strategy of the Third Five-Year Plan (1985–90) was to encourage NGOs to undertake programs in the fields of training, infrastructure development and extension services for primary health care. It was also mentioned that NGOs would be assisted in the provision of social, health and economic support to women living in poverty (Planning Commission, 1985).

A specific strategy of the Fourth Five-Year Plan (1990–95) was to facilitate community participation through NGOs (Planning Commission, 1991). Specific mission statements in this respect are quoted below.

- The Fourth Five Year Plan considered the poor and the disadvantaged as relatively efficient and therefore aimed at bringing them from the periphery to the center of the development process. The NGO activities, therefore, should supplement the main thrust towards decentralized participatory planning with thana as the co-coordinating unit.¹³
- Where the NGO activities have to be specific target group oriented, it would be advisable to fix income-generating targets for the respective income groups and specify strategies through which these poorer income groups can graduate to self-reliance over a specific period of time. Therefore, all NGO programs should aim at increasing the capability of the poor and the disadvantaged to save and invest over time so that an NGO can gradually withdraw its activities from the concerned area at an early date and shift its activities to another area not yet covered by such program of graduation to self-reliance.

The government has accepted the presence of the NGOs as a reality. The NGO Affairs Bureau (NGOAB) was created to provide a one-stop service with respect to project approval, which had previously been very complicated and lengthy. The government, however, wants to ensure more accountability from the NGOs. Some suggestions made by the government in the Memorandum for Bangladesh Aid Group prepared by the Ministry of Finance in 1992–93 were as follows (Ahmad, 1999).

¹² After independence, the Government of Bangladesh adopted the concept of a planned economy with a dominant public sector. Since 1973, the Planning Commission has published Five-Year Plans, with some interruptions in the late 1970s and mid-1990s. The relative importance of this exercise has largely diminished due to the shift of emphasis to a ‘market economy’ approach. The government has now abandoned the five-year plan approach and embarked on three-year rolling plans.

¹³ A thana (renamed as upazila) is a geographic-administrative unit under a district with an average population of about 250,000–300,000.

- Donors should have a dialogue with the NGOAB before finalizing their commitment to NGOs.
- Grass-roots-level NGOs with a good record of performance should be supported, rather than Dhaka-based national-level NGOs, as a large number of NGOs at the grass-roots level have very good programs but are short of funds. Most donors have a tendency to fund large NGOs with offices and establishments in Dhaka, and this needs to change. National-level NGOs could be asked by their donors to develop field-level NGOs so that, without incurring additional administrative costs, they can reach the target group quickly.
- Donor evaluation teams should include representatives from the NGOAB and the ministries concerned, with a view to ensuring balanced feedback.
- Donors should identify local self-help groups with good field programs in order to promote self-sustainability in the NGO community. This should be the cornerstone of donor policy. Otherwise, NGOs also have a tendency to remain dependent on donors, thereby ignoring the need for internal resource mobilization based on voluntary contributions. NGOs of the industrialized countries should be included to support poverty alleviation programs with the help of local partner NGOs.
- More NGOs should provide credit facilities for income-generating activities and self-employment, as has been done by Grameen Bank, BRAC and Proshika. Administrative costs should not exceed 25 per cent.
- There should be a continuous Government–NGO dialogue to remove mutual distrust. NGOs should also make themselves more accountable and transparent. Donors should, wherever feasible, try to accommodate the comments of the lead ministry and the NGOAB instead of withdrawing funds when changes are suggested.

The government acknowledges that in the process of development, there is a risk that the poor would be left out on the margin unless appropriate and effective public policies are targeted towards them. A recent policy document of the government has highlighted the issue of agency accountability to the poor people in clear terms.¹⁴ “The policies would be directed to developing institutional capability of the poor for making the agencies accountable to the poor. All pro-poor agencies including large and small NGOs/ CBOs would be encouraged to remain accountable to the poor much the same way that corporate bodies are accountable to their shareholders” (Ministry of Finance, 2003).

The government’s understanding and assessment of the situation and its likes, dislikes, priorities and preferences are explicitly clear in the statements above, and may be summarized as follows.

- The current appraisal methods with which donors assess NGOs are somewhat biased.
- Donors should approach the government before committing any resources to NGOs.
- The government feels comfortable with small local NGOs.
- NGOs should allocate more resources to poverty alleviation programs.
- NGOs should operate with minimum overhead costs.
- NGOs should be more accountable and transparent.

¹⁴ This policy document is commonly known as the Interim Poverty Reduction Strategy Paper (IPRSP).

3.2 Government-NGO cooperation

Comparisons between the government and NGOs are often made, without accounting for the fact that they should be complementary. The government's attitude towards the NGO sector has been sporadically mentioned in various official documents. In a circular of the Cabinet Division in February 1988, the government promoted the concept of inter-sectoral collaboration in the mainstream of the national development process. The government's policy in this regard is summarized below (Ahmad, 1999).

- Participation in development activities will be encouraged if it is not found to be detrimental to government policy or national security.
- Efforts will be made to ensure that NGOs can implement programs smoothly within the framework of government rules and policies.
- Projects, or specific parts of projects, included in the government's national development plan can be implemented through NGOs.

Cooperation first occurred formally in the fields of health and family planning, and was later extended to other fields such as agriculture extension, fisheries, livestock and poultry, forestry, education, water and sanitation, disaster preparedness, training and so forth.

The government acknowledges the positive role of NGOs and is willing to expand collaboration, which was well reflected in a policy statement by the government in the early 1990s. The government expects that "NGOs will continue to expand their pro-poor rural development projects. An effective government-NGO collaboration will be necessary. The fields in which such collaboration is feasible will be determined by mutual consultation" (Ahmad, 2002). In an explanatory note, the government emphasized its interest in implementing production and employment projects based on social mobilization of the poor.

Under the social mobilization strategy the poor at the grass roots will be able to organize themselves, identify their own problems, make their own development decisions particularly in areas, which concern them most. Government functionaries, NGOs, other community organizations, people's representatives, local leaders and local government bodies would help this process (Ahmad, 2002).

Growing instances of cooperation between the government and NGOs have been witnessed on such issues as environment, resettlement and disaster management, education, health, population, women and youth development, livestock and fisheries. The participation of the poor in these sectors is increasingly high. By and large, the government acknowledges the effectiveness of the NGO approach in reaching the target groups, while NGOs enjoy widening (scaling up) of their impacts as a result of such cooperation.

Women's development

The Fifth Five Year Plan put a major emphasis on reducing the gender gap. It was described in a policy statement that, "changing the traditional code of division of duties of males and females can be done through education, orientation and conscientization. NGOs have already shown ways through which an initial and widespread break-through can be made. NGOs will be encouraged to compliment and/or supplement activities undertaken by the government towards enhancement of women's situation and government-NGO co-operation will be strengthened, particularly reaching the disadvantaged women (Planning Commission, 1998)."

Poverty reduction through youth development

Government-NGO partnership has also been outlined for youth development. The government would take following steps to encourage involvement of NGOs/local bodies in youth development (Planning Commission, 1998).

- Coordination will be established with NGOs like BRAC, ASA, MIDAS, etc., and with Grameen Bank to reorient their programs for poverty alleviation and income generation for catering to the needs of the youth community both in urban and rural areas.
- NGOs will be pursued to identify the unemployed youth as a specific beneficiary group.
- Expertise of the NGOs will be for mobile training and group formation at the grass roots level.

Family planning

Due to the liberal policy of the government, the number of the NGOs steadily increased. More than 200 NGOs participated in population activities during the Fourth Five Year Plan period (1990-95). Among them were the Pathfinder Fund, the Family Planning Service and Training Center (FPSTC), Swanirvar Bangladesh, Family Planning Management Development (FPMD) and Bangladesh Family Planning Association (BFPA). Several studies show that areas, where both the government and NGOs are operating, have higher contraceptive prevalence rate (CPR) and lower fertility rate compared to the areas where the government operates alone. It is widely believed that NGOs made a significant contribution to the reduction of the fertility rate to the present level of 3.4 and raising CPR up to 48 percent (Planning Commission, 1998).

3.3 Enabling environment

In 1990, the government created the NGO Affairs Bureau (NGOAB) within the Ministry of Establishment to co-ordinate and to regulate the activities of NGOs operating with foreign funding. NGOs of foreign origin also come under the purview of the NGOAB.

The necessary approval for working with foreign donations, known as the FD Registration, is obtained from the NGOAB by the NGOs concerned. Separate approval for all projects is required from the NGOAB.

Until 1990, NGOs had to follow a complex set of rules and procedures. They had to apply to different government ministries and departments for registration, project approval and permission to obtain foreign funds. The NGOAB was therefore created to provide a one-stop service. It is now located within the Prime Minister's office and is responsible for all NGOs under the 1982 Foreign Contributions (Regulation) Ordinance.

The establishment of the NGOAB has positively changed the enabling environment for NGOs. It helps them obtain registration, approval and permission with respect to program implementation and receiving money from abroad, within a short period.

The NGOAB's mandate is as follows (Prime Minister's Office, 1993):

- ◇ to provide a one-stop service for NGO registration and project approval;
- ◇ to approve project proposals submitted by NGOs, release project funds and approve the appointment of expatriate officials/consultants and their tenure of service;
- ◇ to scrutinize and evaluate various reports and statements submitted by NGOs;
- ◇ to link, co-ordinate, monitor, inspect and evaluate NGO programs;
- ◇ to realize fees and service charges set by the government;

- ◇ to inspect NGO programs at field level and audit their income and expenditure accounts;
- ◇ to maintain liaison with donor agencies and NGOs;
- ◇ to examine NGO program reports and take action as necessary;
- ◇ to enlist chartered accountants to audit NGO accounts;
- ◇ to approve receipt of one-off contributions to NGOs; and
- ◇ all other matters relating to NGOs.

Although government–NGO cooperation is important for co-ordination and effectiveness of the programs, the two are sometimes at loggerheads, for many reasons, most of which originate from lack of pluralism and lack of respect for the other party. To create an enabling environment, some fundamental principles need to be recognized and accepted.

GO-NGO Consultative Council was formed “to provide a forum for dialogue between the government and NGOs and to suggest modalities for creating an enabling environment for greater involvement of NGOs” (Planning Commission, 1998). This remained largely inoperative.

A recent study on the non-profit sector summarizes some of the concerns as follows (Ahmad, 2002).

- The government has a legitimate authority to require accountability and transparency through well-defined and mutually agreed modalities and procedures. NGOs should be accountable transparent to the public authority, as well as to the people, that is, their larger clientele.
- Government bureaucracy sometimes places constraints upon certain areas, which may create a strained relationship with NGOs.
- Pluralism and limited state control are needed. Regulatory mechanisms should be applied to enhance the efficiency of NGOs and not to control them.
- The role of NGOs as public watchdog representing the people to promote good governance has been internationally accepted. The Government of Bangladesh should understand this reality and welcome it for its own transparency.
- NGOs can operate effectively if a favorable legal and regulatory environment exists to promote rather than constrain their potential. In certain areas, legal and procedural amendments are needed to facilitate the smooth and healthy functioning of the NGOs.
- A tripartite body with representatives of the government, NGOs and donors should be constituted to settle disputes, including hearing appeals.

3.4 Partnership at the local level

NGOs have consultative status in different forums (committees) at the district and the upazila level where they participate in and contribute to implementation of selected programs together with local level government officials, representatives of local government institutions and members of the civil society. Table 1 provides a list of these committees/meetings.

