

Personnel Management Policy in The Foreign Aided Ngos: Bangladesh Context

Dhaka University Library



425582

Supervised by

Dr. M. Asaduzzaman

Professor

Department of Public Administration

University of Dhaka

425582

GIFT

Submitted by

Khan Sarfaraz Ali

M. Phil Student

Regt. no. 114, Session: 2000-2001

Department of Public Administration

University of Dhaka.

Submitted on: March 06, 2006.

ঢাকা
বিশ্ববিদ্যালয়
গ্রন্থাগার

- 425582

ঢাকা
বিশ্ববিদ্যালয়
গ্রন্থাগার

৭৮

Certificate

I have the pleasure to certify that the dissertation entitled "Personnel Management Policy in the Foreign Aided NGOs: Bangladesh Context" is the original work of Khan Sarfaraz Ali. So far I know, this is the candidate's own achievement and is not a conjoint work. He has completed this thesis under my direct guidance and supervision.

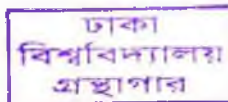
I also certify that I have gone through the draft and final version of the thesis and found it satisfactory for submission to Dhaka University in fulfillment of the requirements for the degree of Masters of Philosophy in Public Administration.

M. Asaduzzaman

(Dr. M. Asaduzzaman)

Professor
Department of Public Administration
University of Dhaka
and
Supervisor.

425582



Declaration

I have the honor to declare that this thesis entitled "Personnel Management Policy in the Foreign Aided NGOs: Bangladesh Context" is the result of investigation for the degree of M. Phil. I carried out the entire work under the guidance and supervision of Professor Dr. M. Asaduzzaman.

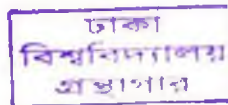


(Khan Sarfaraz Ali)

M. Phil Student

Regt. no. 114, Session: 2000-2001
Department of Public Administration
University of Dhaka.

425582



Contents

| | |
|---|-----|
| <i>Foreword</i> | i |
| <i>Acknowledgement</i> | ii |
| <i>Abstract</i> | iv |
| Chapter-1 | 1 |
| 1.1 Background | 6 |
| 1.2 Justification of the study | 8 |
| 1.3 Objectives of The Study | 9 |
| 1.4 Conceptual Framework | 10 |
| 1.5 Methods of Investigation | 11 |
| 1.6 Limitations of The Study | |
| Chapter-2 | |
| 2.1 Role of Foreign Aided NGOs in Bangladesh | 12 |
| 2.2 Principles of Foreign Aided NGOs | 13 |
| 2.3 Objectives of Foreign Aided NGOs | 14 |
| 2.4 Strategies of Foreign Aided NGOs | 15 |
| Chapter-3 | |
| 3.1 Selected NGOs for the Study | 16 |
| 3.2 Profile of some NGOs | 22 |
| 3.3 Personnel Management Policy of the Foreign Aided NGOs | 92 |
| ❖ Recruitment and Selection process | |
| ❖ Training and skill development | |
| ❖ Salary administration | |
| ❖ Promotion policy | |
| ❖ Disciplinary measure | |
| ❖ Performance appraisal | |
| ❖ Motivation and incentive package | |
| Chapter-4 | |
| 4.1 Findings of the study | 96 |
| 4.2 Plan formation | 100 |
| 4.3 Conclusion | 102 |
| Chapter-5 | |
| 5.1 References | 103 |
| 5.2 Bibliography | 104 |
| Chapter-6 | |
| Annexure: A - Guideline used for the Thesis | 107 |

Foreword

Since the inception of Bangladesh, a group of non-government organizations have been working together for its entire development. Their collective initiative and dynamic role for fighting against poverty, hunger, illiteracy, ignorance, violence and violation of human rights is helping the government to establish a socio-economically developed society. Both the local, regional, national and international NGOs are taking part besides the govt. organizations in our national development.

Foreign aided NGOs are always ahead due to their constructive performance rather than others. And the factor, which is more important for their credit is nothing but their organized personnel management policy. Realizing the fact as a key issue for our human resource development, this research work has been completed as the thesis of M. Phil course of Public Administration department at Dhaka University.

This thesis is a series of case studies as well as a little endeavor to know the personnel management policy of the foreign supported NGOs that made them different than others and to recommend for enriching this field on the basis of acquired information. This study is in a sense, based on a sequence of review of related literatures, interviews with selected cases and information provided by knowledgeable experts.

I hope this report will be useful to the planners, program implementers and other concerned in this field.

Acknowledgement

Research is a crux task. Different type of assistance and guidance is required to perform the task properly. This thesis entitled "*Personnel Management Policy in the Foreign aided NGOs: Bangladesh Context*" has been completed by my raw hand. Actually, this report is the outcome of a series of inspiration, guidance and co-operation that I got from several persons and agencies during the whole period of the task. Hence, I invent myself in the ties of gratitude in every step of the research.

Gratitude in a sense is such a matter of feelings that cannot be expressed through writing only. Despite this, I am interested to take the opportunity to express my gratitude and thanks to those persons and agencies by whose direct assistance and inspiration my thesis has been turned into a shape to present.

First of all I would like to express my gratefulness to my almighty Allah for His kind mercy that inspired me to complete the thesis properly.

Heartfelt gratitude and sincere devotion are expressed to my honorable teacher and thesis Supervisor **Professor Dr. M. Asaduzzaman**, Chairman of University Grants Commission of Bangladesh. I am deeply indebted to him for his valuable input as well as encouragement, generous suggestions and continued constructive guidance at all stages of the thesis. Whatever I could learn about research work in this period, all credits are due to my supervisor. If this research is considered meaningful, he is the real owner of this success.

Particularly I am thankful to Dr. Md. Abdur Rahim Khan, Director of Social Science Research Council for his constant inspiration, brotherly behavior and amiable cooperation to complete the thesis properly. I would like to extend my sincere thanks to Md. Ferdous Hossain Bhuiyan, Late Mir Md. Rowshanuzzaman, Mr. Mahmudul Hasan and Md. Islam of Social Science

Research Council for their kind support during the whole period of the thesis.

I would like to express my deep appreciation to Dr. Sk. Abdur Rashid, Joint Secretary, Ministry of Mineral Resources and Md. Ilias, Deputy Commissioner, Satkhira, for their assistance and valuable information to enrich the report.

Special thanks are extended to Mr. Sukhendra Kumar Sarker, Treasurer of BRAC University, for his kind cooperation.

I am grateful to Shah Sufi Shamsul Huq Chowdhury, President of Haqqani Mission Bangladesh and their publication The Weekly Bartaman Sanglap, for their essential supports that I have had in the whole process of the journey. I remember them with due respect.

My humble thanks are also articulated to Abul Haseeb Khan, Director of RIC, Md. Hasinul Islam, E.D. of Sacheton, Mahfuzul Hoque Chy, Chairman of Green Bangladesh, Yeasmin Parvin, E.D. of JSUS, Salima Sarwar, Director of ACD, SKL Mohammed Lalon, Director of PHCO, Md. Arifur Rahman, Chief Executive of YPSA, A. K. M. Bazlur Rashid, Director of Greenway. Net, Tangail and other respondents in the study whose active cooperation and enthusiastic participation made this exercise a reality.

Finally, I would like to extend my special thanks to Md. Mahmud Hossain, documentation officer of MSP-VAW for his constant support and encouragement in the accomplishment of the study.

Abstract

The success or failure of an organization depends upon the effective utilization of its workforce. And the component that involves the whole process of utilizing manpower is personnel management policy. Among the working organizations for the socio-economic development of Bangladesh, foreign aided NGOs are prominent for their target-oriented achievement. Their personnel are so dynamic and dedicated that they are in the leading position among all other organizations. In view of the thesis one truth might be established that the personnel management policy of the foreign aided NGOs is the only key factor that accomplished the difference. More study on this issue is required to guide and enlighten other working organizations for our human resource development.

**Personnel Management Policy In the
Foreign Aided NGOs: Bangladesh Context**

CHAPTER – 1

- 1.1 – Background
- 1.2 – Justification of the study
- 1.3 – Objectives of the study
- 1.4 – Conceptual framework
- 1.5 – Methods of investigation
- 1.6 – Limitations of the study

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** _____

1.1 - Background

Personnel Management is concerned with people at work in an organization. It manages working employees and workers in industry, offices and in all private or public fields or employment. It is defined as, that phase of management, which deals with effective control, and use of manpower as distinguished from other sources of power. In brief, Personnel management has to deal with people at work. It relates to employees both as individuals as well as a group in order to obtain better results with their working in association with others and their effective participation in organization's works.

Personnel management is concerned with giving assistance to the employees to increase their potentialities and capacities to the utmost reasonable extent, so that they may obtain greater satisfaction from their performance of work.

Since recruitment, selection, progress and effective use to people are necessary part of any orderly endeavor, personnel management is essential part in all organizations. It is uniformly advantageous and adequate to industry, government departments, military departments and non-profitable institutions.

Personnel management is of a never ceasing nature. It cannot be performed casually or occasionally. It requires a continuous vigilance and knowing about human relations and their importance in everyday process of working having knowledge of their activities.

Management of workforce is a hard work. The way of thinking or behaving and manner of human being do not agree to any established model. Each individual

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

worker has his own outlook, convictions and sensitive personality. Still personnel management is established on definite satisfactorily explained principles, which have been developed after an enormous act of research and experimentation.

The sphere of personnel management covers managerial and organizational development, manpower growth, planning of manpower. These are now gaining considerable considerations, although in the past decades the management never paid any attention to these factors, and also ignored the importance of these aspects. Training and research of employees, administrative and managerial personnel are considered very important in recent years.

The prime principle of personnel management is that the employees' performance of work should contribute organizational objectives at the maximum desired level. But the objectives should also ensure the satisfactory interest and needs of the workers and the employers.

These are:

- i) Utilization of human resources effectively for greater volume of production and more satisfactory productivity.
- ii) To provide congenial condition of work for the employees who may be stimulated for adequate contribution for successful operation of the organization.
- iii) To promote mutual respect and confidence between management and workers, through sound relation.
- iv) The workers should be given adequate training, counseling and guidance to enhance their efficiency in order to promote production and productivity.

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

- v) To satisfy the needs of the workers by giving them reasonable remuneration, social or monetary security and protection against accidents, illness, old age, disability, unemployment and death.

The Management must adjust and settle the needs, goals, objectives and values of both the employers and employees while making or designing personnel policies. These policies are rules of conduct. They are established on the following principles:

- i) Place the right man in the right place by a proper and due selection. Selection and thereof placement should ensure that he physically, mentally and temperamentally suitable for the job; and the said new employee may be reasonably supposed to develop his potentialities and the latest qualities for the better service and results of the organization.
- ii) Train all employees from the bottom to the top level to develop their working efficiency and be able to qualify for better job and also can discharge their present work with a skilled performance.
- iii) Transform the organization into a team for work through a proper functioning in harmony and managing company's affair of different departments in order to have a least amount of disagreement and unproductive work. This requires for proper planning, organizing, controlling and directing the whole organization without damaging the initiative of the individual employee.
- iv) Right tools are to be supplied and the right arrangement of work with suitable working environment should be provided for maintaining and increasing of output. If the better tools, facilities and improved conditions of work are available to the employees, the output produced would be larger with better quality with the same human effort at reduced cost which will enable the employer to pay higher wages and to provide more good jobs.
- v) Give security, opportunity for advancement, incentive, recognition. Each employee should receive better incentives for work, recognition for

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** _____

achievements of results, satisfactory security and opportunity for promotion or advancement in the organization, so that he may retain in the job.

- vi) Consider the future plan for more and better things. In order to meet the demands of the consumers, better or high quality products should be produced and distributed. Research and policy of continuing product planning and development should be considered necessary to conduct in order to achieve the desired object.

In short, the personnel management policy a) should assure justice to all employee b) wages and salaries are sufficient, just and reasonable c) every employee has opportunity for advancement according to his capacities d) quite good and reasonable treatment is done in maintaining discipline and e) principles are pursued without distinction against any rank of employees.

In view of the mentioned statement, Non-government organizations particularly the foreign aided NGOs are treated as the best practitioner of personnel management policy in Bangladesh. Their gradual success and achievement in the field of social service and developmental activities identified their personnel management system different in comparison to other organizations in Bangladesh. Realizing the fact as an essential component for our national development this thesis has been conducted. In this report, I tried my level best to find out the personnel management policy of the foreign aided NGOs and formulated a series of plan that would help other organizations to draw a practical and effective personnel management procedure for their human resource development.

In order to present the thesis in a befitting manner, it has been divided into 6 (six) chapters. In the first chapter justification of the study and investigation methodology has been discussed clearly. Role of the foreign aided NGOs with their

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** _____

5

principles; general objectives and strategies have been illustrated in the second chapter. Third chapter is enriched with the list of selected NGOs. Fourth chapter focused on the findings of the study and formulation of plan accordingly.

Fifth chapter has been enriched with relevant references and bibliography. And finally the lists of some donors and prescribed guideline used for the study have been presented as annexure – A and annexure – B mentioned in the last section.

It is my firm belief that this thesis would be able to contribute in policy making, plan formation, program adoption and also in completion of further more research regarding the issue.

1.2 - Justification of the study

Bangladesh is one of the developing countries in the modern world. Gradually it is being advanced in the race of development with co-operation of various donor countries and their agencies. As an emerging state in the South-Asia, developed countries are eager to its development. Considering this factor to their mind they have extended their co-operative hands to our socio-economic development.

According to the information of NGO Affairs Bureau, at present approximately 35,000 NGOs are working in different fields of Bangladesh. A large number of them registered with the Directorate of Social Services and Ministry of Youth are working as the assisting hand of the government. 1,674 non-government organizations are registered with the Bureau and they are treated as the foreign aided NGOs in Bangladesh. Among them 1,501 organizations are originated from here and only the rest 173 organizations are absolutely foreign agencies that are working for our national development.

In view of the experts, foreign aided NGOs are always ahead and active in their performance than other mentioned organizations in the field of developmental activities in our country. And the thing, which is more effective behind the logic, is their developed work force. Their personnel are so motivated, trained and skilled that they are carrying out their reputation here and there.

On the basis of the above justification, a study on the personnel management policy in this type of organizations is required. Such a study would be conducive and exigent in the present context of our country to motivate others to be competent like them for the greater interest of the nation. This thesis would be able to provide new strategies to the policy makers, program executors, as a whole the administrators to develop our manpower as the human resources for our national development.

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** _____

7

Current research has been conducted with a view to find out the managerial procedures of foreign funded NGOs that inspires them to perform their role as per highest capability in respect to other NGOs in Bangladesh. In this point of view possible uses of this research finding are as follow:

- a) As the foreign aided NGOs are usually treated as best role played in the field of our socio-economic development, other organizations will get the scope to learn their procedure that makes them difference and success oriented.
- b) Personnel managers or executives of different organizations beyond foreign aid will be directly benefited through these research findings. They will be inspired to follow their managerial system (including personnel selection, recruitment, placement, promotion, transfer etc) to run their own administration smoothly.
- c) Incentive and compensation system of these agencies may be followed in others NGOs for their personnel motivation. On the basis of this statement, findings of this research will be conducive for them directly to adopt sound managerial system.
- d) As the foreign supported NGOs are addressed as the pioneer in the field of our social development, related department will have the opportunity to draw role and performance pattern for other organizations accordingly.
- e) These research findings will provide new strategies to the policy makers to develop our manpower as the human resources.

1.3 - Objectives of the study

This research has been conducted with a view of knowing the personnel management policy of the foreign aided NGOs in Bangladesh that made them different than others. Specific objectives for this purpose are as follow:

1. To review existing policy of personnel management of NGOs in Bangladesh;
2. To identify the personnel management procedure of foreign aided NGOs;
3. To determine the factors that work as their personnel motivation;
4. To compare their incentive packages with other national NGOs;
5. To suggest appropriate recommendations on the basis of the findings.

1.4 - Conceptual Framework

Concepts used in the thesis *Personnel Management Policy in Foreign Aided NGOs: Bangladesh Context*, is explained below-

A. Personnel Management Policy

The term used in the study denotes personnel management procedure of an organization that is followed for their human resource development. It includes personnel recruitment, selection, placement, training, salary administration, promotion, disciplinary measure, leave pattern, performance appraisal, motivation and other steps followed in an organization.

B. Foreign Aided NGOs

NGOs that are registered with Social Service department and NGO Affairs Bureau and receiving fund directly from the foreign donors to contribute in the field of our socio-economic development are treated here by the mentioned term.

1.5 - Methods of Investigation

A. Basic method used in the study:

This is a qualitative type research. For the purpose of finding facts and to enter in the deep of the study, the technique of case study method has been applied here.

B. Area of the study

In favor of the study three renowned area of Bangladesh as like as Dhaka metropolitan city, Chittagong metropolitan city and Rajshahi metropolitan city have been selected as the area of the study.

C. Population and unit of the study:

Purposively selected 50 foreign aided NGOs (20 from Dhaka metropolitan city, 15 from Chittagong metropolitan city and rest 15 from Rajshahi metropolitan city) have been considered as the population of the study. And each of them has been treated as a unit for the research.

D. Data collection technique

All information for the study has been collected through case study method. Direct interview with the selected cases and observation technique were also active during the whole process of data collection. A pre-determined guideline based on some specific cues was followed for the purpose.

E. Data analysis

All data acquired through case study method have been analysed and presented elaborately in descriptive way in the study.

F. Reporting

A primary report containing the objectives, rationale of the study, methodology, findings and limitations has been published and after final editing, the report has been submitted to the related supervisor.

1.6 - Limitations of the study

Research is really a critical task. It is quite impossible for anyone to perform the task properly without any help of others. In spite of sufficient help and direct guidance of my wise supervisor I found some hesitations as a young researcher, which is noteworthy. They are:

1. The study would more rich if the population size could be extended;
2. Lack of cooperation form the side of some selected cases often considered as psychological obstacle during the period of data collection;
3. In spite of my supervisor's signed forwarding for the thesis purpose, a number of organization and their authority did not provide any information or collaboration that discouraged several times to run the thesis;
4. Hide and seek attitude of some specific organizations interrupted in many way to acquire exact information.
5. Despite of sincere willingness the portion of literature review is not as rich as it was expected;

**Personnel Management Policy In the
Foreign Aided NGOs: Bangladesh Context**

CHAPTER – 2

- 2.1 – Role of foreign aided NGOs
- 2.2 – Principles of foreign aided NGOs
- 2.3 – Objectives of foreign aided NGOs
- 2.4 – Strategies of foreign aided NGOs

2.1 - Role of NGOs

Foreign Funded NGOs as a whole are committed to work for poverty reduction and gender equality. To that end they work in different fronts with appropriate cannons. They believe that programs should be socially acceptable, economically fruitful, environmentally undisputed and culturally adaptive. Women's empowerment, true group formation, literacy, employment and awareness raising of human rights are really big challenges today which for they are working together.

In addressing children issues, social evils and establishment of human rights, the foreign aided NGOs put major emphasis on advocacy, networking and policy suggestion in addition to employment, the national and international policies, strategies and recommendations. Foreign aided NGOs emphasize further collaboration and cooperation between government agencies and NGO activities.

The strategic reformulation that foreign aided NGOs have taken up pin pointed four inter-related components: Socio-economic Development; Promotion of Human Rights; promotion of Child Rights; and Institutional Capacity Building. The outreach programs are now therefore trying to mobilize all available resources, both social and economic, through close linkages between the community people, local government, local administration and the civil society.

2.2 - Principles of Foreign Aided NGOs

Major principles of the foreign aided NGOs are as follow:

- Formulation, implementation and evaluation of required development activities on the basis of equality and partnership
- Participation of the backward women in the social, political and economic development process of the fisher folk community on the basis of equality among the men and women.
- Strengthening of their own institutions and achievement of their self-reliant sustainable development process through growth of leadership among them.
- Ensuring strong role of the Coastal communalities in the political arena.
- Realizing human rights through right-based activities – particularly through the Policy Advocacy Program.

2.3 - Objectives of Foreign Aided NGOs

Major objectives of foreign aided NGOs are mentioned below:

- Human Resource development
- Institutional Development
- Health and Sanitation
- Environmental Development
- Agricultural Development
- Education and Literacy
- Financial Resource Development
- Uplift the Socio-Economic Condition of the Target groups like Women, Children and the Poorest of the poor.

2.4 - Strategies of Foreign Aided NGOs

- Building confidence and hope of life and self-reliance of the under developed disadvantaged and deprived people through organization building.
- Increase awareness levels, knowledge and change behavior practices through education, motivation and training
- Ensure environment friendly sustainable development through mainstreaming gender equity at organization level and as well as community level.
- Develop maternal and child health status through primary health service, MCH FP, STD/AIDS prevention and nutrition education.
- Creation of income earning and self-employment generation opportunities by providing credit and technical assistance.
- Develop environmental equilibrium through social forestation and regenerative agriculture.
- Promoting the universal Child Rights Convention (CRC) through awareness raising, education and rehabilitation.

**Personnel Management Policy In the
Foreign Aided NGOs: Bangladesh Context**

CHAPTER – 3

- 3.1 – Selected NGOs for the Study
- 3.2 – Profile of some NGOs
- 3.3 – P. Mgt. Policy of the Foreign Aided NGOs:
 - ▶▶ Recruitment and Selection process
 - ▶▶ Training and skill development program
 - ▶▶ Salary administration
 - ▶▶ Promotion Policy
 - ▶▶ Disciplinary measure
 - ▶▶ Performance appraisal
 - ▶▶ Motivation and incentive package

3.1 Selected NGOs for the study

NGOs that have been selected primarily for the study are mentioned below:

A : Dhaka Metropolitan City

| Name of the NGO | Location of the NGO |
|--|--|
| 1. BRAC (Bangladesh Rural Advancement Committee) | BRAC center, 75, Mohakhali, Dhaka-1216. |
| 2. RIC (Resource Integration Center) | 9/2, Block-D, Lalmatia, Dhaka-1207. |
| 3. CDF (Credit and Development Forum) | House-1/3, Block-B, Lalmatia, Dhaka-1207. |
| 4. HASAB (HIV/AIDS and STD Alliance Bangladesh) | 4/1, Iqbal Road, Mohammedpur, Dhaka-1207. |
| 5. PET (People's Empowerment Trust) | 4/3, Iqbal Road, Mohammedpur, Dhaka-1207. |
| 6. CARE International Bangladesh (Co-operative for American Relief Everywhere) | House-63, Road-7/A, Dhanmondi R/A, Dhaka. |
| 7. CCDB (Christian Commission for Development in Bangladesh) | 88, Senpara Parbata, Mirpur, Dhaka-1216. |
| 8. SARPV-Bangladesh (Social Assistance and Rehabilitation for the Physically Vulnerable) | House-3/8, Block-F, Lalmatia, Dhaka-1207. |

**Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context** —————

| | |
|--|---|
| 9. USCC-B (USC Canada-Bangladesh) | 3/17, Iqbal Road, Block-A, Mohammedpur, Dhaka-1207. |
| 10. BAFLF (Bangladesh Agricultural Farm Labor Federation) | 2/11, Block-F, Lalmatia, Dhaka-1207. |
| 11. Grameen Bank | Section-2, Mirpur, Dhaka. |
| 12. The Bangladesh Foundation | 16/23, Azom Road, Mohammedpur, Dhaka-1207. |
| 13. Hitoishi Bangladesh | 26, Naya Palton (2 nd floor), Dhaka-1000. |
| 14. HEED Bangladesh (Health, Education and Economic Development) | Main Road, Plot-19, Section-11, Block-A, Mirpur, Dhaka-1216. |
| 15. ADI (Alternative Development Initiative) | 11/1, Iqbal Road, Mohammedpur, Dhaka-1207. |
| 16. ADRA (Adventist Development and Relief Agency) | 149, Shah Ali Bagh, Mirpur-1, Dhaka-1216. |
| 17. ARCHES (Association for Renovation of Community Health Education Services) | 13/10 C, Babor Road, Mohammedpur, Dhaka-1207. |
| 18. BNPS (Bangladesh Nari Progoti Sangha) | House-255, Road-10 A (new), Dhanmondi, Dhaka-1209. |
| 19. Shoishob Bangladesh | 15 A (4 th floor), Road-3, Dhanmondi, Dhaka-1205. |
| 20. CSKS (Chinnamul Shishu-Kishore Sangstha) | Ispahani Building, Motijheel, Dhaka-1000. |

B : Chittagong Metropolitan City

| Name of the NGO | Location of the NGO |
|--|--|
| 1. Green Bangladesh | 3 Rahamat Gang Lan, Jamal Khan Andarkilla, Chittagong. |
| 2. Jugantor Samaj Unnayan Sangstha | 83, Korbaniganj, Kotwali, Chittagong. |
| 3. CODEC (Community development Center) | H # 62, Road # 3, Block # B, Chandgaon R/A, Chittagong. |
| 4. Nowzuan | H # 60, Road # 3, Block # B, Chandgaon R/A, Chittagong. |
| 5. YPSA (Young Power in Social Action) | H # F 10 (P), Road # 13, Block # B, Chandgaon R/A, Chittagong. |
| 6. Protyashi | 903/A, Omar Ali Matobbar Road, Chandgaon, Chittagong. |
| 7. ISDE (Integrated Social Development Effort) | H # 485, Road # 1, Block # B, Chandgaon R/A, Chittagong. |
| 8. Momota | H # 6, Lane # 6, Road # 1, Haliashahor R/A, Chittagong. |
| 9. CWEFP&W (Chitt. Women Working for F. P. and Welfare) | 61, Jamal Khan Road, GPO, Kotwali, Chittagong. |
| 10. IDF (Integrated Development Foundation) | H # 25, Road # 2, Block # B, Chandgaon R/A, Chittagong. |

**Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context**

| | |
|--|--|
| 11. BITA (Bangladesh Institute of Theatre Arts) | 1 Mollika Shaheed Mirza lane, Chittagong. |
| 12. GUP (Gono Unnayon Procheshta) | H # 13, Road # 1, Block # B, Chandgaon R/A, Chittagong. |
| 13. Bonoful | 238 Muhammedpur, Chandgaon, Chittagong. |
| 14. LCF (Love the Children Foundation) | Aracan Housing Societi, Chandgaon, Chittagong. |
| 15. ODEB (Organization for Women Development in Bangladesh) | H # 13, Road # 1, Block # B, Chandgaon R/A, Chittagong. |

**Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context**

C : Rajshahi Metropolitan City

| Name of the NGO | Location of the NGO |
|--|---|
| 1. PHOCORN (Primary H.Care Org. Rajshahi Nishkrity) | Belder Para, Rajshahi-6100. |
| 2. BUP (Barendra Unnayon Prochesta) | Mia Para, Rajshahi-6100. |
| 3. Trinomul | Mia Para, Rajshahi-6100.. |
| 4. MSP (Mohila Sanghati Parishad) | Airport Road, Noahata, Rajshahi-6100. |
| 5. Partner | Baya, P.O. Paba, Rajshahi- 6100. |
| 6. Sacheton | Mia Para, Rajshahi-6100. |
| 7. ACD (Association for Community Development) | H # 41, Sagor Para, Rajshahi-6100. |
| 8. Ashrai | H # 152, Sector # 3, Upashahor, Shah Mokdum, Rajshahi-6100. |
| 9. BUKS (Basti Unnayon O Karmo Sangstha) | Taskin House-26/26, Ghoramara, Rajshahi. |
| 10. CARB (Center for Action Research-Babind)) | H # 231, Sector # 2, Rajshahi Cantonment. |

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

| | |
|--|---|
| 11. HDMBS (Harirampur Dostho Mohila Bahumukhi Sangstha) | Harirampur, Mirgonj, Bagha, Rajshahi. |
| 12. SDP (Social Development Project) | Bidirpur, Mohonpur, Rajshahi. |
| 13. USF (Unity for Social Foundation) | Paba Natun Para, Rajshahi. |
| 14. Bhorer Alo | Sapura, Rajshahi-6100. |
| 15. Bidisha | Bajorpur, P.O. Mongasi, Mohonpur, Rajshahi. |

3.2 - Profile of Some Foreign Aided NGOs:

Area 1: Dhaka Metropolitan City

1. Bangladesh Rural Advancement Committee (BRAC)

BRAC, a national private development organization, set up in 1972 by Mr. Fazle Hasan Abed, began as a relief oriented organization focused on resettling the refugees returning from India after the War of Independence in 1971. This task over, BRAC turned its focus on the issue of poverty alleviation and empowerment of the poor, especially women, in Bangladesh's rural areas.