Table 1: List of committees/meetings with NGO participation

SL.	Name of the committee/meeting	Members
District level		
1	Agriculture Rehabilitation Committee	DC, Deputy Director/ Agriculture Extension, BRDB, BADC (Seed), NGO rep., DC (food)
2	Disaster Management Committee	All MPs, DC, all heads of concerning Depts. Representative. Of Red Crescent, Woman representative, CPP representative, NGO representative, Representative of Armed forces deputed, DRRO
3	House Allotment Committee	DC, XEN/PWD, NGO, and other officials
4	Tree plantation Implementation, monitoring and evaluation committee	DC, SP, DD (Agriculture/BRDB), XEN/LGED, SunOS, NGO representative, DC/Food, Ansar Adjutant, Divisional Forest Officer.
5	NGO Activity Monitoring Review Meeting	DC, All NGO, ADC (G), and other officials
6	VGD Development Co-ordination Meeting	DC, DEO, Social Welfare officer, DFO, DLO, DD/ BRDB/ DAE, Dist. Adjutant of Ansar, Woman welfare officer, 5 Representatives of NGOs, DRRO
Upazila level		
1	Agriculture Rehabilitation Committee	UNO, Agriculture Officer, UP Chairman, BRDB, BADC (seed), NGO representative, Upazila food controller.
2	Fertilizer and seeds monitoring Committee	UNO, Agriculture Officer, UP Chairman, BRDB, BADC (seed), NGO rep-1, Upazila food controller.
3	NGO coordination meeting	UNO, All NGOs, All upazila officials
4	Agriculture Development Committee	UNO, Agriculture Officer, UP chairmen, BRDB, BADC (seed), NGO rep-1,
5	Disaster management committee meeting	UNO, PIO, All Upazila level officials, NGO All, Red Crescent, CPP, All UP Chairman
6	Forest Retention Committee	UNO, Range Officer, NGO rep, UAO, UCO, USSO
7	VGD committee meeting	UNO, PIO, All Chairmen, Agriculture Officer, Livestock Officer, Fisheries Officer, Health & Family Planning Officer, Education Officer, Food Controller, Samaj Sheba Officer, RDO, Surabaya Officer, NGO
8	VGF committee meeting	UNO, PIO, All Chairmen, Agriculture Officer, Livestock Officer, Fisheries Officer, Health & Family Planning Officer, Education Officer, Food Controller, Same Sheba Officer, RDO, Surabaya Officer, NGO

4 PARTNERSHIP PROJECTS

Government-NGO partnership mainly takes place in the form of specific components of a project implemented by NGOs through formal contracts. Such partnerships mainly occur in projects funded by external donors. This is negotiated through different modes, such as:

- ◇ tripartite agreement between the contracted NGO, the government and the donor; or
- ◇ bilateral agreement between the government and the NGO; or
- ◇ bilateral agreement between the donor and the NGO.

NGOs are particularly sought after for activities pertaining to community mobilization and beneficiary participation. Profiles of some projects with government-NGO partnership are briefly presented in this chapter to provide a general understanding of the nature and extent of such collaboration. Projects in coastal zone are mentioned for obvious reason.

4.1 Khulna-Jessore Drainage Rehabilitation Project

The recently completed Khulna-Jessore Drainage Rehabilitation Project (KJDRP) was an endeavor of the BWDB with financial assistance from the ADB. It addressed both the technical and the institutional aspects of the drainage congestion problems. The project was implemented during the period from 1994 to 2002. Under this project four-layers of water management organizations (WMOs) were created. NGO activities were carried out under *Component A: Mobilization of Beneficiary Participation*.

Partner NGOs

The selection and evaluation of NGOs was done under direct supervision of Component A. To select NGOs, all relevant NGOs operating in the project area were identified. The government and the ADB approved this list. Eight NGOs were then engaged through tendering under the Director, WMD, BWDB (see Table2).

Table 2: Contracted NGOs in KJDRP by work period and zone of operation

NGOs	Work period	Zone of operation ¹⁵
Pradipan	1997-2002	A, B, D
Gono Uddog Forum (GUF)	1997-1998	B, D (parts)
Unnayan	1997-2002	C, B, I
Pragati Samaj Kalyan Sangstha (PSS)	1997-2002	E
Samaj Unnayan Sangstha (SUS)	1997-2001	F
Manab Seba Sangstha (MASES)	-	G
Jagorani Chakra	1997-2002	H, G, F
Sinarkhajura Bastuhara Sangstha (SIBAS)	1997-2001	I

Source: PDO-ICZMP, 2003b.

In July 1997, NGOs started the work of forming WMOs. BWDB regularly supervised and monitored the NGOs. In March 1999, NGO performance was evaluated and six NGOs were awarded further contracts. As a follow up in September 1999, NGO contracts were extended up to December 2002.

¹⁵ The project area was divided into nine hydrological zones: A to I.

Role of NGOs

The NGOs played a functional role in the institutional formation and development until completion of the project. Beneficiary participation was mainly organized through motivational activities of the NGOs. They played a vital role in organizing membership, meetings/consultations and training programs. Their activities are summarized below.

- At the water management group (WMG) level¹⁶, general members were enrolled on a regular basis. Development workers (DWs) employed by NGOs were involved to motivate local people to get enrolled in WMGs and subsequently helped in participating in activities related to water resources.
- NGOs were actively involved at both WMG and WMA (water management association)¹⁷ levels as the major organizers of the mandatory meetings. NGOs along with the WMA members were also engaged in the distribution of invitations for meetings, organizing meetings and documentation of the proceedings of the meetings.
- Information campaigns were carried out all through the project period. NGOs and BWDB Extension Overseers distributed campaign materials. Materials generally served the purpose of awareness building and information to stakeholders on project activities. In the final years of the project, a quarterly newsletter *KJDRP Barta* was published by Component A. Four issues were published both in Bangla and English. BWDB professionals, consultants, WMO representatives, NGO representatives and many others contributed short articles in these newsletters.
- Training programs were carried out by the NGOs for institutional capacity development at different levels. During 1997-98, training was carried out for the WMD and NGO teams on 'WMG/WMA formation and development'. A manual was developed for the purpose and over a hundred professionals received this training. During the period between 1998 and 2002, an integrated large-scale training program was carried out by Component A and the NGOs for the WMG and WMA members on a wide range of subjects: beneficiary participation; organization and management (including cooperative rules), economic management; agricultural development, women in development; health and childcare and water management and tidal river management. This program was based on a special training manual developed by Component A. During 2002, a special training program for all EC members of WMAs and members of the WMF was undertaken at the Bangladesh Academy for Rural Development (BARD) in Comilla on the theme of 'water management and leadership development'.
- Some local groups were critical to any BWDB intervention. These groups acted against accepting another BWDB project in the region. NGOs managed to arrest further aggravation of the conflict.

4.2 Char Development and Settlement Project

The Char Development and Settlement Project (CDSP) commenced activities in September 1994. It is a multi-sectoral project with components of land settlement, water management, development of physical infrastructures, productive development and institutional development. An inter-ministerial technical committee administers it with MoWR as the lead ministry and the BWDB as the lead agency. Among other partners are the LGED, DAE, DPHE and the Ministry of Land. The Netherlands government provides financial support.

¹⁶ One WMG for each village.

¹⁷ One WMA for each hydrological zone. In total, there are nine WMAs.

Partner NGOs

During the first phase (1994-99), three local NGOs were engaged to carry out specific community development activities under a direct contract from the project. They were *Upama* in Char Baggardona, *Shagarika* in Char Majid and *NRAS* in Char Bhatirtek. In the second phase from September 1999 (CDSP-II), BRAC (a national NGO) was engaged through a contract from the Netherlands Embassy in Bangladesh to take care of the NGO component and local NGOs were engaged through BRAC. As the project area was expanded, two more local NGOs were engaged to work in new areas: DUS in Hatiya and YPSA in the Muhuri accreted area.

At the outset, the project (TA team) directly implemented community development activities by engaging local NGOs. Later it was realized that the project does not have the capacity to do it, nor it would have any sustained effect in the post-project situation. Therefore, BRAC was involved to design and implement community development activities through a conglomerate of five local NGOs. BRAC is not only an implementing agency for a particular component; it is also a design partner and is represented in coordinating forums like the Inter-agency Coordination Committee (national level) and the Project Monitoring Committee (field level) together with other GoB stakeholders. CDSP provides a good example of government-NGO collaboration.

BRAC assumed the role of monitoring and supporting local NGOs that would actually interact with the char settlers. An agreement was arranged between BRAC and the Netherlands Embassy in Dhaka. BRAC would select local NGOs as partners. The agreement runs for a period of five years, from January 2000 to December 2004. The basic concept of the agreement is that the efforts of BRAC would be complementary to the government sponsored CDSP.

BRAC is working in collaboration with different agencies of the government of Bangladesh in implementing a number of development programs. Almost all the income-generating activities (poultry-livestock, fisheries, agriculture, social forestry, and sericulture) have collaboration with local government institutions and respective ministries.

Under the BRAC/CDSP project, BRAC is assisting five local NGOs in the project areas and simultaneously continues to work with a number of government agencies. BRAC selected/retained the partner NGOs considering their experience and activities in the coastal chars. The five implementing NGOs with respective areas are mentioned in Table 3.

Table 3: Implementing NGOs in CDSP

Name of NGO	Working area
Dwip Unnayan Sangstha (DUS)	South Hatiya, Bandartila (east Nijhum Dwip), Char Osman (south Nijhum Dwip)
Young Power in Social Action (YPSA)	Muhuri Accreted Area
Sagarika Samaj Unnayan Sangstha (SSUS)	Char Majid, Char Gangchil – Torabali, Char Lakshmi, part of Char Mora Dona
Unnayan Parikolpanay Manus (UPOMA)	Char Baggardona II, part of Char Mora Dona
Noakhali Rural Action Society (NRAS)	Char Bhatirtek

Source: BRAC, 2003

Interventions of NGOs

The landless and the poor who settled in the *chars* are the participants of the project. The project is supporting approximately 18,000 households. The main target groups are:

- ◇ landless laborers;
- ◇ destitute women;

- ◇ small farmers/tenants; and
- ◇ fishermen.

NGOs provide support for following activities (see Table 4 for details):

- ◇ staff and beneficiaries training;
- ◇ group formation and savings management;
- ◇ sectoral activities: homestead crops, social forestry, poultry and livestock;
- ◇ human rights and legal education;
- ◇ water and sanitation;
- ◇ health management;
- ◇ disaster management; and
- ◇ Refreshers training.

Table 4: Status of activities of NGOs in CDSP

Particular	Cumulative achievement up to December 2002		
	Male	Female	Total
Number of unions of covered			12
Number of villages covered			46
Number of households enrolled			12,672
Number of groups formed	58	499	557
Number of group members	1,377	11,515	12,892
Number of group meetings conducted			53,419
Savings of group members (Tk.)	718,251	7,507,233	8,225,484

Source: BRAC, 2003

4.3 Coastal Embankment Rehabilitation Project

The Coastal Embankment Rehabilitation Project (CERP) is implemented jointly by the Bangladesh Water Development Board (BWDB) and the Forest Department, operating under the supervision of the Ministry of Water Resources. The first stage of the project was implemented during the period June 1996 - June 1999. The second stage of the project started in August 2000 and was completed in March 2003.

The overall objectives of CERP are to:

- ◇ protect lives, land and infrastructure;
- ◇ improve agricultural production;
- ◇ introduce improved technology for design and construction of protection works; and
- ◇ introduce improved, people based, participatory methods of embankment maintenance.

The project components includes:

- ◇ major works: rehabilitation and structural improvement of embankments in eleven polders;
- ◇ minor works: minor rehabilitation and improvements in seventeen polders;
- ◇ studies to investigate cost-effective town protection works for Sandwip Island;

- ◇ compensation, rehabilitation and resettlement of people displaced by the project;
- ◇ afforestation and vegetation of embankment slopes and foreshore;
- ◇ improved Operation and Maintenance in twenty one polder;
- ◇ environmental monitoring;
- ◇ technical assistance; and
- ◇ training.

Community participation approach

In implementing the above-mentioned activities, the project adopted a “community participation approach” to achieve the following main objectives:

- ◇ offsetting the tendency of gradual reduction of project benefit; and
- ◇ keeping down the costs of O&M of the polder system thereby reducing the overall project investment costs.

In order to achieve these goals, NGOs were considered as the most effective driving force to facilitate the community people through imparting training and supervising the landless people in O&M and afforestation activities.