BRAC, the acronym for Bangladesh Rural Advancement Committee has become its identity and it stands for working for the poor and the marginalized. From its modest birth in 1972, it is now the world's largest national NGO, diverse in its operations with over 27,000 regular staff and 34,000 part time teachers, working in 61924 villages in all the 64 districts of Bangladesh. BRAC has progressed with learning from experience and through a responsive and inductive process. Adjusting its strategy to prevailing circumstances, it does not pursue any rigid development model.

BRAC diagnoses poverty in human terms. Women with social, cultural, technological and structural constraints have been able to transform themselves as contributors not only to their families' well being but national production and development as well by increasing their access to economic and social resources with BRAC's assistance. Currently, BRAC promotes income generation and social development of the poor, mostly landless rural people of Bangladesh, through micro-credit, health, and education and training programs.

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

To deal with a complex syndrome like poverty BRAC applies a holistic approach encouraging innovative interventions through three core program areas, Economic Development, Health and Education.

Economic Development Program (EDP) has so far organized over 3.53 million poor landless people, mostly women, into 113,756 Village Organizations (VOs), each having 0-40 members. These groups serve as forums where the poor can collectively address the principle structural impediments to their development or supply credit. BRAC's credit program, initiated in 1974, has disbursed US\$ 1.80 billion (Tk. 8,661 crore) through the VO members to enhance their income generating capacities. Disbursement for the year 2002 was US \$ 294 million (Tk. 1,707 crore). Additionally, access to credit comes with encouragement to save regularly. Their savings deposited with BRAC now stands at US\$ 85 million (Tk. 498 crore). While BRAC believes that micro-credit is an important tool in breaking the cycle of poverty, it also places equal emphasis on training of its members in income generating activities and in facilitating their linkages with consumer markets. BRAC also runs a number of social development initiatives designed to increase members' awareness of their rights and responsibilities and to facilitate addressing issues of discrimination in their villages and region. BRAC continuously challenges itself to question its own assumptions, implicit and explicit, and reviews them in the light of unfolding reality and experiences.

BRAC's Health, Nutrition and Population Program takes a broad approach to the health needs of the poor people providing basic curative and preventive services to a large number of the poor reaching more than 31 million people. Trained health workers and female health volunteers (Shastho Shebika) work to raise awareness of the rural poor on health issues that directly impact on their lives and families. It seeks to reduce maternal and child mortality and reduce vulnerability to common diseases. Services are offered to control infectious diseases such as tuberculosis, acute respiratory infections, diarrhoea, etc. The program also provides services to pregnant women for improving their health and nutrition status. Beside these,

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

reproductive health needs of the community in general, with particular focus on BRAC members, are addressed in family life education, contraception, STD/RTI control and awareness against HIV/AIDS. BRAC is encouraging rural people to use safe water and hygienic sanitation for health and environmental reasons. The Nutrition Facilitation Program is working as a partner of the Bangladesh Government's health initiative.

In 1985, BRAC initiated the Non-Formal Primary Education (NFPE) Program by setting up 22 one-room schools to provide basic education to the children of poor and landless families. This program has grown to 34,000 one-room schools providing education to 1.1 million children. BRAC places a special emphasis on girls' education and involvement of families in their children's school setting has been addressed with BRAC's community based libraries that give members access to a variety of reading materials. Adolescent Development Program (ADP) is a new initiative to train adolescent BRAC School graduate girls and boys on different skills, health awareness including reproductive health and leadership. The BRAC school model has been adapted in a number of developing countries.

BRAC provides support to these three core areas of its activities through various support programs. BRAC's Training Division is involved in all aspects of staff and VO members training, be it poultry rearing or developmental management. The Training Division has established twelve residential Training and Resource Centers (TARC) and two BRAC Centers for Development Management (BCDM) to achieve its objectives. To promote gender equity throughout the organization and within the community BRAC serves, it has initiated a Gender Quality Action Learning (GQAL) program.

The Research and Evaluation Division (RED), Monitoring, Publications, Public Affairs and Communications, Human Rights and Advocacy, and Construction and Logistics departments support the core programs.

To link the poor rural producers with the expanding urban markets, BRAC has undertaken some commercial projects, such as Aarong (retail handicraft stores chain) which links artisans with the market. Such ventures also serve to fund its core development programs. BRAC Dairy was commissioned in 1998. It is the second largest liquid milk plant in Bangladesh and has an integrated system of milk procurement from rural dairy farmers to the production of quality dairy products. Six Poultry Farms and three Poultry Feed Mills have been set up to meet the increasing demand for healthy chicks and quality feed in rural areas as well as provide supply access to women trained in a variety of aspects of poultry rearing. BRAC Printers, a Cold Storage, 15 Grainage and Reeling Centers (Sericulture), 12 fish and prawn Hatcheries and a Bull Station are also among its program support enterprises.

BRAC has set up a Tissue Culture Laboratory and two Seed Processing Plants and agricultural farms to make new agricultural technology available to its members and the farming community at large. BRAC has worked with the Organization of Rural Associations for Progress (ORAP) in Zimbabwe and the School for International Training (SIT) in the United States to create the Global Partnership Program which offers post-graduate diploma in 'NGO Leadership and Management'. The courses are designed to prepare students for successful careers in development at home and abroad.

BRAC University was inaugurated in 2001 to foster national development by creating a center of excellence for higher education that is responsive to society's needs, able to develop creative leaders and actively contribute to learning and creation of knowledge. BRAC is also concerned with providing training in Information Technology (IT) through the BRAC Information Technology Institute, which is part of BRAC University.

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** _____

BRAC Bank is a full-fledged commercial bank focusing on providing financial services to small and medium enterprises and intends to expand nationwide to provide services to this client group in particular.

BRAC has been implementing a new program since January 2002, focusing on development of the ultra poor who live below the poverty line as interventions including poverty alleviation efforts have generally neglected to address the needs of the ultra poor. The program titled "Challenging the Frontiers of Poverty Reduction (CFPR)" comprises inputs such as asset transfer, social empowerment, and training and essential health care to 1,345,000 ultra poor. The program is being piloted in the northern districts of Rangpur, Kurigram and Nilphamari districts for 5,000 ultra poor people.

In 2002, BRAC received a total of 345 visitors from abroad representing government, non-government and media communities, including 91 trainees and 58 interns and shared its development experiences.

The actual expenditure of BRAC for the year 2002 was US \$ 161 million. Donor contribution accounted for 20% of that amount. The projected budget for BRAC for the year 2003 is US \$ 174 million. Donor contributions will account for 18% of the amount.

2. Resource Integration Centre (RIC)

As a development organization Resource Integration Center's (RIC) journey started in 1981. Initially RIC launched "Integrated Development Program for Older People" at Polash thana in Narshingdi district as a pilot basis, which included 150 older persons. In the course of time several modifications have been made to the original program to accommodate specific needs of the elders. Presently, over 3,500 older persons are under the direct coverage of RIC.

Goal

RIC's in terms of its Community Based Elder's Program is to make the elder people free from deprivation and distress created by poverty, exclusion from family and social lives and ensure intergenerational equity in the rural power structure.

Strategic Objectives

- To extend its specialized Income Generating Project to provide income and livelihood security for the elders.
- To empower the elders so that they can establish their UN declared rights through RIC's socialization program.
- To develop community based essential service package for geriatric cares and implement it widely.
- To strengthen its Advocacy work and suggest policy options to integrate older people in the growing poverty alleviation and community development programs implemented by GO and NGO.

Key Program Focus

The key focus of the Elders' Program is

- Income Security
- Community Based Medicare
- Socialization
- Humanitarian Support Income Security

A secured income and cash contribution to the family increases dignity and independence of an older person.

Accepting this reality, RIC provides a support package to the poor elderly people, which information on perspective trade and marketing, Job-specific training and cash credit for income generating activities.

Community Based Medicare

Geriatric problems come naturally with old age. Low income or no income, ignorance about nutritious balanced diet and personal hygiene etc. make the older people even more fragile and susceptible to various diseases.

In order to alleviate these health problems RIC has developed a three-fold medical support program for the elders. This package is composed of counseling and preventive health care, curative health care, and a referral system.

Socialization

To integrate the elders into the social life of the village, and to make their voices prominent in the decision making process, RIC has designed Elders' Club cum community centers and small groups. This process helps the elders to either remain in the mainstream of the social process, or Reintegrate them into the stream by raising their voice and making their position visible to the greater community.

Humanitarian Support

The three fold Humanitarian Support consist of Disaster response, Funeral Support and Monthly Pension.

Disaster Response

Natural disasters are part and parcel of life of the people of Bangladesh. Older persons are the first and foremost victim of any natural disaster but none of the relief organizations consider Aging during response planning. RIC has developed a response package to address specific needs of Older persons in emergency situation after any natural disaster.

Pension

The octogenarian, disabled and fragile older people are unable to be involved in any income activities. Very often they have to beg for daily meal.

RIC provides taka 3000 monthly pensions for these older persons.

Funeral Support

In many cases the family members of deceased older person are unable to bear the funeral cost, have to beg, sell valuable belongings or borrow money from traditional money lenders at high interest. To overcome this situation RIC provides taka 400 as grant to the deceased family members to meet the funeral cost.

3. Credit and Development Forum (CDF)

The growing need for capacity building services, information dissemination and policy advocacy gave birth to Credit and Development Forum (CDF). It was established in February 18, 1992 to serve as a networking organization for the microfinance industry. It soon became the most important capacity building institution for small and medium MF-NGOs in Bangladesh. Persistent need for delivery of high quality services to members stimulated demand for CDF service and ultimately turning it into a diversified service provider on cost sharing basis. Around 1000 MF-NGOs have so far got network membership with CDF who made this forum a unique source of information dissemination, experiences sharing and capacity building.

The Organization and Mandates

CDF works as a conduit of channeling microfinance information to different stakeholders. It is the central networking development organization, providing excellent operational and technical support to the MF-NGOs; the voice of the small and medium MF-NGOs; and the effective advocator of policy issues in the microfinance industry with CDF's clear vision and mission.

CDF Vision is "sustainable poverty alleviation through efficient microfinance industry". And its Mission is "a progressive, proactive and resourceful

microfinance industry operating under supportive regulatory framework and productive competition.

CDF Objectives are to:

- Ensure support to use potentialities of MF-NGOs for a healthy microfinance sector.
- Assist MF-NGOs to improve competencies for providing effective microfinance services to the poor.
- Facilitate an enabling environment for MF practitioners.
- Ensure linkage and access to financial resources for MF-NGOs and guarantee for bank
- Strengthen network and advocate changing policy and strategy for poverty alleviation.

Strategy

CDF puts emphasis on capacity building for itself as master capacity builder, advocate, researcher and linker of microfinance institutions. It works with the MF-NGOs, Financial Institutions and development partners as national Institutions and development partners as national forum to ensure resource and policy linkage for the microfinance sector including international cooperation and experience sharing.

CDF Products and Services

a. Capacity Building Services (CBS)

CBS has become a vital part of CDF due to the extensive demand it draws in the market. This Sector organizes and conducts a wide range of need-based professional training to enhance the competencies of the staff of MF-NGOs. In addition, it also introduces best practices and operational systems to help strengthen institutional capacity of the MF-NGOs. Some of the products are the following:

- Capacity building package

- Specialized training and technical assistance
- Software upgrading, development and installation.

b. Research and Information

This service is important for CDF contribution to microfinance sector. The forum is well known for the CDF's Statistics, which is published every six monthly. It is widely used by government agencies, donor agencies, MF-NGOs, research institutions, and other organizations. It also publishes Microfinance Newsletter, carries out experience sharing meeting among its members to disseminate information on best practices, prevailing concerns/issues as well as innovative ideas of the microfinance industry. Another important area is the research and studies. CDF strongly believes in action research. It is taking steps to strengthen its action research and some of the areas it will be further improved as below:

- Publication of CDF statistics and news letter
- Diversification of microfinance services and operational approaches
- Devise strategy of linkage between the MF-NGOs and finance sector
- Innovation and change for quality microfinance services by action research.

c. Networking and Advocacy

Networking and advocacy has become an important means to pursue policy and strategy change for emerging issues in the microfinance industry. CDF strives to carry out activities that are used for educating, influencing as well as sensitizing the planners, decision-makers and the opinion builders for creating a conducive atmosphere and an enabling environment for effective

dialogue and exchange of views as a effective dialogue and exchange of views as a neutral forum. It undertakes advocacy at different levels viz. government, donors, financial institutions and MF-NGOs etc. on various issues relevant to the promotion and development of microfinance. CDF plays a lead role in networking and advocacy in the following areas for microfinance policy and strategy change that facilitates poverty alleviation in Bangladesh:

- Policy and Regulation for accountability and transparency
- Good Governance and management for sustainability
- Micro enterprise Development for micro credit graduates.

d. Future Plan

- Set up the Institute of Microfinance Studies & Training (IMST)
- Guarantee & linkage with financial institutions
- Creation of guarantee fund organization
- CDF self reliance by income diversification.

CDF Stakeholders

Primary stakeholders are the small and medium MF-NGOs. Stakeholders include MF-NGOs, government agencies, financial institutions, development agencies, research institutions, academics and policy makers, donors, UN systems etc. Technical and financial support to CDF provided by SDC, MBP, ADB, PRIP Trust, CGAP, PACT and technical Cooperation with PKSF.

CDF Network Membership

CDF has 5 Board categories of members:

- **Non-government organizations** (NGO-small, medium, big)

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

- **Financial institutions** (bank, insurance, cooperative, credit union etc.)
- **International funding agencies** (donor, UN agencies, international NGOs etc.)
- **Government bodies** (government organization, autonomous body, corporations, research institutions, university, local government etc.)
- **Society, group and individuals** (social organizations, professional groups, associations, welfare organization foundations etc.)

CDF Advisers

CDF has high level advisory committee consisting of 8 experts/leaders of different fields of development, policy makers, researchers, technocrats etc. They provide strategic directions and advise to resolve problems. They sit twice yearly to review CDF performance and provide guidance for betterment.

Governance and Management

a. CDF Governance

CDF has a 30 member General Body and a 10 member Governing Body elected by the General Body for a three years term except CEO. Under the policy guidance, Executive Director performs management functions and program operation as the Chief Executive Officer (CEO) of CDF.

b. CDF Management

Competent professionals consisting of the Executive Director who leads and guides the team of managers and the sector chiefs who carry out the programs as well the administration and finance for smooth management and transparent functions of CDF run CDF. Now a management team of 15 member experienced professionals advance the drift of CDF.

4. HIV/AIDS and STD Alliance Bangladesh (HASAB)

The HIV/AIDS and STD Alliance Bangladesh (HASAB) started as a linking organization of International HIV/AIDS Alliance in 1994 and became an independent national NGO in November 1998. HASAB provide support (technical & financial aspect) to local Non-government organization and community-based organizations carrying out HIV/AIDS and STD prevention and care programs. HASAB is involved in identifying the vulnerable communities or segment of the population with high-risk behavior for HIV/AIDS and STDs, designing targeted interventions. Currently HASAB engaged in targeted intervention among floating sex workers, people living with HIV/AIDS (PHA), men having sex with men (MSM) & male sex worker (MSW) in Bangladesh. HASAB provides both technical and financial support to its partners NGOs for overall capacity building of its partners. HASAB is also involved in networking and external liaison activities.

HASAB supported 29 NGOs in the divisions of Dhaka, Rajshahi, Sylhet, Barisal, Khulna and Chittagong through technical support for knowledge, skills and capacity building and grants during the reporting year. Based on working experience and study findings, projects are designed for behavioral change intervention in participation with target community. Projects usually include 4 components:

- ✓ Education and awareness
- ✓ Condom promotion (safer sex practice) building
- ✓ STI management and
- ✓ Institutional capacity

The implementation of the components done basically through two tiers: field staff and peer educators.

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

Goal

The Goal of HASAB is to mobilize and strengthen the capacities of NGOs/CBOs to undertake comprehensive HIV/AIDS/STI and gender and sexual health activities to reduce the vulnerability of susceptible communities.

Objectives

- To improve access to, and increase utilization of appropriate resources for NGO/CBO activities on HIV/AIDS and STDs prevention, care and support
- To facilitate a supportive institutional environment to enable communities and NGO/CBOs to respond to HIV/AIDS and STDs prevention, care and support
- To facilitate an enabling socio-cultural and policy environment for addressing HIV/AIDS and STDs
- To complement and supplement the Government of Bangladesh's policy and strategy of HIV/AIDS and STDs.

Strategy

- Identifying and mobilizing NGOs/CBOs for phased, targeted behavior change interventions among identified vulnerable populations
- Building and strengthening the technical and organizational capacity of NGOs/CBOs to implement targeted interventions
- Creating the enabling environment for grassroots NGOs to expand and develop their technical and managerial capacity.
- Monitoring and evaluating interventions and processes and sharing lessons learned and best practice with implementing partners
- Supporting and facilitating scale up of successful interventions

Capacity Building Activities

HASAB constitutional mandate is to strengthen the capacities of the NGO's to address the vulnerability of the targeted communities to HIV/AIDS and STDs. With

that purpose more efforts are being provided for skills development and capacity building of the NGOs, who are working in prevention, care and support of HIV/AIDS/STDs.

HASAB utilized various methods to help build capacity including

- **Technical Support:**
 - Collective support (workshop/training/demonstration of skills)
 - One to one support (field visit)
- **Documentation:**
 - Through newsletters, translations, presentations at conferences and training material
- **Research:**
 - Participatory Action Research (Need Assessment, Mapping & Situation Analysis Behavioral survey (KAP), Issue based research/survey)
- **Meeting, Advocacy & Fund raising Work:**
 - Organize and participate local, national, international meeting/conference/ advocacy workshop/training workshop
 - Maintaining & Participating Review & Evaluation involving Project Beneficiaries and Local stake holders in the process

Technical Support

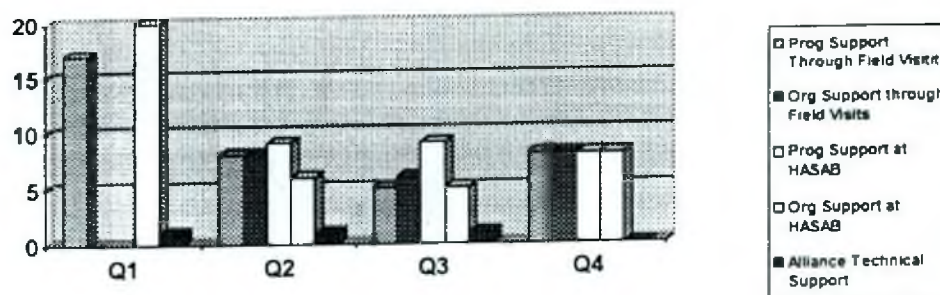
Technical support provided both on site during field visits and NGO's coming to the HASAB central office for support.

Support was given in the following areas:

- **Program Work**
 - In care or prevention,
 - Monitoring and evaluation
 - Documentation
- **Organizational support**
 - Finance

- HRM & Administration
- Management
- Fund-raising

Technical Support & Capacity Building



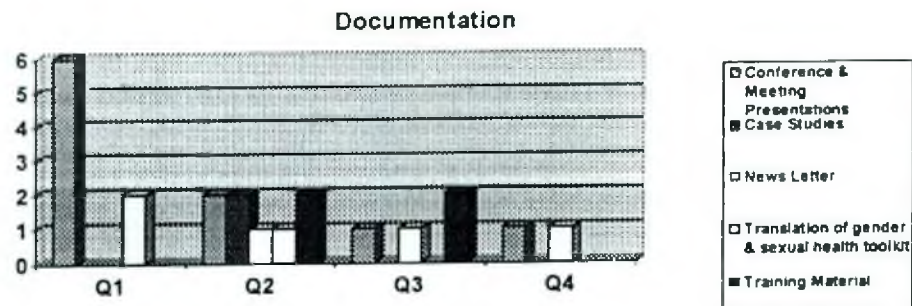
Documentation

Documentation became a separate wing in HASAB in 1999. Since then, few case studies of partner's organizations and individual beneficiaries were prepared, a leaflet portraying HASAB and its activities.

In 2002 HASAB developed tool kit on gender & sexual health and started the quarterly news letters 'AIDS VOICE' and continued. As well as these, full documentation of regular activities like workshop reports, meeting minutes, NGO visit reports were maintained.

Key documentation Activities included:

- Publications & Presentations at National and International Conferences & Meetings
- Case Studies
- Development of training materials
- Others



Publications

- HASAB published 3 issues of a News letter named “AIDS VOICE” which contained information about the NGO’s working in the field of HIV/AIDS in Bangladesh, sharing experiences and lessons learnt and event information both nationally and internationally.
- Presentations at National and International Conferences & meetings
- Submitted 6 Abstracts for XIV Congress (Barcelona) no-
 - Border-crossing young women issue
 - MSM issue
 - Mapping of floating sex workers of Bogra
 - Brothel based sex workers intervention
 - Mother to child transmission
 - PWHA need assessment: “Combat Trafficking in Women and Children” (CTWC) Bangladesh
- Prepared a Poster for XIV Int. AIDS Congress (Barcelona) on MSM issue
- HASAB and its partner NGOs (old and current) presented their papers and participated in the National AIDS Conference held first time in Bangladesh on 27-28 October 2002.
- ED provided a presentation on the capacity building role of HASAB in the National AIDS Conference.

Audience Reached by documentation developed

| Documentation | Q1 | Q2 | Q3 | Q4 |
|-------------------------------|------|---------------------------|-----|-----|
| Conference & Mgt Presentation | 5000 | 5000 | 25 | 300 |
| Training Material | 25 | 225 | 38 | |
| Newsletters | | 500 | 400 | 400 |
| Translations | | 200 | | |
| Case Studies | | 2 Organizations | 38 | |
| Total | 5025 | 5925 + 2 Organizations | 463 | 700 |

Research Activities

HASAB carried out the following research activities during 2002:

- Situational Analysis of Men having sex with Men in Rajshahi, Natore & Ishwardi
- Mapping and Situation Analysis of the Floating Sex Workers in selected Cities and Towns in Bangladesh:
- An assessment of Migrants Workers' vulnerability to HIV/AIDS

Situational analysis on men having sex with men

HASAB conducted a situational analysis on male to male sex in Rajshahi, Natore and Ishwardi - three northern cities of Bangladesh. It was part of a scaling up process for a partner organization ODPUP, which is presently working for MSM and TG population in Dhaka City. Field data collection was accomplished by the period of September to October.

The study prioritized on qualitative findings. From mid November to mid December selected interview and FGD scripts were translated into English. In end week of December consultant of the study has started analyzing the findings. As

6. Christian Commission for Development in Bangladesh (CCDB)**CCDB Resource Sharing Partners**

| Agencies | Country |
|--|-----------------|
| Anglican Church of Canada | Canada |
| ACT International | Switzerland |
| Bread For The World | Germany |
| Church World Service (CWS) | Germany |
| Church of Sweden Aid | United States |
| Christian Aid | Sweden |
| Diakonisches Werk der EKD | Germany |
| DanChurch Aid | Denmark |
| EED- Evangelischer Entwicklungsdienst e. V | Germany |
| Feed the Minds | United Kingdom |
| Global Ministries | United States |
| Hilfswerk Der Evangelischen Kirchen Der Schweiz (HEKS) | Switzerland |
| Hongkong Christian Council | Hongkong |
| Interchurch Organisation for Development Cooperation (ICCO) | The Netherlands |
| National Council of Churches in Australia | Australia |
| Norwegian Church Aid | Norway |
| World Council of Churches (WCC) | Switzerland |

- Various churches contribute to the World Council of Churches (WCC)

Summary of CCDB Activities

July 2002 – June 2003 was the last year of CCDB's extended two- year program phase started in July 2001. CCDB continued with its development initiatives in order to build capacity of the reference groups and their institutions so that they can

be self managed and can effectively continue their development efforts. As planned, CCDB was able to hand over some of its key roles and functions to the some of its key roles and functions to the people's Institutions in order to bring sustainable development in people's life. During the year CCDB implemented a total of 10 projects and programs through which approximately 212,905 people were benefited directly or indirectly. The projects/programs were designed considering the changing needs of the reference groups. The overall progress of the planned programs/projects was satisfactory although a number of areas needed further improvement.

This year there was no major political turmoil in the country except some degree of political tension. During the year Bangladesh experienced no major country- wide natural disaster, except unusual cold wave, particularly in the northern districts and floods in some parts of the country. CCDB, based on its mandate responded to these disasters. The ecumenical resource sharing partners represented in the CCDB Round Table and ACT International extended support to development and emergency programs and activities of the organization.

It was a significant year for CCDB for various reasons. **Firstly**, the whole organization went through a rigorous participatory process and developed its Forward Plan (FP) for the period 2003-2014. This plan aims at a genuine social transformation in favor of the poor and marginalized in Bangladesh. CCDB also developed its First Phase Program Plan (FPPP) for the operation years July 2003 to June 2007. The organization opted for the following Strategic Thrusts for the future:

- Food Security and sustainable Livelihood
- Environment and Community Based Calamity Preparedness and Response
- Capacity Building
- Education and Promotion of Culture
- Gender Justice

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

- Societal Peace and Good Governance
- Community Based Health Action
- Advocacy and Networking

The Forward Plan was accepted in principle and the proposed First Phase Program Plan endorsed for implementation by the resource sharing partners in the Round Table Meeting held during the year.

This is a Geneva-based Christian missionary organization which came to post-Independence Bangladesh to reconstruct and rehabilitate the devastated country. Initially it spent about 130 million taka and carried out sixteen projects. Its projects include a fish farm, an agricultural farm, a health clinic, weaving, etc.

The organization describes its aim as follows: 'Man is the creation of God. He is capable of doing his own work. However, the social system is in the way.

It has an annual budget of more than 20 million taka, the main beneficiaries of which are the Christian population and likely converts.

Church organizations such as the World Council of Churches (Geneva), Christian Aid (England), Church World Service (United States and New Zealand), International Church Aid (Netherlands), Bread for the World (Germany), National Council of Churches (Dhaka), etc. are the principal suppliers of funds.