The areas of community participation were identified as follows:

- ◇ routine embankment maintenance;
- ◇ foreshore afforestation;
- ◇ embankment afforestation; and
- ◇ periodic embankment maintenance.

Partner NGOs

In different period the following NGOs were involved in the project activities:

- ◇ DORP
- ◇ CCDB
- ◇ Protyashi
- ◇ PMUS
- ◇ GUDSEK
- ◇ Need Bangladesh

NGOs in CERP are ‘contractors’ for the component on beneficiary participation. They are not involved in the planning and design of the project.

Activities of the NGOs

By following approved community participation model local people are motivated and mobilized for project activities. The relevant communities were organized to form different functional groups like Embankment Settlers (ES), Embankment Protection Group (EPG), Landless Contracting Societies (LCS), etc. Selected data on these groups are presented in Table 5.

CERP has individual contract with the Embankment Settlers (ES) to allow them 20mx10m of land as homestead plot. The NGOs assist the settlers in house shifting, house construction in the homestead plots, preparation of proper water and sanitation system, etc.

The Community Development Fund provides resources to implement complementary activities towards supporting poverty alleviation program, which eventually aims at strengthening project operation and group cohesion. The community development activities complementary to the project, that are supported by the CDF involve: (a) water supply and sanitary facilities for the settlers; (b) training and education programs for the community members at large; and (c) income generating activities for the immediate group members. NGOs facilitate the community members in the formulation of action plans, further elaboration of the plans (if necessary) and implementation of the plan.

Table 5: Status of community-based groups in CERP as of September 2002

Types	Indicators	Priority Works Program (PWP) polders		CERP polders	
		Signed	Selected	Signed	Selected
Embankment Settlers (ES)	Groups/Members	62/628	65/646	41/354	45/470
Embankment Protection Groups (EPG)	Groups	7	28	120	160
Embankment Maintenance Group (EMG)	Groups/members	3/38	13/140	NA	NA
Landless Contracting Societies (LCS)	Groups/members	3/1320	13/499	1/40	1/40
Foreshore Forestry Groups	Groups	40/449	83/1290	12/144	93/1612
Foreshore Private Landowners (FPLO)	Groups/members	NA	660/6396	NA	36/7200
Community Meetings	Participants	NA	1315/17686	NA	610/9642
Training	Participants	NA	34/1764	NA	55/2197

Source: CERP, 2002

NA: not applicable/available

The NGOs impart training to the members of respective beneficiary groups for implementation of project activities. The group members receive orientation training basically on contents of the contract agreement, preparatory works on plantation, group's internal administration and financial management, modalities of payment, cooperative spirit and team building, operation and maintenance of embankments, plantation management, etc.

4.4 Sundarban Bio-diversity Conservation Project

The Sundarban Bio-diversity Conservation Project (SBCP) is a project of the Forest Department of the Ministry of Environment and Forest. The NGO involvement is to provide the Forest Department with the assistance necessary to develop resource user groups and associations with a view to sustainable resource extraction and management of Sundarban Reserve Forest (SRF) resources.

The process of NGO selection was done through open advertisement in newspapers. Accordingly, 24 NGOs were selected and duly approved by the Ministry of Environment and Forest. Most of the contracts were signed in September 2001.

NGO selection criteria

The NGOs were selected on the basis of the following criteria:

- registered either with the Department of Social Services, Ministry of Women and Children Affairs or the NGO Affairs Bureau;
- partner organizations of the *Palli Karma-Shahayak foundation* (PKSF);
- maintain an accounting system consistent with the standards required by PKSF;
- maintain a revolving fund of at least Taka two millions, availability of annual reports and audit reports;
- have at least two years experience of community development work in the concerned upazila, and have formed 50 groups in the upazila;
- are able to provide staff with appropriate qualifications, technical expertise and training;
- have an office/infrastructure in the concerned upazila, including training facilities, and have the ability to develop accommodation facilities for their staff in the upazila near the working site;
- have at least five years of experience in group formation, motivation and mobilization work related to rural development and/or biodiversity conservation activities; and
- have experience of specific types of rural development work, such as income and employment generation, provision of micro-credit, and improvement of social services such as education, health and sanitation, and supply of safe drinking water.

The allocated areas for each NGO within the impact zone and a compilation of the NGOs selected are presented in Appendix 12.

Role of NGOs

The NGOs carry out activities necessary to increase income, create alternative employment and improve social service access among the Sundarban users, in order to reduce pressure on the SRF. The role of NGOs in implementing the community development activities within the impact zone has been considered crucial in the project document.

4.5 Empowerment of Coastal Fishing Communities Project

The project on Empowerment of Coastal Fishing Communities (ECFC) for livelihood security (BGD/97/017) was launched in December 2000. Department of Fisheries under the Ministry of Fisheries and Livestock (MoFL) is the executing agency of the project while the FAO provides technical assistance to the project. The project is funded by the UNDP.

The project aims to enable and facilitate participatory community-based fisheries management and sustainable livelihood development of coastal fishing communities in all upazilas of Cox's Bazar District.

NGO involvement

The declared objective of ECFC is “to promote the livelihoods security of the poor through access to assets and resources”. To fulfill the objective, the project has contractual agreement with thirteen NGOs, who are termed as Service Providers. Depending on the performance and capacity in specific geographical areas and sectors, the NGOs were selected after screening (see Appendix 13 for selection criteria).

The activities of the project are divided into seven sectors. The NGOs are contracted to help the project staff to carry out specific activities in different sectors.

The service providers along with the project staff arrange monthly coordination meeting with the VO (village organization) and VDC (village development committee) members.

Involvement of NGOs in the project started in January 2003. They are termed as “service providers” in the project vocabulary and their role is to deliver certain services under contractual agreements. In that sense, they are ‘contractors’ and not ‘partners’ in the process.

Partner NGOs

The distribution of the service providers according to activities is presented in Table 6.

Table 6: Sectoral distribution of service providers in the ECFC project

Sector	Service provider (NGO)
Social mobilization	GMF, BASTAB
Primary Health Care and Water & Sanitation	RIC, CDS
Community Based Fisheries Management	CNRS, BCAS
Community Based Primary Education	OSAD, CATALYST
Alternative Income Generation	TARD, TRIBEDI
Disaster Preparedness	BDPC, ISDE
Legal Aid Support	BELA

4.6 Rice Diversity Sub-Project

Rice Diversity Sub-Project (RDSP) is a joint project of the Bangladesh Rice Research Institution (BRRI) and the International Rice Research Institution (IRRI) implemented under the umbrella of Poverty Elimination through Rice Research Assistance (PETRRA). Natural characteristics of southwest Bangladesh are complex and different from other regions. While there are tidal floodplains, there are large areas subject to water logging. Saline and fresh water zones exist side by side. This complex nature is reflected in the huge diversity of rice varieties.

The objectives of the sub-project are:

- ◇ collection of germplasm of different varieties of rice cultivated in the region;
- ◇ preserving the threatened varieties from extinction; integrating modern technical knowledge with farmers’ traditional wisdom with participation of local farmers; and
- ◇ developing new varieties of rice that are suitable for the environment of the region.

The project identified six sub-ecosystems in four districts of the region and selected 300 resource-poor farmers in 20 villages in the six sub-ecosystems for trial and demonstration.

NGO involvement

The project is being implemented with support from 16 local NGOs coordinated by CDP and Uttaran under the umbrella of a Sustainable Agriculture Forum (SAF). Their distribution is shown in Table 7.

Table 7: Distribution of NGOs by working area in RDSP

Ecological characteristics of the area	Name of the NGO	District	Upazila	Village
Fresh Water Water-logged	Protiva	Jessore	Keshabpur	Kalicharanpur
	PJSKS	Jessore	Keshabpur	Sarutia
	Setubandhan	Jessore	Monirampur	Kashipur
	RUSTIC	Bagerhat	Fakirhat	Satsoiya
Brackish water Water-logged	Let Us Progress	Khulna	Koyra	Hathiardanga
	Uttaran	Satkhira	Tala	Krishnanagar
Saline Water	AOSED	Khulna	Dacope	Bajua
	Muktir Alo	Khulna	Koyra	No.5 Koyra
Brackish water (Tidal)	SHADE Bangladesh	Bagerhat	Bagerhat Sadar	Bagmara
	GOTI	Bagerhat	Rampal	Kumlai
	IDEAL	Satkhira	Debhata	Kora
Tidal (Brackish)	Agrodoot club	Bagerhat	Saronkhola	Rajapur
	RUNNER	Bagerhat	Morrelganj	Nishanbaria+Dhan
	Uttaran	Khulna	Paikgacha	Protapkati
Brackish water	LoCOS	Khulna	Batiaghata	Gangarampur
	Bandhan	Khulna	Batiaghata	Shoilmari
	Provati	Khulna	Dumuria	Kanchanpur
	Uttaran	Satkhira	Tala	Nowapara

Source: CDP, 2002

4.7 Partnership experience

While government-NGO cooperation is promoted as an ideal instrument of program implementation, government agencies and NGOs face the contextual reality as they start working under project conditions. In many respects they are to go beyond their conventional domains to work out arrangements with their respective counterparts. Some lessons and conclusions may be drawn based on their experiences of working together. These are summarized below.

- Both the parties (government agencies and NGOs) get an opportunity to learn from each other's perspective and are in a position to compare their respective mode of operation. This helps in fostering mutual understanding.
- Government agencies and NGOs have their comparative advantages and weaknesses in respective fields. Together they outweigh their deficiency.
- NGOs feel encouraged when they are treated as 'partners'. Often they are treated as 'contractors' against their will. Projects (the government agencies in the driving seat) have a feeling that NGOs must comply with all contractual obligations as they are paid for. This sometimes undermines the situation at the ground level where the intervening party (the NGOs) is to adapt themselves continuously, as they are to deal with human beings in a particular socio-cultural setting. In their perception, constructing a culvert and developing social awareness are not comparable tasks and should not be weighed in the same manner.
- NGOs are not involved in the design phase of a project. But they are to face all the implications. Many NGOs feel that participation of NGOs should be ensured right from the beginning to ensure more accountability from them.
- Small local NGOs are scared of losing their identity when they are subject to supervision and monitoring of one big NGO.
- Some NGOs are found not capable of undertaking the task for which they have been contracted. They may have a good track record and experience at the central level (for which they are able to own award), but may not have skilled staff at the project level (cannot implement programs).

- Some NGOs look for a partnership project for their own survival, as it brings money for them. They lack adequate knowledge and capacity to perform. They are engaged to fulfill certain project conditions (this is often mandatory as a donor condition). In such situation, some NGOs need continuous assistance and ‘spoon-feeding’ by project officials (particularly by members of the technical assistance consultants).
- Some NGOs do not feel comfortable with financial arrangements and prefer to receive their fees and expenses directly from the donor and not from the counterpart government agency.

Government-NGO cooperation has been evident in CDSP and KJDRP in both areas of planning and implementation, while the role of NGOs is limited as “implementing partners” or mere contractors in other projects. It is also possible that all NGOs are not capable to contribute in the planning and design of a project, though many of them have capacity to implement some components of a project. Hence, it is not necessary to have a general framework of partnership for all NGOs.

Government-NGO collaboration and partnership is based on mutual convenience. Government acknowledges that the NGOs are better linked to the grassroots and are effective instruments of beneficiary mobilization. On the other hand, NGOs are able to transcend beyond a *welfare approach* to a *development approach* and to contribute in the mainstream of the national and regional development processes. An enabling environment for partnership has developed over the years, which is manifested in the increasing number of projects. However, the relationship is sometimes strained due to lack of understanding of each other’s perspective and mutual respect.

NGOs have proven ability and expertise in some fields. Because of their proximity to the ground and flexible mode of operation, they are, in many cases, innovative, adaptable, faster and cost-effective.