7. Social Assistance and Rehabilitation for the Physically Vulnerable (SARPV)

SARPV has been dreaming to create the even level between PWDs and NPWDs since 1988 by escaping all the musty notions regarding disability which is usually existing in every society. By keeping the pain of the persons with disabilities in mind SARPV came to work with the community-level from 1991.

PWDs are concerned as backward and neglected part among the swimming people. The tradition of the society and dusky ideas and lack of knowledge of the society is titanic cause to soil the progressive march of PWDs. The vision of the organization is to create mass awareness and establish the equal rights and opportunities by which PWDs will be self-dependent, skill-trained, developed, integrated in the mainstream of social life and rehabilitated in their own surroundings according to chosen indicators.

Vision

To build the barrier-free environment for the PWDs and to ensure their equal rights and opportunities in the main stream of social life.

Objectives

1. Awareness raising about disability issue in the society,
2. Generate and explore employment opportunities
3. Socio-economic Rehabilitation
4. Establish equal rights and opportunities

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

Main Components of SARPV

CBR

Group Formation, Community organization development, Functional literacy, Socio-economic Rehabilitation, Integrating PWDs, Net-working with Community, Self assessment.

Awareness and Motivation

Demonstration, Posturing, Video show, Workshop Seminar and Exchanging information with Business class and other stake holders of the society, Campaigning, Home counseling, peer counseling.

Advocacy-lobbying Networking

Dialogue with Multi-Professional groups like as policy makers, Bureaucrats, Community meeting, Group discussion, Training on particular issue, Networking with different agencies.

Skill Training and IGAs

Computer, Electronics, Tailoring, Embroidery, Handicrafts and Small cottage industry like candle factory, Credit program, Small Business and Data processing in computers.

Disability Information and Service Centre (DISC)

Information collection, dissemination on disability issue like - book, journal, Video etc. To minimize the gap of information regarding disability issue.

Education

Integration of disabled, non-disabled and disadvantaged children, Need oriented and community based education.

Post disaster Program

Medical treatment, Mobility aid support, Psychological rehabilitation, Social rehabilitation, Housing program.

Research and Documentation

Disaster and disability, Psychological effect by natural disaster, Medical-Nutritional-Agronomical inquiry of Chakoria, Human cost of natural disaster, Long term impact of disaster on human, Environment and disability (Rickets).

8. USC Canada-Bangladesh (USCCB)

| | | |
|------------------------------|---|--|
| Head Office | : | USC Canada, Ottawa, Canada. |
| Country Office in Bangladesh | : | Dhaka |
| Nature of the Organization | : | Donor-cum-development Agency |
| Working in Bangladesh | : | Since 1972 |
| Project implementing | : | Adolescent education and Development, Child Education, Rehabilitation of the disabled, Solar-electricity and Wat-San, Protection of child & women from trafficking; Continuing education, Capacity building. |
| Total districts covered | : | 56 districts mostly (90%) in rural areas. |
| Beneficiaries | : | 41,162 adolescents (33,370 girls), 2,157 slum children (1,231 girls) and their parents, 574 water-gypsies (296 women) 694 persons with disability (60% women) 147 acid victims (80% |

**Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context**

women) 27 trafficked victims and their families 2,000 more adolescent girls and their family members & 5-7,000 villagers (70% women) in different project areas.

| | | |
|----------------------------|---|---------------------------------|
| Total project budget | : | Taka 3.38 crore (CD \$ 8.8 lac) |
| Total NGOs partnering with | : | 130 |

The major intervention by USCC-B

- Human Resource Development
 - Adolescent education and development
 - Education for slum children
 - Rehabilitation of persons with disability
 - Capacity building of partner organizations

- Gender based security
 - Emergency medical support to acid victims
 - Mass mobilization against women child trafficking

- New technology
 - Decontamination of water through solar energy
 - Solar electrification in rural areas

Program Management

USCC-B has wide range of development projects to implement through partner organizations under two categories:

- (a) CIDA bilateral project
- (b) CIDA NGO Division/USC projects

Under these two categories USCC-b almost covered the whole country (56 districts) through different projects like adolescent development, slum children education and IGAs of their parents, solar energy for pure drinking water and electricity for gypsy community and rural marketers, gender based security for acid and trafficked victims, rehabilitation of persons with disability and resource center for adolescent girls in remote villages. All these activities are being monitored and evaluated by respective USCC-B staff on regular basis. To keep monitoring & evaluation activities by program staff right on the track the administrative unit has provided vehicles, logistics and secretarial support.

The country and regional offices have its own monitoring system through which everybody was accountable for their jobs performed according to job descriptions and need of the programs & organizations. Special initiatives were taken for the capacity building of the key staff members so they could more efficiently contribute towards development of the organization. Respective staff also did yearly project reporting and submission of the projects at the end of the financial year.

Distribution of gift bags, assistive devices/physiotherapy equipments for the PWDs and boat repairing for the water gypsies:

Through the carried forward money, special humanitarian supports were provided to slum children, water gypsies and persons with disabilities. The support included providing assistive devices like hearing aid, wheel chairs and walking frame etc. to the PWDs as well as physiotherapy machines like UST, IRS, nerve stimulator etc. were provided to the Physiotherapy Center of VDDC in Narshingdi being supported by USCC-B. A total of 1,595 gift bags containing different educational and games materials were distributed among slum children of ARBAN schools in Dhaka city while a total of 81 boats of poor water gypsies from SUS were repaired in Barisal district.

Personnel and financial management

During this Financial Year USCC-B has introduced a comprehensive manual for Human Resources Management. A new policy and procedural manual on Administration & Vehicle Management has also been introduced. USCC-B had a comprehensive Financial Manual prior to this year but a revision of the manual was circulated incorporating the new policies and revising some of the existing policies at the outset of this Financial Year. USCC-B has provided Staff Training as part of its Annual Staff Development Plan and as a routine staff development process as agreed between the supervisor and the supervisee in the Annual Performance Appraisal.

However, for Partner NGOs the audit period was covered from November 1998 to March 2003. The audit took place in July 2003 by the Canadian Government Audit Agency, CAC (Consulting and Audit Canada). The audit was completed nicely and the report reveals those ADP fund management is quite sound. Besides, USCC-B has completed its regular annually external audit in due time for all of its Projects and Administration.

Nationalization of USCC-B

A Memorandum and Articles of Association was drafted by the lawyer for USCC-B (as a nationalized organization). The document was shared among National Advisory Committee (NAC) members and the USC Canada, Head Office in Ottawa. The Document is now under finalization. Besides, views on nationalization were being shared and discussed among USC staff and NAC members from time to time. An action plan for nationalization will be developed soon as part of this process.

Gender

This is a new drive taken by USCC-B to more focus on gender issues at organization level. After series of workshops, a draft gender audit and policy guideline had therefore been developed for USC Bangladesh by two consultants. The document was developed for using it as a guideline to enhance capacity of

USCC-B and its partner organizations on gender related issues. Based on the recommendations, a draft policy document on Gender has been developed by USCC-B as well. USCC-B feels it imperative to see its all partners as sensitized and responsive to issues of gender.

9. Bangladesh Agricultural Farm Labour Federation (BAFLF)

Bangladesh Agricultural Farm Labor Federation (BAFLF) is a national organization in agricultural sector of our country. It is organizing poor peasant, landless peasant, agricultural farm workers and rural workers in grassroots level. It is independent organization. The agricultural labor deemed as kamala (like house servant). Though these farms are owned by the government, yet there was a master and slave relationship between labors and authority.

In order to raise protest against these unjust and undue situation, serious initiative was taken to organize workers of the peasant, landless peasant, landless peasant, agricultural workers, agricultural farm workers and rural workers from 1977 and thus Bangladesh agricultural Farm Labor Federation (BAFLF) came into being on 30th July, 1978 through it's first conference in Dhaka.

BAFLF already organized five National conferences and the last conference was held in the month of March, 1998. BAFLF is now functioning all over country. Federation is now working in peasant, landless peasant, agricultural workers, agricultural farm workers, rural workers and also research farm, sugar-cane farm, seed processing center, live-stock farm. 216 union, association and village committee affiliated with federation and it's total members 105,750.

During the last 23 years, BAFLF is struggling relentlessly to protect the right and demands of the workers through strike, rally, procession, demonstration etc. BAFLF started one month strike on December 1978 to January 1979 for trade union right,

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** -----

job security and wage increase and other facilities. It was the first movement of the Federation. Then after continuous movement and struggle in 1984, 86, 89, 93, 97, 98, Federation achieved wage increase, maternity leave, workman compensation act, agricultural farm labor employment and control policy and other facilities. Federation is one of the members of inter-ministry standing committee.

BAFLF started 11 points movement in all the farms on 1997 and observed two time 48 hours token strike to press the Government for workers demands in 1998. Due to movement the Government formed inter-ministerial committee and this committee submitted its recommendation to the Govt. about wages increase, to enact law and with different facilities on 12th January, 1999. Now Federation is on movement regarding implementation of Inter-ministerial recommendation and declared 48 hours token strike on 18 & 19 May, 1999. Later on, we call on strike for indefinite period from 15th October based on 11 points demand. In 25th October the strike was withdrawn by bargaining with the Agricultural Minister for increasing the labor wages and related other facilities.

With the recommendation of IMF and World Bank 2000 labor were retrenched from 72 agricultural farm of BADC. As a result meeting, procession, gatherings were held and strike from 16 October 2002 for eleven days. But retrenchment was not stopped.

Side by side trade union movement, BAFLF under took mobilization center for rural urban area (to organize rural, agriculture & urban workers and landless peasants), basic leadership training, adult education, published monthly bulletin and labor law books in booklet size, workshop, seminar, survey of agricultural workers, legal aid service etc since long 7 years. Besides, BAFLF entrusted with International network of Globalization, WTO, Foreign Debt, Food Security, Agrarian and Land Reform, Labor, Peasant, Women Issues etc.

10. Grameen Bank

This is neither an NGO nor a bank. It is in a class in itself, for it is a credit system designed on an NGO model. In 1972 an American-trained economist, Dr Mohammad Yunus first evolved the idea that credit was a fundamental human right, and made the first experiment with his personal fund of US\$30 by lending it to forty-two poor people. With the active support and co-operation of three government banks, namely, Bangladesh Bank, Krishi Bank and Janata Bank, Dr Yunus launched his Action Research Project. On the basis of the experience gathered, he floated his rural credit system known as the Rural Bank Project in December 1979, the size of the average loan being US \$ 66 with a repayment record of 98 per cent. By 1980 six village branches of the Rural Bank Project had been set up and 3.03 million taka distributed. In 1982 the number of branches grew to eighty-six and the collective loan amounted to 194.9 million taka.

In October 1983 the government of Bangladesh recognized the Rural Bank Project as the Grameen Bank (GB) by an ordinance, and agreed to purchase 60 per cent of the bank's shares, giving 40 per cent to the borrowers. In fact this was a milestone in the rural credit network, and provided much-needed credibility at home and abroad. Over the next ten years or so, the government ownership was reduced to 6 per cent only, with a mandatory share of 100 taka or US \$ 2.5 each. About 2 million borrowers own 92 per cent of GB, totaling 200 million taka.

GB has listed its objectives as follows:

- (a) extending banking facilities to poor men and women;
- (b) eliminating exploitation by moneylenders;
- (c) creating opportunities for self-employment for vast unutilized and under-utilized manpower;

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

- (d) bringing disadvantaged people within the reach of some organizational format which they can understand and operate, and where they can draw socio-political and economic strength from mutual support;
- (e) reversing the age-old vicious circle of low income, low savings and low investment; and
- (f) expanding the system of more income, more credit and more investment.

Grameen Bank is unlike any other bank because it combines the survival concerns of both borrower and lenders in financial intermediation. Although combining these two concerns may appear conflicting, Grameen Bank has developed a credit delivery model augmented by a social development programme, both of which seem to work well toward attaining these dual objectives.

GB's rural credit programme has been acclaimed at home and abroad. Top policy-makers of the capitalist world have lauded the success of GB. Former President Bill Clinton of the United States said in his last election campaign that Yunus deserved a Nobel Peace Prize, and cited the experiment in Bangladesh as a model for rebuilding the inner cities of America. In recognition of GB's performance the World Bank has made Dr Yunus head of its Advisory Committee to propagate his vision world-wide. He has also won prizes and accolades including the World Food Prize, the Care Humanitarian Award, and the Magasasy Award, etc. At the time of awarding the World Food Prize, former President Jimmy Carter, the former head of the World Food Foundation, President John Raun lavishly praised Dr Yunus for providing millions of Bangladeshis with food. The US former First Lady, Hilary Clinton, Queen Sophia of Spain, Peter Gold Mark Jr, President of the Rockefeller Foundation, and many others have visited Bangladesh to see GB's rural credit experiments. A group of seven US congressmen urged the then President Bill Clinton to make micro-enterprise development, modeled specifically on the Grameen Bank, the hallmark of his foreign aid programme.

All the loans from the international agencies are given as grants through the Bangladeshi government, which charges GB 2 per cent. GB has received loans from IFAD, the first loan being \$ 3.4 million, the United States, Canada, Sweden, Germany, Norway and Malaysia. IFAD imposes a service charge of 1 per cent.

Area 2: Chittagong Metropolitan City

1. Green Bangladesh (GBD)

Green Bangladesh (GBD) is a non-government organization or centre for rural and urban development. The Centre works to usher a positive change in the socio-economic situation of Bangladesh and for the development of the lifestyle of its poor inhabitants. The principal aim and objective of the centre is to organize and motivate the poor, jobless and landless mass of the country so that they themselves can fulfill their own needs and demands, to make them more and more conscious of their basic rights, and to help them to annihilate poverty from their lives.

Green Bangladesh (GBD) was founded on March 1, 1991. Primarily, GBD started to work in the Sadhanpur village under the police station of Banskhalī. Primarily, it organized a few women of the village, and provided them with financial helps after dividing them into a number of groups. An economical structure was built with the money earned as the profit of their sales of fishing nets and cane made things (basket etc.), which were woven or made by themselves. The activities of GBD were commenced with the fund, made with the subscriptions received from its general and life members, and the financial donations from a number of rich and affluent persons.

About only two months after GBD started to work, a devastating cyclone hit Bangladesh on April 29 of the same year of 1991. Countless dwellers of the islands and the coastal areas of the country were killed by the cyclone and with the upsurge

of sea-water. GBD could not afford but to response to the call of the time to serve the distressed humanity. It organized a team of volunteers, and it was through the team that GBD distributed food and other relief materials among the affected people, provided them with medical check-ups, treatments and medicines free of cost, and picked up and buried numerous unclaimed dead-bodies during its relief and rescue operations in the cyclone-hit areas. Afterwards, when the situation was more or less normal again, GBD started to rehabilitate the people who were seriously affected by the cyclone. Actually, the main programme of GBD was started through the duck, hen and goat distribution ceremony, which was arranged with the aim to rehabilitate the people of the distressed areas.

Keeping the miserable post-cyclonic situation in mind, GBD took several projects or programmes in its hand to work in a planned way in the affected coastal areas of Banskali. To name a number of such projects of GBD are: nursery, a forestation, primary and mass education, loan distribution, slum development, pisciculture, health care for mothers and children, family planning etc.

Nursery

Green Bangladesh took the measures to materialize a nursery project in the Banskali area. The works of the project have been continuing on for two years last. Under the project, high-quality seeds of precious trees like Gamar, Teak, Mehgani etc. are collected from the forest department, seedlings are grown from them, and are sold to the local people. This project provides with the job opportunities for at least eight to ten unemployed young men. Actually, the project is designed as a self-employment project for the local unemployed persons. A part of the profit that is made from the sale of seedlings is distributed among the persons who are employed in the project.

Afforestation

Afforestation is one the main weapons to fight against the gradual degradation of the natural environment. GBD started the materialization of the above-mentioned project through the social afforestation and farm cultivation activities. Every year,

newer forests are being created with the saplings of different trees that are grown under the afforestation project. Local village people enjoy the opportunity to join the afforestation programme.

Primary & Mass Education

GBD has started the materialization of a primary education programme. The works of the project are going on in the Banigram area of the Sadhanpur union under the Banskhsli p.s. Besides, with the financial support from the Department of Non-Formal Primary and Mass Education, GBD has opened 30 primary and mass education centres in the Mirsarai area of Chittagong.

Savings and Loan Programme

The aim and objective of this GBD project is to organize the rural low-income families and to provide them with long or short term loans, either person- wise or group- wise, so that they can turn to be economically solvent and self- sufficient. There are certain rules and regulations for the repayment of the loans. A debtor can open an account in GBD to keep his savings there as the security money, and then can receive two to three times more money as a loan. GBD sanctions the loans over a certain profit.

Mothers' & Childs Health Care & Family Planning

GBD undertakes different initiatives for safe motherhood and for restoration and caretaking of mothers and child's health. The children are the backbone of a nation's future, and so GBD takes different steps like vaccination, immunization, proper treatment of ailments, supply of required vitamins etc. to protect the health of the local children. Under the above-mentioned project, GBD provides the children with the vaccine of polio and measles, the vaccine of jaundice, or saline and other medicines to resist and cure diarrhea, vitamin 'A' to restore eyesight and to resist blindness, and other vitamins to fight against malnutrition. GBD distributes vitamins among the pregnant cost. Besides, various programmes to enhanced under the project to ensure good health for mothers and children.

Next Programmes of GBD to Resist Aids & Contraband Drugs

AIDS or acquired- Immune Deficiency Syndrome is not actually a disease but the total break- down of the other name of death. Green Bangladesh has decided to take another programme in its hand in near-future to resist AIDS. Side by side, GBD will take various programmes for the members of our young generation, as because it is none other but them who comprises the most able and skilled manpower of a nation. Appropriate measures should be taken, so that the young persons of the society can get rid from their over-whelming frustrations. GBD shall go forward in a planned way to resume the young generation from their helpless victimization of drug addiction and other social and political evils. It plans to take necessary steps and to organise a strong movement against drug abuse in the days to come.

Tortures on Women and Empowerment

In a country like ours the fair sex is the victim of the maximum social oppressions. Necessary steps should be taken to resist this uncalled for situation. The concerned authorities to secure and remove the oppressions on women should play fruitful roles. Measures should be taken to enhance the honor of women and to ensure the equal rights of them. The equal chances and opportunities for women should be created and ensured in each and every sphere of the society, and in all the government and the non-government stages. The female members comprises the half portion of the total population of the world, and son the overall progress and development of a country or a society are possible only when its female members will be able to come forward to take part in all the activities equally with their male counterparts. Considering the points mentioned above, GBD plans to work for the empowerment of women.

Rehabilitation of Floating Women & Childs

A considerably large part of the female members of our society become helpless victims of acute poverty, various types of tortures and persecutions, family disputes, parentlessness or guardianlessness, widowhoods or forceful separations from their

husbands etc., and in such circumstances they find no other option but to live a floating, vagabond life, which brings them on the brink of destruction. Appropriate measures should be taken to make them free from this dark chapter of their lives and to bring them back in the light. They should be provided with vocational trainings which are extremely helpful for their rehabilitation and for their retirement in the right course of life. Little children also are uprooted due to death or carelessness or remarriage of their parents, and because of many other things like that. GBD decides to take a programme in the coming days to provide the uprooted, floating children and women with primary education, vocational training and the opportunities for their self-employments, so that they can be rehabilitated in the society.

Preparation & Training to Face Cyclone

Disasters, specially the natural ones like cyclone, flood etc. frequently hunt our country. GBD shall take all necessary steps to overcome these dilemmas. The volunteer groups of this organization shall take precautionary steps to inform and aware the people about the danger signals, draw them to listen the radio & TV news, convince them to take shelters in cyclone centers, teach them how to save their cattle heads, and take active parts in transferring the inhabitants of the coastal areas to the safer places before a cyclone starts. GBD shall arrange workshops and training courses to teach and train the people to save their lives and belongings on the face of a natural disaster.

To Ensure Arsenic-free Drinking Water & Safe Sanitation

Green Bangladesh already has taken a good number of programmes in its hand to ensure pollution-free drinking water and healthy sanitation system in different areas of the city of Chittagong. It has arranged area-wise meetings and group discussions, addressed small gatherings, exchanged views in different city areas with the aim to make people aware of the dangers of polluted water and spreading of diarrhea, and unhealthy sanitation system. GBD will continue to work in this regard through various measures like killing the mosquito-larvae born into stagnant and polluted

water, convincing people to drink the water free of arsenic and all other types of pollution, examining the water of different tube wells that whether there is any trace of arsenic in it or not etc.

Development of Environment

The environment pollution is one of the major problems of the present world. The environment of the earth has been facing more and more threats and degrading gradually, keeping pace with the gradual urbanization and industrial all over the world. Environment pollution have taken a dangerous shape in our country in absence of proper planning and application of the relevant laws, and also because of the lack of people's awareness. Mills and industries, clinics, garment factories etc. are being established even inside the residential areas of our towns and cities. Used polythin bags strewn everywhere in large number, discarded things thrown in the river, abolition of hills and vegetations, dark smoke emitted from the outdated automobiles, lacking of proper sanitation, and above all various injurious activities of our illiterate, ignorant fellow-countrymen are destroying the natural environment of our country. GBD shall continue to make all types of propagandas and to take all the necessary steps, with the helps and the co-operations from both the government and the non- government sides with an aim to develop a pollution-free environment.

Publications

GBD is continuing to work for the up gradation of the life-standard of the neglected and backward section of our people, and for their evaluation and proper utilization, and for enhancing their professional skills. Keeping these goals in mind, it shall publish a regular monthly paper named as the 'Sabuj Barta'. GBD hopes that the monthly shall be very much reliable in providing its readers with important facts and information and shall contribute in the enhancement of their professional skills.

The Management Committee

There is a seven-members working committee of GBD. All the members of this committee are of equal powers, and they discharge their duties uniformly to manage

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** _____

the total activities of the organisation. All they are aware of their respective duties and responsibilities. All of them are highly educated, well-established in the society and devoted social workers.

Legal Status

Presently Green Bangladesh (GBD) is approved by different ministries of the Government of the People's Republic of Bangladesh. Department of Social Service (DSS) registration number – Chatta: 2077/98. Department of Youth Development (DYD) registration no. 98/98. NGO Affairs Bureau, Office of the Prime Minister Foreign Donation (FD) Regulation (Voluntary Activities), Matsya Bhavan, Dhaka registration no. 1442.

2. Jugantar Samaj Unnayan Sangstha (JSUS)

Jugantar Samaj Unnayan Sangstha (JSUS) was established in early 1997 with an intention to bring qualitative changes in the lives of the disadvantaged and poor. Its programs directly address fundamental needs of the hard-core poor. JSUS intervention area spreads over the selected areas of Kotwali, Panchlaish, Chandgaon, Bakalia, Khulshi, Karnafully, Boalkhali, Patiy, Pahartali, Anowara and Banskhali.

Not with standing the fact that the vested section of the society immaterial of political changes in the country play very dominant role in shaping the lives of the disadvantaged and poor. As such, the genesis of emergency of JSUS as a non-profit, non-political private voluntary organization lies in breaking the chain of the disadvantaged and poor with the vested section of the society. This worked as the singular most important factor in driving a group of local people who also constitute the progressive section of the local elite to initiate the establishment of the organization. However, to facilitate its developmental mission the organization got

registered with the Department of Social Welfare of Government of Bangladesh vide no. # 2413/2001 dated 26/12/2001.

Since its inception the promoters of the organization have given very considerable stress on social empowerment and are also continuing the same. But, though not parallel to social changes the economic emancipation is also given importance by the organization at low profile. This is intended to facilitate the social empowerment of the beneficiaries themselves since its inception. Its programs directly address fundamental needs of the hard-core poor and vulnerable women and men through Education, health care project, and Income generating program, safe and healthy environment project.

Aims and Objectives

JSUS aims to develop the following situation in the working area:

1. To improve the education base of the vulnerable population through providing basic development education.
2. To strengthen economic base through providing life oriented skills and financial resources.
3. To create employment opportunities for under privileged women and men in the societies through income generating programs.
4. To aware women and illiterate men about their fundamental rights and/or legitimate demand.
5. To build safe and healthy environment through providing knowledge and information about pollution/contamination.
6. To arrange seminar, symposium workshop, publication for building awareness on smoking/drug use/STD-HIV/AIDS etc.
7. To empower vulnerable women by ensuring participation in decision-making process.
8. To improve capacity and skills of community (elected representative, Govt. representative, key stakeholders) to manage the risk and apply mitigation skills in the project (urban & rural) areas.

9. To create mass awareness about different development issues throughout the year e.g. human rights, sanitation, legal aids.
10. To provide assistance to physically disable peoples and lobbying to protect their legitimate rights.

Vision

Women and men of Bangladesh enjoy all fundamental rights where society is free from corruption, injustice, and insecurity.

Mission

Works as driving force for transforming societies towards sustainable development by promoting, advocating and implementing programs that address root causes of problems.

Governance and Management

Following committees are in places to govern the organization and also arranged a dynamic management. The three committees are-

- Executive Committee (EC) with 7 members
- Advisory committee with 3 members
- General bodies with 30 members

JSUS is a female-headed organization and committed to empower the women.

Target population

The organization is focused on eradicating poverty among poor and vulnerable women and men in the urban slum and rural areas. But the overall total population of the community enjoys the benefit of the JSUS activities.

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

Major programs

The organization currently implementing a wide range of program by keeping pace with the need of the targeted communities in the working area. Some of the programs are as follows-

Primary Health Care Program

Ill health is product of poverty. Single episodes of sickness can plunge household in to deep poverty, reducing productivity and the availability of labor – the main asset of poor people – and forcing women to divert more of their time and energy to caring for sick relatives. When poor adults become sick, they are often forced to draw down their savings, sell off assets. JSUS is operating need-bases health programs through providing curative and preventive treatment in the communities. JSUS has well equipped health clinic for anti-natal and post-natal services for the women and general treatment for all in the communities. It has two full time registered doctors for rendering such services.

Poverty Eradication Program

In spite of JSUS's resource constraint to serve the people operating demand based micro credit and income diversification programs for alleviating poverty in the project area. It has very good savings project with participants. The program serves more than 3000 direct beneficiaries benefited from this program. The present outstanding loan is Tk. 49,70,500 and savings is TK 42,36,385. Loan disburse started from the date of 28.05.99 to 30/06/2003 (FY 2003) were total amount of Tk. 1,58,51,500.

Social Development Program

In addition to the above JSUS have some social development programs. JSUS is a member of UNICEF funded BASIC project of City Corporation. JSUS also organize EPI programs, Dengue Prevention Campaign, Observe National and International Days on Child Rights Day, Population Day, and Women rights Day

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** _____

etc. It also co-operates different Govt. departments and NGOs for implementing program as a development partner.

Human resource: JSUS has quite a few numbers of policies and procedures for smooth operation of the programs. The policies include Finance, Administration, Personnel, and Gender.

Sources of Fund: JSUS- at this moment is operating all of its programs from own fund. The organization will expand its program further subject to receiving assistance from any external donor/partner.