At present, government-NGO cooperation is observed in two areas: social mobilization and service delivery. While some national NGOs are effective in both fields, small local NGOs are primarily suitable for social mobilization activities at the grassroots level. Areas in which government-NGO cooperation could be sought depend on the nature of the interventions and the expected outcome. Certain components may be delegated or subcontracted to NGOs where they possess comparative advantages. It is also important to identify capable NGOs with a good track record. Areas of cooperation have been summarized in a recent study as follows (Ahmad, 2002).

- **Project identification:** NGOs can explore the social feasibility and social utility of a project. For example, an NGO working at the grass-roots level is more likely to know about the possible adverse effects and social costs of a development project.
- **Organizing beneficiary groups:** NGOs can effectively mobilize and integrate people into the development process through a bottom-up approach, ensuring grassroots participation in project planning and implementation.
- **Directly implementing social components of projects:** For example, the Department of Public Health Engineering is the best suited to install a tube well but an NGO may be more capable of identifying, training and monitoring a caretaker for the well.

5 CONCLUSION

There seems to exist a widespread opinion that NGOs should and could play a more efficient and effective role as partner in the social and economic development of the country. However, it is far from clear how far such partnerships should go and how they should be structured. Experiences are limited to project-oriented cooperation, where NGOs deliver services under a contract and the key question remains: *how to incorporate NGOs in a structured ICZM and build up partnerships that go beyond project implementation (strategic)*. The following gives a few general observations that should be taken into account when further exploring such partnerships and recommends on next steps.

- NGOs are a fact of life in Bangladesh's socio-economic development and a widely accepted vehicle to channel donor contributions to grassroots development processes. However, they do not and should *not replace government*. Their focus on social and environmental issues, rather gives them the status of "action groups" than representatives of the public in general. In other words, they are fundamentally not democratic in the sense of being accountable to a general electorate.
- The above implies that NGOs should be properly regulated by the government and always will be sub-contracted in one form or another. It would, for example, not be acceptable, that NGOs collect contributions from beneficiaries other than on a voluntary basis.
- NGOs have slowly changed their working scope and working areas. From "organized philanthropy" they now provide alternatives to government services, such as education and public healthcare. They are increasingly being acknowledged as "service providers" (as they are termed in the ECFC project). This shift was basically need-based and not guided by the government. From the ICZMP perspective *structural arrangements for ICZM will only be possible on the basis of structural GoB-NGO arrangements*.
- NGOs, however, do have special capacities that are essential for implementing the poverty and vulnerability reduction related objectives of ICZM. An important advantage is their efficiency and effectiveness in reaching out to the poor and NGOs became effective in channeling donor support towards this poor people.
- NGOs consist of different kinds of organizations, ranging from very small to very big and from rather general service providers to very specific social group supporters. In this context difference should be made between major national NGOs and small local NGOs. While some national NGOs with proven capacity can effectively participate as "design partners" in developing projects, local NGOs would fit in as "implementing partners" in the field.
- In addition to the disadvantage that they are not elected representatives and government control on their role as service providers is lacking, small NGOs do not have the structure, nor the mechanisms to institutionalize experiences. Big NGOs may be better equipped in this sense.
- A GoB-NGO partnership in the ICZM context would at least have the following essential functions:
 - ◊ *planning and identification of interventions*: active contribution of NGOs to the formulation of coastal strategies and concept notes (in close interaction with GoB agencies).
 - ◊ *implementation*: use the operational capabilities of NGOs to reach out to the target groups efficiently and effectively (coordinated with other partners in the coastal development process) and

- ◇ *institutionalization of experience:* learn from and disseminate NGO experiences for better planning and implementation of interventions.

NGOs are an important stakeholder. They are a reality and they possess comparative advantages in certain fields. Hence, it is necessary to draw on their productive potential for the common good. In order to find an agreed framework of partnership, discussion should start with NGOs (and GoB) on such questions as:

- ◇ how to participate in strategic processes;
- ◇ how to participate in project identification and formulation;
- ◇ how to improve coordination of project implementation and in particular how to structure links with local and national government agencies;
- ◇ how to institutionalize knowledge; and
- ◇ what NGO-strategy to incorporate in the CDS.

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APPENDIX 1: NON-PROFIT INSTITUTIONS SERVING HOUSEHOLD ESTABLISHMENTS BY TYPE AND REGION

Greater district	Total	Professional association	Trade union	Employee's association	NGOs	Voluntary organizations	Clubs	Cultural institutions	Religious institutions
Patuakhali	6,586	3	0	23	30	208	103	34	6,185
Barisal	13,357	12	0	60	77	259	245	100	12,604
Chittagong	7,036	21	11	81	28	651	286	74	5,884
Noakhali	9,700	12	0	57	29	320	230	28	9,024
Faridpur	17,631	3	0	364	36	334	144	30	16,720
Khulna	10,686	6	0	164	43	303	111	16	10,043
Jessore	12,180	3	0	333	86	369	132	55	11,202
Total CZ	77,176	60	11	1,082	329	2,444	1,251	337	71,662
Bangladesh	206,142	185	159	3,826	1,195	6,961	3,435	1,072	189,309
% CZ	37	32	7	28	28	35	36	31	38
% Organizations									
CZ	100.0	0.1	0.0	1.4	0.4	3.2	1.6	0.4	92.9
Bangladesh	100.0	0.1	0.1	1.9	0.6	3.4	1.7	0.5	91.8

Source: BBS, 1999.

APPENDIX 2: DISTRIBUTION OF NGOS IN THE COASTAL DISTRICTS

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
1	Abdul Gaffar Welfare Foundation (AGWF)																*			
2	Aburkhill Janakalyan Samiti						*													
3	Action Aid - Bangladesh				*															
4	Action on Disability and Development													*						
5	Activities for the Landless Organized with Consciousness (ALOC)												*						*	
6	Adarsha Dishari Sangstha										*									
7	Adarsha Women Sangstha (AWS)																*			
8	Ad-Din Welfare Center										*									
9	Advanced Rural Concept										*									
10	Advancement of Rural Peoples Organization for Needy (ARPON)						*									*				
11	Agency for Integrated Development	*																		
12	Agradut Club	*																		
13	Ahsania Welfare Mission																		*	
14	Aleya Rahman Ladies Club (ARLC)																*			
15	Aloran						*													
16	Aloshikha Rajihar Social Development Center			*						*										
17	Alternative Development Organization for Research and Evaluation (ADORE)																			
18	Amrah						*													
19	Anannya Mohila Samity																		*	
20	Anirban Mahila Sammittee																*			
21	Annesha						*													
22	Annesha Foundation	*								*		*						*		
23	Antarjatic Besamarik Seba Sangstha (ABESH)															*				
24	Anurag Krishi O Matsha Unnayan Samabaya Samity											*								
25	Arenda Mahila Kallayan Samity										*									

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
26	Ashar Alo Mohila Unnayan Somity														*					
27	Asho Samaj Gori														*					
28	Assistance for Development Programme															*				
29	Assistance for Slum Dwellers						*													
30	Association for Integrated Socio-Economic Development for Under Privileged People	*											*							
31	Association for Peoples Advancement																*			
32	Association for Realization of Basic Needs (ARBAN)				*		*	*									*			
33	Association for Social Action and Improvement										*				*					
34	Association for Social Advancement (ASA)		*													*	*			
35	Association for Social Development Organization												*							
36	Association for Village Advancement			*																
37	Association for Volunteers for Rural Development - Bangladesh			*								*					*			
38	Association of Voluntary Action for Society (AVAS)			*													*			
39	Association of Zonal Approach Development							*												
40	Association for Development of Landless & Homeless Women (ADLHW)																*			
41	Bahumukhi Samaj Kallayan Sangstha		*																	
42	Banaful Social Welfare Organization						*													
43	Banchte Shekha										*		*		*					
44	Bandhan															*				
45	Bandhu Kollayan Sangstha										*									
46	Bangladesh Samaj Unnayan Samity						*													
47	Bangladesh Academy for Rural Social Advancement (BARSA)	*																		
48	Bangladesh Auxiliary Services for Social Advancement (BASSA)									*										
49	Bangladesh Bhumihin Bahumukhi Kalyan Samity (BBBKS)									*				*						
50	Bangladesh Development Partnership Centre (BPDC)			*							*				*		*			
51	Bangladesh Development Society			*						*							*	*		
52	Bangladesh Extension Education Services									*										

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
53	Bangladesh Health and Rural Development Society			*																
54	Bangladesh Human Rights Forum (BHRF)												*						*	
55	Bangladesh Institute of Apiculture										*									
56	Bangladesh Institute of Theatre Arts						*													
57	Bangladesh Legal Aid Foundation									*	*									
58	Bangladesh Mahila Sangha (Jatiya)						*													
59	Bangladesh Nari Progoti Sangha (BNPS)						*				*		*							
60	Bangladesh Rural Advancement Foundation (BRAf)									*										
61	Bangladesh Rural Advancement through Voluntary Enterprise (BRAVE)			*																
62	Bangladesh Rural Association for Development (BRAD)															*				
63	Bangladesh Rural Integrated Development for Grub-Street Economy (BRIDGE)	*		*									*							
64	Bangladesh Women's Health Coalition (BWHC)														*					
65	Bangla-German Sampreeti						*	*												
66	Banophul												*						*	
67	Barguna Social Development Organization (BSDO)		*																	
68	Barinagar Samaj Kallayan Sangstha										*									
69	Barisal Samaj Unnayan Sangstha (BSUS)			*																
70	Barisal Social Advancement Society (BSAS)			*																
71	Bazlur Rahman Foundation (BRF)																*			
72	Bhagni Nivedita Manchya	*									*								*	
73	Bhumija																		*	
74	Bikalpa Unnayan Karmashuchi (BUK)			*	*															
75	Bonchaya Mohila Kallayan Somity (BMKS)												*							
76	Bongio Shangscletic Chakra (BSC)	*																		
77	BRAC			*	*			*	*	*	*		*							
78	Bul-Bul Samaj Kallayan Sangstha										*									
79	Care-International Bangladesh			*			*	*			*		*							

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
80	CARITAS-Bangladesh			*			*						*							
81	Center for Upliftment of Rural Economy (CURE)					*														
82	Centre for Coastal Environmental Conservation (CCEC)												*							
83	Centre for Community Development Assistance							*					*							
84	Centre for Human Development												*							
85	Centre for Mass Education in Science (CMES)		*				*					*					*			
86	Centre for Rehabilitation Education Earning Development (CREED)						*	*				*								
87	Chandpur Atma Nibedita Mohila Sangstha					*														
88	CHEMF			*																
89	Chittagong Anti Drug Abuse Society (CADAS)						*													
90	Chittagong Women Working for Family Planning and Welfare (CWWFP&W)						*													
91	Chittra Development Centre (CDC)														*					
92	Christian Commission for Development in Bangladesh (CCDB)			*						*										
93	Coastal Association for Social Transformation				*															
94	Coastal Resource Centre												*						*	
95	Comilla Proshika Centre for Development (CPCD)														*					
96	Community Association for Rural Development (CARD)					*														
97	Community Based Development Project (CBDP)		*																	
98	Community Development Centre (CDC)	*																		
99	Community Development Centre (CODEC)		*				*							*			*			
100	Community Development Library (CDL)				*		*				*		*	*		*	*			*
101	Community Health and Development Programme (CHDP)																*			
102	Community Health Care Project (CHCP)			*						*										
103	Community Re-construction Centre (CRC)	*																		
104	Community Research and Development Institute														*					
105	Community Service Centre (CSC)			*																
106	Concern-Bangladesh							*					*							