Major achievement: JSUS has achieved remarkable success

- Non-formal primary education
- Implementation of EPI camp
- Implementation of poverty reduction programs
- Low cost quality treatment for poor
- Provide legal aid support to women
- Women and child rights Awareness
- Awareness on child trafficking
- Orientation of critical issues e.g., dengue, sanitation, Arsenic contamination etc.

Networking and Liaison: JSUS is very child in it' age. Presently it enters in different networking body. It is now members of following forum.

3. Young Power in Social Action (YPSA)

The youth community makes up half of the world's population. With a view to create world wide awareness about this youth community and to ensure youth

participation in development programmes, the UN General Assembly on 3rd November 1978, according to its resolution no. 33/7, declared the years 1981-90 as **Youth Decade** and 1985 as **International Youth Year**. Being inspired by spirit of International Youth Year some socially conscious youths of the society of Sitakund Upazilla in Chittagong District began to motivate and organize the youth community of the region in order to establish a development organization. In this way on 20th May 1985 by active initiation of the socially conscious youth, a social development organization called **YPSA (Young Power in Social Action)** began its course of participation in the development process.

Legal Status

YPSA is a voluntary social development organization registered with the different departments of the People's Republic of Bangladesh.

- NGO Affairs Bureau (R. No. NAB/916/95) Date: 26/02/95. Renewal Date: 23/08/2000
- Joint Stock Company (R. No. CHC 227/04. Under Societies Reg. Act XXI of 1860) Date: 29/02/04.
- Social Welfare Department (R. No. Chi. 1475/89) Date: 10/09/1989.
- Youth Development Department (enlisted no. BD. - 552/Chi. - 46). Date: 20/11/1994
- Family Planning Department (R. No. A 139/99) Date: 06/12/1999. Renewal Date: 05/02/2002.

Vision of YPSA

YPSA envisions a society without poverty where everyone's basic needs and rights are ensured.

Mission of YPSA

YPSA exists to participate with the poor and vulnerable population with all commitment to bring about their own and society's sustainable development

Personnel Management Policy In the Foreign Aided NGOs: Bangladesh Context

Core Values of YPSA

- Patriotism and commitment to national interest, sovereignty and national pride
- Justice, transparency and accountability
- Mutual respect and gender friendliness
- Quality and excellence
- Humility and confidence
- Respect for diversity
- Support for environment and ecology

Governance System

YPSA is governed by an Executive Committee consists of seven members and elected by general members according to its constitution. The Executive Committee formulates the organizational and financial principal of the organization and the Chief Executive, on behalf of the Executive Committee conducts the proper management of the organization. Presently YPSA's general member no. male 50 and female 11 total 61.

Total Employees

| Nature of employment | Total # of employees | Female employees |
|---|----------------------|------------------|
| a. Full time | 167 | 123 |
| b. Part-time (Including NFPE school teachers) | 80 | 65 |
| c. Volunteers | 205 | 165 |

Geographical Coverage of Activities

At present YPSA is working in Sitakund and Mirsawrai Upazila and Chittagong City Corporation under Chittagong district of Bangladesh. In future, YPSA's development programmes may be expanded the entire Coastal and Hill tracts area

of the Chittagong Division. Currently YPSA is working with a total of 60,000 disadvantaged families.

Program Interventions

* Institution Building * Livelihood * Governance * Health * Education
* Environment * Micro Finance and Micro Enterprise * Human Resource
Development * Disaster Management * ICT for Poverty Reduction * Research,
Advocacy and Publication * Networking

Field Projects

1. Development Initiative for Social Change (DISC)
2. Strengthening Health and Population for the Less Advantaged (SHAPLA)
3. Char Development and Settlement Project (CDSP)
4. STD/AIDS Awareness and Prevention Program
5. Participatory Savings and Credit Program (PSCP)
6. Urban Development Program (UDP)
7. Water and Sanitation Project (WATSAN)
8. Non-Formal Primary Education Program (NFPE)
9. women Empowerment through Decent Employment (WEDE)
10. Youth led Poverty Reduction through Digital Opportunities (YPRDO)
11. Advocacy for a Public Policy to Ensure Human Rights in Ship Breaking
Industry
12. Reproductive Health Initiative for Youths in Asia (RHIYA)

Link Organization

- YPSA Centre for Youth & Development (YPSA-CYD)
- Human Resources Development Centre (HRDC)
- YPSA Savings & Investment Group (YPSA & I Group)
- Evergreen International School
- Development Resources Centre (DRC)

Cells/Units

- Organisational Learning and Reflection (OLR) Unit
- Advocacy and Publication (A&P) Unit
- Research and Studies Unit (RSU)
- Disaster Management Unit (DMU)

Donors & Development Partners

1. DFID (BPHC)
2. Action Aid Bangladesh
3. CARE (INCOME Project)
4. Family Health International (FHI)
5. HIV, AIDS and STD Alliance of Bangladesh (HASAB)
6. The Netherlands Embassy
7. Bangladesh Government
8. ILO
9. UNESCO
10. UNFPA
11. JOBS (USAID)
12. Manusher Jonno
13. Oxfam
14. Save the Children – UK
15. BRAC
16. PROSHIKA

Networking

National

- Association of Development Agencies in Bangladesh (ADAB)
- NGO Forum for Drinking Water Supply and Sanitation (NGOF)
- Fair Election Monitoring Alliance (FEMA)
- National STD/AIDS network of Bangladesh

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** —————

- Bangladesh Anti Tobacco Alliance (BATA)
- Bangladesh Coastal NGOs Network for Radio and Communication (BCNNRC)
- Bangladesh Shishu Adhikar Forum (BSAF)
- Centre for Disability in Development (CDD)

International

- INFO YOUTH Network, UNESCO-INJEP France
- Youth for Habitat International Network (YFHIN), Turkey
- Voluntary Work Information Service (VWIS), Switzerland
- The United Nations Youth Unit (UNYU), USA
- International Association for Volunteer Effort (IAVE), USA
- Involvement Volunteers Association Inc. (IVI), Australia
- International Youth Cooperation (IYOCO), The Netherlands

Network Secretarial

- NGO Alliance of Chittagong (NAC)
- Enterprise Development Forum Chittagong (EDFC)
- Coalition for the Urban Poor (CUP) – Chittagong Chapter
- Programme with and for Youth Network (Pro Youth Network)
- HIV/AIDS prevention Coordination Committee, Chittagong

4. CODEC

CODEC has been developed as an NGO basically from the experiences of the Boat Rental Pilot Scheme. This scheme was initiated in 1980, with the assistance of DANIDA (Danish International Development Agency) under the auspices of BFDC (Bangladesh Fisheries Development Corporation) for the purpose of boat distribution among the fishermen. But practices revealed that neither lasting economic growth, nor the required social change and development was achieved out of boat rental among the target fishermen. And this realization paved the way to the genesis of CODEC in 1985.

CODEC was established on 1st February 1985. But it initiated its activities in October 1985, with the financial assistance of DANIDA and the approval of the Ministry of Fisheries and Livestock. CODEC is an NGO working mostly among the coastal and riverside fisher folk communities of the country.

The Principal activities of CODEC are:

- Institution building
- Education
- Training
- Support Program
- Savings and Credit

CODEC Training Program:

Training is now being given prominence and priority that it deserves throughout the public, private and development sectors. Considering this, CODEC initiated training program as a vital part of its human resource development towards sustainable institution building for the coastal and riverside communities in the country.

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** —————

The main features of the training program are:

A. Target Members Capacity Building:

Awareness Development.

Organizational Management Development.

Occupational Skill Development.

B. CODEC Organizational Capacity Development:

Staff Development.

CODEC Training Centre

CODEC is operating its two training centers, one is in Chittagong and another is in Patuakhali.

5. Nowzuwan

The people of the advanced countries easily get job after the completion of their student life. Jobs are easily at hand, and the population growth is not severe. That is how the advanced countries often recruit labor from the developing countries. On the other hand, the condition of the developing countries completely differs from that of advanced nations. Since employment does not increase as the population rises rapidly, the national and social development is hindered and true prosperity is not possible yet. Here, the control of the Government to the society is not comprehensive, therefore various crimes like robbery, thief, beggar killing etc. increase. Bangladesh is also one of those developing countries and is facing such problems regularly. The governmental job seems to be golden deer here. The people want to get a job with small salary through bribe of million taka. Competition for one job is high, with thousands of applicants behind a job.

However, there is a hope, for some people try to follow alternative ways. Those people try to get away from being entangled in the current social situation, with their intelligence and strategies in order to develop self-employment. They are

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

always the young people. A group of youth can create a threat and disorder in a society. On the other hand, another group of youth is capable of presenting a beautiful society and nice country by removing all the social obstacles. One good example is a group of youth in a village of Dengapara under P.S. patiya. The people of Dengapara village were neglected and deprived of their basic rights such as education, food, cloth, shelter and medical care.

In order to gain those rights, the Nowzuwan Club was established in 1977 by the endeavor of ambitious youths, whose activities were limited within various sports and literature. In 1992, it started economic & social development activities along with continuing sports and literature activities, with the name Nowzuwan Social Development Organization. At present, the development activities of Nowzuwan Club have been expanded from Dengapara village to various P.S. of Cox's Bazar, Banderban and Chittagong District. Nowzuwan is now purely a Non-Government Organization. It has Governmental approval in 1980, with the help of former M.P. and its founder member Mr. Sirajul Islam Choudhury. Although it was established at 1977, due to recruitment of its founding members, its activities had been paused for few years. Later on, some youths of Dengapara village took the responsibility of this organization in 1988. At that time it had a constitution and only one office. Since the members were too occupied with college studies, its activities were again suspended in 1990. In 1992, these members gathered all the ambitious youth at Dengapara to be involved in the organization, and they also made a request to all the honorable persons to support their activities. Thus with the involvement of all, it restarted its activities and Nowzuwan has been implementing its various development activities ever since.

In 1986, to achieve the objectives to positively change the condition of socio-economic situation and pauperization & removal of the poverty from grass-root level, they discussed among themselves and agreed on the amendment of the constitution and to change its name from West Dengapara Nowzuwan Club to the name of Nowzuwan (Social Development organization) and attempted to work in a

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

larger scale. The meaning of Nowzuwan is brave / hero. It points towards those strong youth in the movement for required solution of the condition with justice and noble works. Nowzuwan is a local, non-political, non-profitable and non-Governmental organization.

For its systematic works International volunteer Miss Lente (Holland) has inspected this organization in 1997 by the YPSA & BWCA and gave financial assistance. In fact, with this financial help Nowzuwan workers were strongly encouraged in their social activities. The YPSA of Sitakund (CTG.) provides various supports from the beginning as well.

Vision: Establishing a society based on justice and opportunities for all.

Mission: Nowzuwan intends to promote the socioeconomic status of the distressed and powerless people with special emphasis on women and children through institution building, empowerment, providing education, supporting or exploring and utilizing potentialities.

Objective of the organization:

- i. This organization is nonpolitical voluntary and social development organization
- ii. Proper utilization of available resources of the locality for human resource development and for welfare of the people.
- iii. To help develop leadership among the neglected and despondent mass through group participation.
- iv. Organizing poor community in small groups and help improve their standard of the life and make them self reliant through income generating programs.
- v. Communicate and coordinate with Govt. and non-Govt. development organization with a view to improving human resources.

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context***

- vi. Undertaking suitable programs to maintain environmental and ecological balance.
- vii. Adopting necessary measures to ensure basic rights of man-like food, shelter, cloth, Medicare and education.
- viii. Help grow own capital of the organized group of people and undertake various programs for poverty alleviation.
- ix. Adopting proper programs to improve women and the disabled people's social status.
- x. Adopting programs for better literature, culture and sport activities.
- xi. Making all efforts to increase professional know-how and skill of the members of the organization.
- xii. To express solidarity with the national and international efforts and principle for development of human rights.

Core Values: Sincerity, Mutual Respect & Commitment, Team Spirit, Human development and rights and Good Governance.

Culture: Friendly attitude, knowledge sharing, creating impact and evidence, straggle for positive change.

Strategy: Develop and promote poor peoples association, Enterprise development and income generation towards economic uplift, Undertake recharge on development approaches based on local needs, Reduce all sorts of vulnerability of rural and urban disadvantaged through need based service and intervention, Emphasis on environmental conservation and promotion of bio-diversity, Create enabling environment by promoting human rights, Transparency and accountability, Decentralized local governance and Promote peoples participations.

Approaches: Normally, the organization works through group approach, organizes the target peoples into groups and reach supports and services to the individual members through the groups. It works as an animator, stimulator and cooperator in

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** _____

the process of development and improvement of the situation of the target peoples, children and women. Its intervention supports and service are guided on the principal build on how they themselves had build their own fortunes. The programs are the need basis of the beneficiaries, and ability and self-sufficiency is given priority in the programs.

Stakeholders: Poor, Distressed & Landless people (especially women and children), Adolescents, Persons with disabilities, Minority groups, truck/Bus/Rickshaw drivers. Ghat/Godown/Industry Laborers and Sex Workers, Social elites/Professional bodies, Community Leaders ad influential person in the community, Government organization, NGOs and policy makers.

At present Nowzuwan has a powerful executive committee with the 7 (seven) members from various professions, including 21 (Twenty One) general members and 11 (Eleven) life members and it has an advisor committee with 11 (Eleven) members.