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
107	Concerned Women for Family Planning (CWFP)						*						*							
108	Concern-Universal							*												
109	Dak Diye Jai (DDJ)	*																*		
110	Dakshin Banga Nari Kalyan Sangstha			*																
111	Darial Union Jana Kallayan Sangastha (DUJKS)			*																
112	Daridrya Nirashan Prochesta (DNP)									*										
113	Deana Uttarpara Mohila Samity												*							
114	Desha Samaj Kallayan Sangstha										*									
115	Destitute Child and Human Development Organization (DCHDO)										*									
116	Development Association of Barisal - DAB			*																
117	Development Centre International (DCI)			*																
118	Development Organization of the Rural Poor (DORP)		*		*	*	*							*		*				
119	Development Partner (DP)										*		*						*	
120	Dhaka Ahsania Mission		*				*	*			*		*						*	
121	Dip Shikha Sangstha										*									
122	Disabled Rehabilitation & Research Association										*								*	
123	Dishari													*		*				
124	DUS-Bangladesh	*							*					*		*				
125	Dustho Mohila Punarbashan Kendro (DMPK)														*					
126	Dwip Unnayan Sangstha (DUS)															*				
127	Economical Social Organization											*								
128	Eskandar Welfare Foundation (EWF)																	*		
129	Family Planning Association of Bangladesh (FPAB)			*			*	*			*		*			*	*			
130	Family Planning Services and Training Centre (FPSTC)			*		*	*	*	*	*	*		*		*		*			
131	Fatema Rural Education and Health Centre						*													
132	Friends of Bangladesh - USA												*							
133	Gana Unnayan Sangstha (GUS)											*								

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
134	Gana Unnayan Society (GUS)									*				*						
135	Gandhi Ashram Trust (GAT)								*					*		*				
136	GHARONI				*		*													
137	Ghashful MCH FP and FW Association						*													
138	Gono Bikash Karjakram (GBK)									*										
139	Gono Gobeshana O Unnayan Foundation (GOUF)							*			*									
140	Gono Jagoron Kendra (GJK)										*									
141	Gono Sangstha										*									
142	Gono Unnayan Prochesta (GUP)						*			*										*
143	Gonojagoran Shamaj Kallyan Shangstha (GSKS)												*							
144	Gonoshahajjo Sangstha (GSS)	*											*							
145	Gonoshasthya Kendra								*								*			
146	Gram Bikash Sangstha (GBS)												*							
147	Gram Kendra															*				
148	Grameen Seba Sangstha		*		*												*			*
149	Grameen Unnayan Sangstha (GRUS)		*																	
150	Grameen Unnayan Sangstha (GUS)										*		*							
151	Gram-Vati						*													
152	Green Bangladesh						*													
153	Habitat & Economy Lifting Programme (HELP)	*																		
154	Haqqani Mission Bangladesh												*							
155	HEED Bangladesh						*	*					*			*				
156	Help Age - Bangladesh										*									
157	Human Advancement Programme (HAP)																*			
158	Human Co-operation Centre in Bangladesh (HCCB)			*						*										
159	Human Development Organization (HDO)																*			
160	Human Development Services Society					*						*								

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
161	Human Rights and Development Project												*							
162	Human Rights Development Project - Satkhira																		*	
163	Human Rights First The Child (HRFC)				*															
164	Image						*													
165	Institute for Rural Development			*																
166	Institute of Development Education for Advancement of Landless (IDEAL)																		*	
167	Institute of Integrated Rural Development					*														
168	Integrated Development Association of Bangladesh (INDAB)			*																
169	Integrated Development Foundation (IDF)						*													
170	Integrated Programme for Social Advancement (IPSA)			*																
171	Integrated Social Development Effort (ISDE)						*													
172	Integrated Social Development Organization (ISDO)										*									
173	Integrated Social Development Project (ISDP)											*								
174	Integrated Social Welfare Association (ISWA)		*																	
175	Integrated Village Development Centre (IVDC)			*							*									
176	Interlife - Bangladesh				*															
177	International Voluntary Services (IVS)												*							
178	Island Development Society (IDS)				*															
179	Jagarani Agriculture and Rural Development Institute (JARDI)			*								*								
180	Jagarani Sangstha									*										
181	Jagorani Chakra (JC)										*				*					
182	Jagrata Jubo Sangha (JJS)	*											*							
183	Jana Kalayan Sangha (JKS)									*										
184	Jana Seba Kendra (JSK)													*						
185	Jatio Bandhujan Parishad				*															
186	Jatiya Tarun Sangha										*									
187	Kabi Sukanta Seba Sangha (KSSS)									*										

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
188	Kajer Dak														*					
189	Kalshira Social Reconstruction Centre																			
190	Kalyani Voluntary Social Welfare Association						*													
191	Karma O Palli Unnayan										*		*							
192	Karmazibi Shangstha										*									
193	Kedarpur Tarun Majlis (KTM)			*																
194	Khalifa Foundation (KF)		*																	
195	Khanhajania Gonobiddalaya	*																		
196	Koinonia									*	*							*	*	
197	Labor Education Environment Rehabilitation Health Organization (LEEHR)						*													
198	Leo Jubo Shangshad												*							
199	Life Association	*											*						*	
200	Loke Nattayao Sangskritic Unnayan Kendro (LOSAUK)												*							
201	Love and Peace			*																
202	Love the Children Foundation (LCF)						*													
203	Madaripur Legal Aid Association									*										*
204	Maer Achol	*											*							
205	Mahila Unnayan Sangstha							*												
206	Malerhat Jubo Shangha (MJS)					*														
207	Mamata						*													
208	Man For Man		*																	
209	Manab Kallan Sangstha												*							
210	Manab Sampad Unnayan Kendra																		*	
211	Manob Seba Sangstha (MASES)										*		*							
212	Manush Manusher Jonnyo (MMJ)												*							
213	Marie Stopes Clinic Society						*		*				*							
214	Mennonite Central Committee (MCC)			*												*				

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
215	Meraj Samaj Kalyan Sangstha													*						
216	Micro Industries Development Assistance Services (MIDAS)						*						*							
217	Mohila Kallan Samity (MKS)														*					
218	Mohila Samaj Unnayan Sangstha									*										
219	Mohila Unnayan Foundation (MUF)																			*
220	Mollakandi Jubo Samaj Kallyan Sangha (MJSKS)					*														
221	Mukti Nari O Shishu Unnayan Sangstha										*									
222	Muktipath Unnayan Kendra (MUK)						*													
223	Muktir Alo												*							
224	Multi Task		*																	
225	Nabarun Sangsad												*							
226	Nabolok Parishad	*											*							
227	Nari Kalyan Parishad						*													
228	Naria Unnayan Samity (NUSA)																			*
229	National Council of YMCA of Bangladesh			*			*			*										
230	National Development Organization (NADO)									*										
231	Nature Conservation Movement							*												
232	New Life Foundation of Bangladesh (NLFB)										*				*					
233	NGO Forum for Drinking Water Supply and Sanitation			*			*				*		*							
234	Nijera Kori						*						*							
235	Nijera Shikhi			*												*			*	
236	Nishkriti						*							*						
237	Noakhali Rural Development Society (NRDS)													*		*				
238	Nowzuwan						*													
239	Ongikar										*									
240	Organization for Social Action (OSA)				*															
241	Organization for the Poor Community Advancement (OPCA)					*														

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
242	Organization for Women's Development in Bangladesh						*													
243	Organization of Art for Children (OACH)						*													
244	Padakhep Manabik Unnayan Kendra			*							*							*		
245	Page Development Centre					*							*							
246	Pajia Jubo Samaj Kallayan Samity										*									
247	Palli Formation (PF)			*	*												*			
248	Palli Gono Unnayan Kendra (PGUK)			*																
249	Palli Pragoti Sangstha (PPS)						*													
250	Palli Punarghatan Club											*						*		
251	Palli Seba Sangha																*			
252	Pally Chetana																		*	
253	Pally Unnayan Samity (PUS)			*																
254	Paopulation Crisis Control & Mass Education Committee												*							
255	PARC				*		*													
256	Paribar Parikalpana Maa-O-Shishu Shastha Prokalpana																		*	
257	PARSHI												*							
258	Parthib Kalyan Sangstha (PKS)									*										
259	Participatory Approach for Rural Development																	*		
260	Patiya Proshika Unnayan Kendra						*													
261	Patuakhali Development Centre (PDC)																*			
262	Patuakhali Development Organization (PDO)																*			
263	People's Development Foundation																	*		
264	People's Education and Organization Non-Formal (PEON)															*				
265	Pirojpur Gono Unnayan Samity (PGUS)																	*		
266	Pothikrit						*													
267	Prism-Bangladesh							*					*	*		*				
268	Prodipan	*		*							*		*		*					

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
269	Progati Samaj Kalyan Sangstha (PSS)												*							
270	Progati Samaj Unnayan Sangstha																		*	
271	Proshika		*	*	*		*	*	*	*			*	*	*	*	*	*		
272	Prottasha Human Development Organization (PHDO)			*																
273	Prottiyashi						*													
274	Provati												*							
275	Purba Bhandaria Krishok Shramik Kalyan Samity																	*		
276	Rehabilitation & Development Organization for Landless (RADOL)						*													
277	REMOLD															*				
278	Resource Integration Centre (RIC)							*								*		*		
279	Rights Jessore										*									
280	Rishilpi Development Projects																		*	
281	Rokeya Ahmed Foundation (RAF)										*									
282	Runner Daridra Bimochon Kendra (Runner)	*											*							
283	RUPALI (Rural People's Activities for Longstanding Institution)																		*	
284	Rupantar	*											*							
285	Rural Development Organization (PDO)			*																
286	Rural Development Sangstha (RDS)																*			
287	Rural Development Society (RDS)									*										
288	Rural Economic and Social Welfare Organization (RESWO)										*									
289	Rural Health & Development Society (RHDS)	*																		
290	Rural Poverty Remove Organziation (RPRO)										*									
291	Rural Reconstruction Centre (RRC)										*				*					
292	Rural Unfortunates Safety Talisman Illumination Cottage (RUSTIC)	*											*							
293	RUSTIC Society										*									
294	Sagarika Samaj Unnayan Sangstha															*				
295	Samadhan										*								*	

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
296	Samaj Gobeshana O Unnayan Sangstha														*					
297	Samaj Unnayan Procheta										*									
298	Samaj Unnayan Shangstha (CDO)									*										
299	Samajik Unnayan Sangstha (SUS)			*								*								
300	Samannita Shamaj Kallan Shamittee (SSKS)		*																	
301	Samannito Jono Kallayan Kendra (SJK)						*													
302	Samanwit Samaj Unnayan (ISD)			*																
303	Sammilito Samaj Kalyan Shangha (SSKS)						*													
304	Sampreeti			*						*										
305	Sanchay												*							
306	Sangathita Karma Sangsthan Prokalpa (Sangkalpa)		*																	
307	Sangram		*																	
308	Saptagram Nari Swanirvar Parishad (SNSP)										*									
309	Satkhira Unnayan Sangstha (SUS)										*		*						*	
310	Save the Coastal People			*																
311	Save the Planet										*									
312	Seba Samaj Kallayan Sangstha (SSKS)										*									
313	Service Civil International - Bangladesh (SCI-B)			*							*						*			
314	Seva Sangha						*													
315	Shahbajpur Unnayan Sangstha (SUS)				*															
316	Shaheed Ali Karim Foundation						*								*					
317	Shaheed Nazrul Smriti Sangsad-NSS		*																	
318	Shakaler Janna Kallayan																	*		
319	Shanti Uddyog Trust - SUT	*																*		
320	Shapla Phool	*																		
321	Shariatpur Development Society (SDS)																			*
322	Shastha O Kallayan Sangstha (SKS)																			*

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
323	Shastho O Jono Unnayan Sangstha												*							
324	Shawdesh Unnayan Kendra (SUK)																	*		
325	Shimanandapur Garibshan Atimkhana														*					
326	Shirashuni Humanitarian Inhance Territorial Unity (SETU)												*		*				*	
327	Shishu Niloy										*									
328	Shukhi Paribar		*																	
329	Shushilan																		*	
330	Shwabolombi														*					
331	Singer Khajura Bastohara Samaj Kalyan Samity (SIBAS)										*				*					
332	Sishu Sasthya Foundation - Bangladesh																		*	
333	Social Assistance and Rehabilitation for the Physically Vulnerable (SARPV)							*												
334	Social Development Foundation (SDF)						*	*												
335	Social Development Organziation (SDO)																*			
336	Social Development Society (SDS)			*																
337	Social Health & Education Development (SHED) Board			*						*										
338	Social Institute				*									*						
339	Social Marketing Company			*			*		*				*							
340	Social Organization for Rural Development (SORD)		*																	
341	Social Reconstruction Centre	*																		
342	Social Welfare Agency for Village Development			*																
343	Social Welfare Organization for Development of Education & Safe Life (SWODEAS)							*												
344	Society Development Committee									*										
345	Society for Alleviation of Rural Poverty (SARP)			*		*														*
346	Society for Development Initiatives-SDI						*													
347	Society for Economic and Basic Advancement (SEBA)						*		*											
348	Society for Elimination of Poverty (SEP), Bangladesh						*									*				

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
349	Society for Health Extension and Development							*												
350	Society for Human Advancement and Development of Environment-Bangladesh	*																		
351	Society for Project Implementation Research Evaluation & Training (SOPIRET)					*								*						
352	Society for Social Forestry (SSF)															*				
353	Society for the Care & Education of the Mentally Retarded, Bangladesh (SCEMRB)	*		*	*	*	*		*		*		*				*	*	*	
354	Society for Up-grading Life (SOUL)										*									
355	Socio-Economic Development Assisting Centre (SEDAC)	*																		
356	Socio-Economic Development Association												*							
357	SOS-Hermann Gmeiner Social Centre						*						*							
358	Southern Gono Unnayan Samity	*								*										
359	Southern Socio-economic Development Programme (SSDP)		*																	
360	Srizony	*					*						*		*				*	*
361	Sundarban Bahumukhi Gramin Unnayan Prokolpo (SBGUP)																	*		
362	Surjamukhi Mohila Kalyan Sangstha												*							
363	Surjamukhi Sangstha									*										
364	Surjo Mukhee Jubo Mohila Samity																	*		
365	Surovi						*	*						*						
366	Tarail Sonakhali Adarsha Jubo Sangha (TSAJS)	*								*										
367	Target Society															*				
368	Technical Assistance for Rural Development (TARD)															*				
369	Terre Des Hommes Netherlands (TDH-N)																*			
370	The Bangladesh Foundation										*									
371	The Church of Bangladesh Social Development Programmes (CBSDP)			*							*									
372	The CRUPDA		*																	
373	The Leprosy Mission International						*													
374	The Salvation Army										*									
375	Tribedi Women Social Development Association												*							

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
376	Trinamul Unnayan Dhara			*																
377	Udayan Mohila Samittee	*																		
378	Udayan Mohila Samittee	*																		
379	Udbodhan										*									
380	Ujon												*							
381	Ulashi Sreejni Sangha (USS)										*									
382	Under Fives & Maternity Clinic Project			*																
383	Underprivileged Children's Educational Programmes (UCEP)						*						*							
384	United Development Initiatives for Programmed Actions (UDDIPAN)						*													
385	Unnayan												*		*				*	
386	Unnayan Prochesta (UP)																		*	
387	Unnayan Prochesta (UP)			*																
388	Unnayan Sahojogy Team (UST)																			*
389	Unnayaner Pathe Manush, UPAMA						*													
390	Upakar Sangstha						*													
391	Upakolia Shathijan Parishad (USAP)													*						
392	Upendra Smrity Sangha (USS)									*										
393	Upokar														*					
394	UPOMA															*				
395	Uttaran												*						*	
396	Uttaran Women Association																*			
397	Village Development Centre (VDC)					*										*				
398	Village Economic Development Organization (VEDO)						*		*				*	*		*				
399	Village Education Research Center (VERC)				*		*	*												
400	Village Forestry Resource Development Centre (VFRDC)																*			
401	Village Integrated Development Association (VIDA)						*	*			*		*							
402	Voluntary Association for the Distressed (VAD)			*																

Sl. No.	Name of NGO	Bagerhat	Barguna	Barisal	Bhola	Chandpur	Chittagong	Cox's Bazar	Feni	Gopalganj	Jessore	Jhalakati	Khulna	Lakshmipur	Narail	Noakhali	Patuakhali	Pirojpur	Satkhira	Shariatpur
403	Voluntary Organization for Social Development (VOSD)		*	*	*	*				*			*				*			
404	Voluntary Organization for the Needy (VON)				*															
405	Women Job Creation Centre																		*	
406	Women Movement and Welfare Society																*			
407	World Concern - Bangladesh			*																
408	World Vision-Bangladesh						*						*							
409	Young Power in Social Action						*		*											

(* indicates presence of the NGO)

Source: ADAB, NGO Directory 2000.

APPENDIX 3: DISTRIBUTION OF NGOS IN THE COASTAL ZONE BY SECTORAL ACTIVITIES AND THEIR LOCATION

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

Sl. No.	Name	Adivasi/Ethnic Minority	Adolescent Children	Adult Education/Mass Lit.	Advocacy & Lobbying	AIDS Prevention	Alternative Tech. Dev. & Trg.	Apiculture	Arsenic	Capacity Building	Child Education	Child Survival	Coordination	Credit	Day Care Centre	Democracy	Dev. Com. & Pub.	Disabled	Disaster Pre. & Management	Election Monitoring	Entrepreneurship Development	Env. & Social Forestry	Fisheries	Food Processing	Functional Education	Gender & Development	Health & Nutrition	Housing	Human Resource Development	Human Rights	Infrastructure Development	Institution Building	Land Reform & Development.	Legal aids/Legal Education	Library	Livestock	MCH & FP	Media Linkage / Campaign	Micro Enter. Development	Networking	Non-formal Primary Education	Poultry	Prevention of Drug Add.	Reproductive Health	Research	Rural Enterprise Development	Scholarship Program	Sectoral Forum	Social Mobilization	Street Children	Sustainable Agriculture	Training	Village Volunteer Program	Voter Education	Water and Sanitation	Women's Development	Working with the Old					
	Development Programme (SSDP)	B	B	R	B	B	B		R	R	B	B	B	B		B	B	R	B	B	B	R	B	R	R	B	R	R	B	B			B		R	R	R		B	B	R		B	B	B			R		R	B			B	R	R	R					
168	Strizony			R	R					R	R		R	R		R				R		R		R	R	R	R		R	R					R				R	R	R						R		R	B			B	R	R	R						
169	Sundarban Bahumukhi Gramin Unnayan Prokolpo (SBGUP)			R	R					R	R		R	R		R				R		R		R	R	R	R		R	R			R						R	R	R						R		R				R		R	R	R					
170	Surjamukhi Mohila Kalyan Sangstha								R		U		B									B	U		B	B							B				B			U		B								B	R				B	B	B					
171	Technical Assistance for Rural Development (TARD)		R	R	R		B			B	R			R		R						R			R	R	R		B	B		B		R	R					U		B			R	R			R				B	R	B							
172	The Bangladesh Foundation	R		R									R																				R	R					R					R				R														
173	The Church of Bangladesh Social Development Programmes (CBSDP)	R		R					R	R	R		B	R	R		R				R	R		B	R	R	R	R	R		R	R					R		B		R		B			R	U		B				R	R								
174	Tribedi Women Social Development Association		B						B		B		B	B		B							R			B	B		B								B	B		R	B								B	B		B	B	B								
175	Trinamul Unnayan Dhara																																		U																											
176	Udayan Mohila Samittee				U	U				B		B	B									B			B	B		B	B		B	B								U	B	U	B					B		B			B	B								
177	Udayan Mohila Samittee				U	U				B		B	B									B			B	B		B	B		B	B								U	B	U	B					B		B			B	B								
178	Udbodhan			R		R							R		R					R		R	R			R	R		R	R						R				R	R							R		R	R		R	R	R							
179	Ujon					U				B		B		B					B							U	B		B										B		U								B					B								
180	Ulashi Sreejoni Sangha (USS)			R				R	R			R		R		R				R	R	R	R			R	R		R	R		R	R	R			R			R										R		R	R		R	R	R					
181	Underprivileged Children's Educational Programmes (UCEP)									U	U													U					U										U												U											
182	United Development Initiatives for Programmed Actions (UDDIPAN)								R	R	R		R						R	R	R	R			R	R	R		R	R		R	R		R				R	R	R	R					R		R	R		R	R	R		R	R	R				
183	Unnayan		R	R						B		U		B						U		R	R					U	R	B	U			B		R	U	U	R	B	R			U							B		U	B	B							
184	Unnayan Prochesta (UP)	R		R	R								R									R	R				R			R				R		R			R	R												R	R			R	R					
185	Unnayan Prochesta (UP)	R		R	R								R									R	R				R			R				R		R			R	R														R	R			R	R			
186	Unnayan Sahojogy Team (UST)		B	B	B				R	R	B		R		R			B	R			R			B	B		B	B		R			B						B											R	U	R	B			R	B				
187	Upakar Sangstha					B			B				B														R	B			R										B	R											B			B						
188	Upokar					B			B				B														R	B			R										B	R											B			B						
189	Village Integrated Development Association (VIDA)		U	R	B	B	B		R	B	U		B	R		B	U	B		B		R	R		B	B	B		B	B		B			B	B	R	B		B	R					R		U	B	U	R	B	R			B	B	R				
190	World Concern - Bangladesh					U						B	U								U		R				U												U		U								R	B												

Source: ADAB, 2000. U=Urban; R=Rural; B=Both urban and rural.

APPENDIX 4: DISTRIBUTION OF NGOS IN THE COASTAL ZONE

District	NGOs active in the coastal zone*	
	Number	Percentage
Chittagong	83	20
Khulna	78	19
Jessore	71	17
Barisal	64	16
Bagerhat	39	10
Gopalganj	39	10
Patuakhali	39	10
Satkhira	37	9
Noakhali	33	8
Cox's Bazar	27	7
Narail	28	7
Barguna	25	6
Bhola	25	6
Lakshmipur	24	6
Chandpur	19	5
Pirojpur	21	5
Jhalakhati	15	4
Feni	14	3
Shariatpur	14	3
Total	409	100

*Components may not add to totals as some NGOs have activities in more than one district.

Source: ADAB, 2000.

APPENDIX 5: SUMMARY DISTRIBUTION OF NGOS WORKING IN THE COASTAL ZONE BY ACTIVITY AND LOCATION

Activity	Rural		Urban		Both		Total	
	No.	%	No.	%	No.	%	No.	%
Adivashi/Rthnic Minority	15	8	2	1	3	2	20	11
Adolescent Children	26	14	15	8	26	14	67	35
Adult Education/Mass Lit.	79	42	8	4	29	15	116	61
Advocacy & Lobbying	23	12	6	3	45	24	74	39
AIDS Prevention	22	12	22	12	30	16	74	39
Alternative Tech. Dev. & Trg.	7	4	1	1	12	6	20	11
Apiculture	16	8	1	1	2	1	19	10
Arsenic	46	24	3	2	21	11	70	37
Capacity Building	49	26	8	4	43	23	100	53
Child Education	62	33	14	7	43	23	119	63
Child Survival	8	4	7	4	19	10	34	18
Coordination	22	12	5	3	38	20	65	34
Credit	92	48	8	4	68	36	168	88
Day Care Center	10	5	5	3	4	2	19	10
Democracy	30	16	1	1	24	13	55	29
Dev. Com. & Pub.	10	5	5	3	20	11	35	18
Disabled	19	10	2	1	15	8	36	19
Disaster Pre. & Management	32	17	2	1	25	13	59	31
Election Monitoring	26	14	4	2	38	20	68	36
Entrepreneurship Dev.	31	16	4	2	13	7	48	25
Env. & Social Forestry	97	51	5	3	28	15	130	68
Fisheries	94	49	2	1	13	7	109	57
Food Processing	14	7	5	3	7	4	26	14
Functional Education	41	22	5	3	16	8	62	33
Gender & Development	64	34	7	4	61	32	132	69
Health & Nutrition	69	36	15	8	51	27	135	71
Housing	27	14	1	1	14	7	42	22
Human Resource Dev.	45	24	5	3	51	27	101	53
Human Rights	49	26	6	3	48	25	103	54
Infrastructure Dev.	19	10	1	1	5	3	25	13
Institution Building	53	28	5	3	43	23	101	53
Land Reform & Dev.	22	12	1	1	11	6	34	18
Legal aids/Legal Edn.	36	19	3	2	39	21	78	41
Library	30	16	13	7	12	6	55	29
Livestock	60	32	4	2	14	7	78	41
MCH & FP	44	23	13	7	34	18	91	48
Media Linkage / Campaign	10	5	6	3	13	7	29	15
Micro Enter. Dev.	27	14	3	2	26	14	56	29
Networking	23	12	11	6	50	26	84	44
Non-formal Primary Education	75	39	12	6	36	19	123	65
Poultry	70	37	5	3	18	9	93	49
Prevention of Drug Add.	9	5	10	5	26	14	45	24
Reproductive Health	19	10	8	4	24	13	51	27
Research	11	6	7	4	30	16	48	25
Rural Enterprise Dev.	35	18		0	4	2	39	21
Scholarship Program	7	4	3	2	6	3	16	8
Sect oral Forum	8	4	3	2	11	6	22	12
Social Mobilization	65	34	7	4	44	23	116	61

Activity	Rural		Urban		Both		Total	
	No.	%	No.	%	No.	%	No.	%
Street Children	7	4	18	9	11	6	36	19
Sustainable Agriculture	59	31	2	1	8	4	69	36
Training	68	36	12	6	79	42	159	84
Village Volunteer Program	28	15		0	4	2	32	17
Voter Education	36	19	2	1	32	17	70	37
Water and Sanitation	101	53	12	6	40	21	153	81
Women's Development	77	41	11	6	72	38	160	84
Working with the Old	7	4	1	1	7	4	15	8
Others	17	9	1	1	15	8	33	17
Total NGO	190	100	190	100	190	100	190	100

Source: ADAB, 2000.

APPENDIX 6: LIST OF COFCON MEMBERS

Name of member	Address	Working areas	Program
Community Development Centre (CODEC)	H# 62B , R# 03 Chandgaon R/A, Chittagong, Bangladesh. Tel: 880-31-670663, 671405 Fax: 880-31671405 E-mail: codec@spnetctg.com codecp@spnetctg.com	Chittagong, Laxmipur, Patuakhali & Barguna	Institution building, education, training, credit & savings and support programme, fishery & COFCON Program.
Development Organization of the Rural Poor (DORP)	44/10 North Dhanmondi, West Panthapath, Dhaka 1205, Bangladesh Tel: 328439, 9130101 Fax: 880-2-9130101 E-mail: dorpc@bangla.	42 Upazilas in 12 districts of Bangladesh	Housing, IGA, Women Empowerment, education, health & sanitation, afforestation & environment slum dwellers development disaster management, fishery & COFCON Program.
United Development Initiatives for Programmed Actions (UDDIPAN)	9/25 Sir Syed Road, Mohammadpur, Dhaka 1207, Bangladesh Tel: 8115459, 9121538 Fax: 880-2-9121538 E-mail: udpn@dhaka.agni.com	19 Upazilas in 8 districts of Bangladesh	IRDP, CDP, VFFP, CEFE, NGNESP, Livelihood Rehabilitation for Flood affected household, campaign against child trafficking & emergency assistance & rehabilitation activity, fishery & COFCON Program.
Village Education Resource Centre (VERC)	Anandapur, Savar, Dhaka, Bangladesh Tel: 7710779, 7710412 Fax: 880-2-8113095 E-mail: verc@bangla.net	12 districts of Bangladesh	Institution building, IGA, education & training, human resource dev. water, sanitation & rehabilitation and disaster management, fishery & COFCON Program.
Sangathita Karma Sangsthan Prokalpa (Sangkalpa)	Head Office: Sangtai Plaza, Patharghata, Barguna 8720, Bangladesh Tel: (0446) 214/23 (0446) 214/40 Liaison Office: Mallik Villa, H# 10, R# 15, Block # C, Mirpur 12, Dhaka, Bangladesh. Tel: 880-2-9009420 E-mail: sangkalpa@bangla.net	Barguna (Sadar, Patharghata, Amtali, Bamna, Betagi), Patuakhali (Sadar Kalapara Dumki Dasmina)	IDP, NGNESP, Micro credit, adult education, non-formal primary education, green belt, rural water supply & sanitation, housing, routine maintenance programme and nutrition surveillance, fishery & COFCON Program.
Dwip Unnayan Sangstha (DUS)	Head Office: DUS CENTRE, P.O.: Sayedia Bazar, UZ: Hatiya, Dist: Noakhali, Bangladesh Tel: (03224) 255,288 Liaison Office: Mollika 24/8 Prominent Housing 03, Pisciculture Road Mohammadpur, Dhaka, Bangladesh Tel: (02) 9122145, 011-868054 (Mobile) E-mail: dus@bdcom.com	Noakhali, (Sadar, Hatiya, Companigonj) Laxmipur (Sadar Ramgoti) Bhola (Monpura)	Sustainable Credit Program, Jobs for the Poor, Education Program: NFPE. Health Program: MCH-FP. Char Development Settlement Program. Social Forestry Promotion, Disaster Management Project, Water & Sanitation, Fishery & COFCON Program.
Resource Integration Centre (RIC)	3/9 Lalmatia Block # C, Dhaka 1207, Bangladesh Tel: 8118474, 8118475 Fax: 880-2-8118475	8 districts (Chittagong to Noaga) of Bangladesh	Women empowerment Poverty alleviation Adolescent & Child Education, IGA (Adibashi). Poor & helpless old Rehabilitation, Male & Female Equality and Disaster

Name of member	Address	Working areas	Program
			Management, Fishery & COFCON Program.
Jatio Bandhujan Parishad, Bangladesh (JBP)	Kalinath Bazar, P.O.: Bhola, Dist.: Bhola, Bangladesh Tel: (0491) 55932	Bhola (Sadar, Borhanuddin, Dhulatkhan, Lalmohon, Char Fashion)	Tress plantation, Mass Education, Credit Scheme, Safe drinking water & sanitation, Rural housing, Legal rights awareness of human rights, savings, primary health care, Prevention of Diarrhea, vocational training center, Fishery & COFCON Program.
Society for Health Extension and Development (SHED)	P.O.: Teknaf, Dist.: Cox's Bazar-4760, Bangladesh Tel: (0341) 4037-343, 344 Fax: 880 (03427) 232	Cox's Bazar (Teknaf, Ukhiya, Ramu, Chakuria)	Community based health & population development. Post-cyclone rehabilitation credit support, safe water supply and sanitation. Routine maintenance of coastal embankment under food for work. Coastal green belt project. Bangladesh Integrated Nutrition Program, Fishery & COFCON Program.
Integrated Social Development Effort (ISDE)	H# 485, R# 01, Block # B, Chandgaon. R/A, Chittagong 4212, Bangladesh Tel: (031) 671727, 017-863364 (Mobile) E-mail: isde@abnetbe.com	4 Upazilas in the dist. of Cox's Bazar 3 Upazilas in the dist. of Chittagong 2 Upazilas in the dist. of Bandarban 1 Upazila in the dist. of Kagrachari	Women Dev. Program, Non-formal education, Health services & population development, Environment Development, Integrated Rural Development Program and Urban community Development Program, Fishery & COFCON Program.
Rural People's Activities Longstanding Institution (RUPALI)	Tala, Satkhira	Satkhira (Sadar, Tala & Assasuni)	Group formation & savings, Sanitation, Education and Training, Fishery & COFCON Program.
Community Health & Development Program (CHDP)	IWTA Building, Galachipa, Patuakhali, Bangladesh Tel: (0441) 2770242 (req.) Fax: 880-2-8113095	Patuakhali (Galachipa & Dasmina) Bhola (Monpura)	Strengthening the groups, Loan Disbursement, Health, Poultry rearing & fish culture, Environmental Husbandry, Leadership Raising, Fishery & COFCON Program.
Young Power in Social Action (YPSA)	H# 2, R# 1, Block # B, Chandgaon R/A, Chittagong 4212, Bangladesh. Tel: (031) 653088-123 / (031) 03028-385 017-825068 (Mobile) Fax: 880-31-720763, 610396 E-mail: ypsa@abnetbd.com	Sitakundo, Mirsharai, Pahartali, Kotwali, Bandar	Institution building, Health, Education & Environment, Human resource development, Micro finance, Disaster management, Research mobilization & publishing, Fishery & COFCON Program.
Sanghathita Grammunnaon Karmashuchee (SANGRAM)	Patharghata, Barguna 8720, Bangladesh Tel: (0446) 828	Barguna district	Livelihood rehabilitation for the Flood Affected Households. Legal Aid. Awareness build up. Education & training. Water & Sanitation. Mobile health & eye camp. Environment development, fishery & COFCON Program.
Voluntary	8/8 Lalmatia, Block # A,	Barisal, Bhola,	Motivation & Group Formation,

Name of member	Address	Working areas	Program
Organization for Social Development (VOSD)	Mohammadpur, Dhaka 1207, Bangladesh. Tel: 9126278 Fax: 880-2-813095 E-mail: vosd@dhaka.agni.com	Barguna, Patuakhali, Faridpur, Chandpur, Kishoregonj	Savings & credit, IGA, Health Care, Nutrition & Family Planning. Fish Cultivation, Training, Seminar & Workshop. Child & Adult Education, rural Water & Sanitation. Afforestation & Nursery. Relief & Rehabilitation. Gender Fisheries Dev. Program, COFCON Program.
Society for Development Initiatives (SDI)	H# 541, R# 4, Block # KA, Pisciculture Housing Society, Mohammadpur, Dhaka 1207, Bangladesh Tel: 9122210, 328429 Fax: 880-2-8113095 E-mail: sdi@bdcom.com	8 Upazilas in 5 districts of Bangladesh	Group formation, Savings, Awareness raising. Fisheries Livelihood skill development, COFCON Program.
Gono Unnayan Procheshta (GUP)	13B / 10B, Block # B, Babar Road, Mohammadpur, Dhaka 1207, Bangladesh Tel: 8113216, 8123389 Fax: 880-2-9120041 E-mail: gup@citechco.net	Madaripur, Shariatpur, Gopalganj, Chittagong (Rural area)	Group Development. IGA., COFCON Program. Health & Sanitation. Education. Savings. Disaster Management. Homestead Gardening. Livestock & Poultry, Fishery.
SSDP	Natun Bazar, Amtali, Barguna 8710, Bangladesh Tel: (0446 / 246) 136	Patuakhali (Kalapara) Barguna (Amtali)	Marine Fisheries. Water & Sanitation. Aquaculture. Homestead Gardening & Nutrition. Primary Education. Community based Rehabilitation, COFCON Program.
GHASHFUL	H# 16 (new), R# 2, Nasirabad Housing Society, Chittagong 4000, Bangladesh Tel: (031) 682597 Fax: 880-31-714517	Double Mooring & Patiya	Group Formation. Savings, Credit, COFCON Program.
Patuakhali Development Organization (PDO)	T&T Road, Baufal, Patuakhali	Patuakhali (Baufal & Dasmina)	Health and Non-formal Primary Education, COFCON Program.
Unnayan Shahajogi Team (UST)	H# 739, R# 09, Baitul Aman Housing Society, Adabar, Shyamoli, Dhaka 1207, Bangladesh Tel: 9128347, 324431, 329503 Fax: 880-2-8116758 E-mail: ust@citechco.net	Shariatpur, Narayanganj, Cox's Bazar, Gaibandha, Tangail, Sirajganj, Nilphamari, Dhaka	Group Formation. Training. Credit. Women Group Development. Child Rights & 'Protibandhi' related Program. Health. IGA. Environment. Education and Training, Fishery & COFCON Program.
Service Civil International (SCI)	6/5 Sir Syed Road, Mohammadpur, Dhaka 1207, Bangladesh Tel: 9113623 Fax: 880-2-8110254, 880-2-8113095 E-mail: sci@citechco.net	Barisal, Jessore, Khulna, Char areas of Kalapara & Galachipa in the district of Patuakhali	Group Formation and Dev. Adult & Child Education. Women & Child Rights, Primary Health, Water & Sanitation. Training. IGA. Environmental Forestry & Disaster Management. Natural Cultivation. Fish Culture for Fisher-folk Community, COFCON Program.
Resource Development Foundation	H# 35/4, R# 11, Pisciculture Housing Society, Mohammadpur, Dhaka 1207, Bangladesh	Barguna, Patuakhali, Pirojpur	Food assisted fisheries sector. Rural development program. WATSAN program. Women's

Name of member	Address	Working areas	Program
(RDF)	Tel: 9134541 (off.) 9129027 (res.)		development training & agro-based activities program, COFCON Program.
Coastal Resource Center (CRC)	2/8 Sir Syed Road , Mohammadpur, Dhaka 1207, Bangladesh Tel: 9124736 Fax: 880-2-8116263 E-mail: coastal@bdonline.com	Khulna areas	Water & Sanitation, Micro Credit, Savings, Group Formation, Mobilization, Fishery, COFCON Program.
Heed-Bangladesh	H# 19, Block # A (Main Road), Section 11, Mirpur, Dhaka 1216, Bangladesh Tel: 8012423, 8012764, 9002690 Fax: 880-2-8013558 E-mail: elgin@heed.agni.com	16 districts, 78 Upazilas of Bangladesh	Organization and Human Development, Non-formal primary Education, Community Health, Legal Aid for Women, Livestock and Fisheries, Savings & Credit, Heed Handicraft, Women & Children Education Program etc.
SHUSHILAN	64 Islampur Road, Shantidham, Khulna Tel: (041) 762305	Khulna, Satkhira	Mobilization, Group Formation, Micro Credit, Savings, Human Dev. Training, Water & Sanitation Fishery & COFCON Program.

APPENDIX 7: MEMBERS OF THE CSDF

1. Aloran, Boalkhali, Chittagong
2. Center for Rural Child Development (CRCDD), Boalkhali, Chittagong
3. N Z Ekota Mohila Samity, Lama, Bandarban
4. Integrated Social Development Effort (ISDE), Chittagong
5. LEERHO, Chittagong
6. MUKTI, Cox's Bazar
7. Manab Unnayan Sangstha (MUS), Kutubdia, Cox's Bazar
8. Banaful, Chittagong
9. Nowzuwan, Patiya, Chittagong
10. PHALS, Cox's Bazar
11. Palli Pragati Sangstha (PPS), Chittagong
12. Prattaya, Chakaria, Cox's Bazar
13. OWDEB, Chittagong
14. Society for Health Extension & Development (SHED), Teknaf, Cox's Bazar
15. Anwasha, Hathazari, Chittagong
16. Badhan, Chittagong
17. PARC, Chittagong

APPENDIX 8: MEMBERS OF PADMA NETWORK

The founding members of the PADMA Network along with location of their administrative headquarters are listed below¹⁸:

◇ Rural Reconstruction Center, Jessore	◇ Wave, Chuadanga
◇ Ulshi Srijani Sangha, Jessore	◇ Atmabiswas, Chuadanga
◇ Gram Unnayan Sangstha; Jessore	◇ Daridra Bimochan, Meherpur
◇ Samadhan, Jessore	◇ Uttaran, Satkhira
◇ Panjia Jubo Samaj Kalyan Sangstha, Jessore	◇ Shushilan, Satkhira
◇ Swabalambi, Narail	◇ IDEAL, Satkhira
◇ Rova; Magura	◇ Agradoot Club, Bagerhat
◇ Action in Development, Jhinaidah	◇ Nabalok Parishad, Khulna
◇ Calles, Jhinaidah	◇ RUSTIC, Khulna
◇ Unnayan Dhara, Jhinaidah	◇ AOSED; Khulna
◇ Welfare Efforts, Jhinaidah	◇ PCC and MEC, Khulna
◇ Setu, Kushtia	◇ Jagrata Jubo Sangha (JJS), Khulna
◇ Pipasha, Kushtia	◇ Provati, Khulna
◇ Mukti Nari O Shishu Unnayan Sangstha Kushtia	◇ Coastal Development Partnership (CDP), Khulna

The PADMA network has now 40 members and is coordinated by the Coastal Development Partnership (CDP) located in Khulna.

¹⁸ Some of these NGOs are located in districts outside the coastal zone.

APPENDIX 9: MEMBERS OF SBCP WATCH GROUP

1. People's Development Foundation, Nazirpur, Pirojpur
2. Pirojpur Gram Unnayan Samity, Vandaria, Pirojpur
3. Palli Unnayan Joutho Uddog, Mathbaria, Pirojpur
4. Saikat, Pirojpur, Sadar, Pirojpur
5. Agradoot Club, Sharankhola, Bagerhat
6. Runner, Morelganj, Bagerhat
7. GOTI, Rampal, Bagerhat
8. SHADE-Bangladesh, Mongla, Bagerhat
9. Let Us Progress, Koyra, Khulna
10. Muktir Alo, Koyra, Khulna
11. ASDO, Paikgachha, Khulna
12. AOSED, Dacope, Khulna
13. LoCOS, Batiaghata, Khulna
14. Gono Unnayan Sangstha, Shyamnagar, Satkhira
15. Progoti Samaj Unnayan Sangstha, Shyamnagar, Satkhira

APPENDIX 10: MEMBERS OF CNF

1. Patuakhali Development Organization
2. Southern Socio-economic Development Program (SSDP)
3. Khalifa Foundation (KF)
4. Multi Task
5. Integrated Social Welfare Association (ISWA)
6. Human Advancement Program (HAP)
7. Anirban Mahila Samity
8. Suktara Mohila Sangstha
9. Shaplaful Mohila Sangstha
10. Charkhali Bahumukhi Mohila Sangstha

APPENDIX 11: MEMBERS OF NIRAPAD NOUJAN BASTABAYAN JOTE

District¹	Designated NGO
Patuakhali	SAP Bangladesh
Bhola	COAST Trust
Cox's Bazar	COAST Trust
Barisal	SPEED Trust
Satkhira	Swadesh
Khulna	Rupantar
Bagerhat	Rupantar
Noakhali	Prantik
Lakshmipur	Usaf
Chittagong	BNPS
Pirojpur	SPEED Trust

¹NGOs for the remaining districts have not yet been identified.

APPENDIX 12: SELECTED NGOS AND ALLOCATED AREAS IN SBCP

Name of the NGOs selected	Name of the Unions within the Unit	Name of the Unit	District name
BRAC	Burigoalini Gabura	Shyamnagar-1	Satkhira
Noabeki Gonomukhi Samaj Samity	Padmapukur Atulia Kashimari	Shyamnagar-2	
SHETU	Kaikhali Ramjanagar Munshiganj	Shyamnagar-3	
Unnayan Procheshta	Bardal Khajra Sreeullah	Assasuni-1	
?	Protapnagar Anulia	Assasuni-2	
Manab Sampad Unnayan Kendra	Krishnanagar Bishnupur Ratanpur Champfal	Kaliganj	
BRAC	Amadi Maheshwaripur	Koyra-1	Khulna
?	Maharajapur Begali	Koyra-2	
PRODIPAN	U. Bedkashi D. Bedkashi Koyra	Koyra-3	
Unnayan	Gorakhali Soldana Laskar	Paikgacha-1	
Satkhira Unnayan Sangstha	Chadkhali Haridhali	Paikgacha-2	
HEED Bangladesh	Sutarkhali Banisanta Khailashganj Laudubi Bajua	Dacope	
Progoti Samaj Kallayan Sangstha	Surkhali Gangarampur Bhanderkote	Batiaghata	
HELP	Khontakata Rajenda	Sharonkhola-1	Bagerhat
Anabolic Parishad	Southkhali Dansagar	Sharonkhola-2	
Dak Die Jai	Nishan Baria Jaidhara Khualia	Morelganj-1	
Life Association	Barilkahli Morelganj Hoglabunia	Morelganj-2	
Bridge	Chila Sundarban Rithakhali Chandpai Sonaitala	Mongla	

Name of the NGOs selected	Name of the Unions within the Unit	Name of the Unit	District name
Shaplapul	Rampal Baimtala Mallikerber	Rampal-1	
?	Bhujpatia Banstali Perikhali	Rampal-2	
Palli Punorgathon Club	Samplaza Bara Machua	Mathbaria-1	Pirojpur
RIC	Amragachia Betmore	Mathbaria-2	
Anwasha Foundation	Sarupkathi Sohagdal	Nesarabad-1	
Padakshep Manobik Unnayan Kendra	Baldia Sutiakhali	Nesarabad-1	
Shakoler Jonno Kallayan	Telikhali Bitabaria Mohoshimpur	Bhandaria	
Sankalpa	Charduani Packshila Pathrghata	Patharghata-1	Barguna
Hilfulfujul Samaj Kallayan Sangstha	Nachnapara Katakhali	Patharghata-2	
BRAC	Badarkhali Phuljhuri Dhulaura	Barguna-1	
Sangram	Naltona Baliatali Labongola	Barguna-2	
BRAC	Bamna Dautala	Bamna	

?= not decided at that point in time

Source: SBCP, 2003

APPENDIX 13: NGO SELECTION CRITERIA OF ECFC

- Essential Criteria
 - ◇ Mandate to work for the cause of disadvantaged groups of rural poor
 - ◇ Valid registration with Bureau of NGO / Social Welfare Department
 - ◇ Financial solvency
 - ◇ Absorptive capacity
 - ◇ Organizational outreach
 - ◇ Good reputation
 - ◇ Experience of working with UN agencies / external donors
 - ◇ Experience of working with Government agencies
 - ◇ Specialized experience: At least five years of excellent track record of working with rural poor communities in the desired fields such as:
 - organizing the community,
 - operating rural livelihood development program,
 - ensuring food security
 - organizing primary health care services, sanitation program etc.
 - managing primary education,
 - promoting community based credit/savings scheme,
 - conducting PRAs (Participatory Rapid Appraisals),
 - conducting socio-economic bench mark surveys and impact studies,
 - disaster management,
 - environmental and biodiversity related awareness program
 - sea safety etc.
 - training local communities
 - gender awareness
 - women empowerment
 - ◇ Adequacy of resources
 - Personnel
 - Facilities and equipment
 - ◇ Efficiency of Management System
 - Governing /Management board
 - Monitoring, evaluation and reporting system for field based activities
 - Budgeting and accounting system
 - Decision making process
- Desirable criteria
 - ◇ Existing network and livelihood development related activities along the coastal belt of Cox's Bazar and/or other districts.
 - ◇ Working experience with coastal fishing communities
 - ◇ Available additional / external support for working with the target beneficiaries of the project

APPENDIX 14: LIST OF NGOS FACILITATING SELECTED ICZM PROCESSES AND ACTIVITIES AS OF AUGUST 2003

District	Facilitating organization		
	Regional workshop ¹	PDSCL survey ²	FGDs for vulnerability study
Chittagong	CODEC	BRAC, YPSA	IMAGE
Khulna	CDP	BRAC	Unnayan
Jessore			Jagorani Chakra
Barisal			BRRI ⁴
Bagerhat			Shaplaful
Gopalganj			Gono Unnayan Procesohta
Patuakhali	CODEC	CODEC	SSDP
Satkhira		Shushilan	Shushilan
Noakhali	CDSP ³	Shagarika	NRDS
Cox's Bazar		RIC, SARPV	Bangla-German Sampritee
Narail			Nabalok
Barguna			SSDP
Bhola			COAST Trust
Lakshmipur		NRDS	NRDS
Chandpur			Paribarik Sasthya Clinic
Pirojpur			Gono Unnayan Samity
Jhalakati			HDSS
Feni			NRDS
Shariatpur			Gono Unnayan Procesohta

¹ Workshops attended by participants from all districts in the region (grater district or division).

² Survey was conducted in different locations in seven districts.

³ A government project.

⁴ A government research institute.