Nowzuwan established at June 10, 1977 and it registered volunteer organization under various department of the Government. No. 818/80, Dated: June 19, 1980 is under Social Welfare Division, No. Chi: 81, Dated: January 29, 1997 is under Youth Development Department and No. 1742, Dated: October 03, 2002 is under NGO Affairs Bureau, Family Planning Department (Applied), Intoxicant Control Department (Applied) And has networks with National and International organization/forum/network: ADAB, NGOF, CDF, CCHRB, CSDF, CRS DN, EDFC, GDF, NFYOB, NAC, IAVE, CDD, ALRD, BFRG, BSAF, IDE-B, BWCA, FEMA. ANTHAR, CSD, BATA, CAHD, PROYOUTH, CAMPE, NFOWD, ATSEC, CAB, CAMPAIGN FOR GOOD GOVERNANCE NYCOB, CDP, WASTE NET, CEDA, SAVE THE CHILDREN ALLAINCE, ADOLESCENT DEV. FORUM, BPA, PHM, PSUSSP, SELF HELP PROMOTION, STI/AIDS NETWORK OF BANGLADESH, ACN, NCD, KHAN FOUNDATION,

Chattagram District committee On Prevention Of Women Abuse, Bangladesh NGO.com, etc.

Nowzuwan has implemented some educational activities in Ukhia Upazila of Cox's Bazar District and Lama upazial of Bandarban District with the help of non-formal education directorate, and this program has been undertaken in Patiya upazila, Patiya municipal, Karnafully thana and Anoware Upazila of Chittagong District.

Environment Sector: Solid waste management & composting, Social forestation, Forestry sector, project, and Costal green belt project (Total beneficiaries about 800)

Health Sector: Water & sanitation, Reproductive health, Disability development, Drug and HIV/AIDS prevention (Total beneficiaries about 1200)

Education Sector: Non-formal child & adult education (Total beneficiaries about 600)

Micro finance Sector: Participatory saving & credit program (Total beneficiaries about 10,000)

Agriculture Sector: Homestead gardening and enterprise development project (Total beneficiaries about 825)

Social Justice Sector: Human rights & Good governance project, Strengthening local government program, and legal aid support (Total beneficiaries about 800)

International volunteer replacement program: Working as a volunteer from Japan, France, Germany, America, Holland, Korea and Australia.

Revenue generating Sector: Nursery, fish cultivation, and compost plant.

Social Awareness Program: Gender issue, adolescent development, child and women trafficking prevention, disaster management, Earthquake related, anti

tobacco & drug, early marriage, birth and mirage registration, land development, pottery development, voter education etc. (Total beneficiaries about 5000)

General activities: Training, international work camp, relief and financial help, literature, cultural & sport activities, regular publication, national & international day observation.

The national & international organization that provides financial and technical assistance to Nowzuwan is: NGOF, MISS. SARAH (American volunteer), CARE-INCOME, CARE-SHABGE-DFID, BRAC, NAC, ENVIRONMENT DEPARTMENT (BEMP), BANGLADESH JATIYA PROTIBONDI UNNAYAN FOUNDATION, FOREST DEPARTMENT, Lilianefonds (Netherlands), CIDA, ITDG, BWCA, CDD, CSDF/STD, EDFC, CRSDN, BITA/ARD, ANTHAR, ATSEC, BATA, SOCIAL WELFAIRE DEPARTMENT, YOUTH DEVELOPMENT DEPARTMENT, PERSONALLY and LOCAL ELITES etc.

Area 3: Rajshahi Metropolitan City

1. Sachetan

Sachetan is an organization incepted in 1981 for socioeconomic development for the landless poor, destitute and downtrodden people of the society in general started working when it saw that people are driven to some sort of exploitation and are in right less condition in the society. Religious practices strongly prohibit women's public mobility, personal life and other relevant social values on women, In addition increasing landless, higher illiteracy rate, over population is common problems of the area. Polygamy, early marriage, drug addiction, frequent divorce, dowry, wife beating, separation with dependent children, without maintenance and attention attack on women's chastity, malnutrition, illness, hunger, injustice, begging, migration to urban area as maid servant, rickshaw puller, day laborer are salient feature of the project area. Considering of all these problems, Sachetan

intend to do work with these downtrodden people especially women for their human development and realization of their achievable rights as human being

Philosophy

Sachetan believes that all human beings have creativeness whatever their educational level and position in the society. If they get the opportunity to know or aware about their power and potentials, they can change the direction of their lives and can also change the social norms and practices. Social justice and self-reliance can only be achieved where the voice of the majority people and their participation are ensured in all decision making machinery's and hence, time has ripen for the people who talk about people's development to precisely think over people's participation, which is one of the essential factors for an effective development strategy.

Philosophy to action

Considering of all the factors, Sachetan thinks that if the downtrodden people are organized in the area with a view to form small groups and its apex organization like ward committee, union committee and finally thana committee and to take different program like adult education. Income generation, training, primary health care and AIDS and STD so that the target people stand their own foot through own organization and can assess their needs and can under take necessary steps for their development which can sustain in terms of people's institution building and finance.

Working Strategy

Sachetan uses a group formation working strategy as the beginning or foundation step in assisting the poor to improve their standard and quality of life, in this group formation process 15 – 25 individuals of similar background (i.e. all group members receive their primary income source form the same type of employment) are organized in to groups for the purpose of providing rational support, beginning group saving activities for receiving training in the area of literacy, social

consciousness, legal awareness, health nutrition, family planning, water and sanitation, environmental issues etc. Although Sachetan's major focus continues to be with women and children, who is the most exploited segment of people of Bangladeshi society, assistance is also provided to men including fishermen, landless and others. As part of Sachetan's on going assistance to the development of poor people, one staff member provided regular assistance has been important in establishes relationship of trust. Assistance may take the forum of training, facilitating general dialogue on issue of individual, family and community importance, assessment of an income generating activity, acting as a beginning link in to government services and of relaying concerns or needs to other section and staff of Sachetan. Sachetan strives to assistance in the development of people's institutions. These structures allow for group's chosen representative form a number of groups in an area which facilitates and allow people to take their self driven development programs, Sachetan does not see it's role as long term interventionist but rather as a catalyst through which change can begin. The development of self reliance remains as one of its central goal and therefore groups are assisted to develop people's institution that will assist and promote the long term development of the communities.

Vision: Poverty free Bangladesh.

Mission: The Sachetan shall organize strategically important activities related to development, which in turn will facilitate a sustainable and equitable improvement of life especially for women, children and the disadvantaged population of through their increased participation in the socio-economic culture and of the country.

Networking

Sachetan has built a wide range of networking endeavor with various national and local networks, important among are:

- ADAB
- NGO Forum for DWSS

- Revive
- Indigenous Knowledge (IK)
- Enterprise Development Network (EDN)
- Association for Land Resource Development (ALRD)
- Barendra Unnion Forum (BUF).

2. Primary Health Care Organization Rajshahi Niskrity

Though a simple dot in the social landscape of Bangladesh yet Primary Health Care Organization Rajshahi Niskrity is very much distinct as one of the voluntary development Organizations in Rajshahi Division. It was established in 1985 by a group of dedicated social activist, Women activist aiming at multi disciplinary and multi dimensional group working towards Socio-economic transformation. Niskrity's point of departure has been to reexamine the developmental process and to work toward development alternatives based on the empowerment of the majority of the people, so that the people themselves can identify and be involved not only in fulfillment the basic needs of the present, but in anticipating and creating their own future. As a result, the people will gain control over their own lives and to ensure participation in nation building process.

Legal Status

Rajshahi Niskrity is registered with Social Services Department, number of Registration "**Rajsha-325/327/90**". It is also registered with NGO Affairs Bureau, Prime Minister's Secretariat, Government of Bangladesh, Vide number 1040, date 26.05.1996, Society registration, number – Raj-S – 70, and dated 03.06.2002.

Vision

To bring about a positive change in social sector that will afford equitable opportunities to all.

Mission

Create scope to enhance skill and capacity with a view to empower the grassroots people particularly women both from rural and urban areas through providing need based support and technical assistance.

Goal

1. Enhance skill and capacity of women and their empowerment
2. Creation of scope for employment
3. Poverty alleviation
4. Creation of equal opportunities and enforcement of human rights
5. Mobilization of local resources
6. Establishment of democratic practice and good governance
7. Test of innovative ideas for people's development in relation with their needs
8. Creation of consciousness at all stages of people for social reformation
9. Eradication of mediaeval beliefs that are hindrance in progress and peace
10. Networking development with those people working with the similar goal and philosophy
11. Creation of scope to afford equitable opportunities and a gender balanced society
12. Development of a healthy society
13. Promotion of self-help through peoples organization
14. Child welfare

Management Procedure

Rajshahi Niskrity has a committed and competent Executive committee (EC) of 7 members and they are responsible for conducting the organizational activities and implementation of Programs. There is a provision of bi-monthly EC meetings for reviewing implementation status, policy planning and new direction towards achievement of Programme objectives and organizational goal. The general secretary act as Director is the Chief Executive. He is accountable to the executive

committee for his job responsibilities. In implementation level there is provision of monthly coordination meeting for Programme chief along with central level staff. In the field level there is a provision of monthly staff meeting. All the staffs meet together review progress and performance. Discuss about shortfalls, constraints, problems and possible solution, and future planning necessary by the Programme.

3. Barendra Unnayan Prochesta (BUP)

Barendra Unnayan Prochesta, BUP is a non-governmental Development organization. It was established in 1990 by a group of development activists, social worker, women activists with a common understanding on social development issues. Initiators believe that the human resource is the basis of development. Barendra Unnayan Prochesta providing effective support to rural poor and vulnerable people, emphasizing the women and children through local resource mobilization and implementing felt need based program both the rural and urban area. Since its inception, Barendra Unnaya Prochesta has been engaged in working in the area of women's and children issues, legal and human rights and environment from gender and development perspective.

Vision

An unequal resources distribution and production system in existing in the society which hampers natural development of person and poor, particularly the women are the worst victim of the system.

Mission Statement

Based on the above vision statements Barendra Unnayan Prochesta's mission is to providing effective support to development partners such as rural and urban poor, distressed women, working and street children and underprivileged community, minority and ethnic community on its working area build up and strengthen their organizational capacity. So that they can organized, aware of their rights and decide over their own fortune in economic and social terms. Women are participating in

the decision making process in society and family. That will create a happy and pleasant life for the development partners.

Long term Objectives

- To work for the poverty alleviation of development partners
- Develop local leadership for participating development process
- Socio-economic empowerment of the poor specially women
- Bring changes in unequal relationship form perspective of gender and development
- Initiate environment friendly development program
- To established participatory development culture

Short term Objectives

- Organize the land less poor male and female into group both rural and urban areas
- Create awareness among the development partner through training on social analysis, leadership development, group management gender and developed and different as per felt need of development partners
- Create awareness on need of environment friendly development
- Create awareness leading to woman and child rights
- Trying for creating and raising consciousness among and between the people through lobbying, campaign advocacy on different national, social development issues and good governance of all level.

Programs

To achieve the objectives following are the main programs of Barendra Unnayan Prochesta:

- Urban and rural good governance program
- Integrated Community Development Program (CDP)
- Empowering the Rural Poor Woman Program (ERWP)

***Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context*** —————

- Greenery Movement for Environment Protection (GMEP)
- Popularizing Gender and development concept among and between the organization and community.

The materialize the above mentioned program, the major activities Barendra Unnayan prochesta is carrying out are (Strategies)

- Institution Building
- Human and skill development training
- Campaign for Human rights, woman and child rights environment issue
- Net working and advocacy
- Organized workshop seminar symposiums on different issues
- Developing training and campaign materials
- Non-formal Primary Education
- Organize workshop on different national and social issues.

Barendra Unnayan Prochesta work with the rural and urban poor, distressed women working and street children ethnic minority, underprivileged communities, civil society and student as its development partners.

The legal status

The organization is registered with the department of social services. Govt. of Bangladesh under the voluntary social welfare agencies ordinance 1961 Registration of Rajsha-356 of 1990.

Management of the Organization

Barendra Unnayan Prochesta governed by an Executive Committee of 7 members who are elected by a general body in every year. The general body is comprised of 41 members. General body meets twice a year and prepare policy guideline for the organization. Executive body meets monthly and manages with dedication and

follow up activities, women participation on the executive body and general body is 40%. The staff members also contribute to policy making.

Networking

Barendra Unnayan Prochesta build up an effective ideological network with like minded local, regional, national and international organizations, institutions, group and individuals. Barendra Unnayan Prochesta is a member of ADAB Rajshahi chapter, International Voluntary Services IVS, Barendra Unnayan Forum a local development organizations network, Local gender trainers group, National gender trainers core group TCG, Development alliance Rajshahi, and also maintains good working conduct and relationship with local civil society, CBO's and development organizations.

3. Mohila Sanghati Parishad (MSP)

MSP is a non-government, non-profitable voluntary organization formed in 1984 by the initiatives of 5 dedicated & committed female Social worker of Rajshahi with an assignment for the development of poor and destitute community giving emphasis on the women participation in regards to health and family, planning issues. The mission of the initiator were to facilitate the development process ad create opportunity for upraising the underprivileged, distressed and risk group women particularly of this region.

Initially MSP thought that the excrescent population of the country is the major problem where lye's a lot of scope to involve women in development directly and with this in mind; MSP started its mission by providing Family Planning services to the community which covered 90 villages of 15 unions under 3 thanas of Rajshahi districts. This service was provided to the community people through a number of 27 personnel. But after a certain period, MSP realized that Family Planning services are not sufficient for addressing the basic needs of the targeted community for upraising their quality of life. So, MSP felt the 'need' for engaging themselves in a

broad range of Family Planning services with giving emphasis to the integrated women development programs for socio-economic development of the community of the region. And thus MSP took several initiatives and implementing various incomes generating activities like-Plant Nursery, Piscee Culture, Poultry, Forestation, Water and sanitation with micro-credit Programs.

Goal of the Organization

To improve the livelihood of the poor underprivileged and backward class of the society through the positive change in respect of health and socio-economic status by emphasizing on women empowerment and participation in the development process.

Mission

MSP believes that development is a long-term process. So, it needs to learn lessons from different situation and utilize the learning project implementation process properly. It might be said that if any development program implemented successfully, the targeted community in respect of their health could achieve a positive change and socio-economical condition, which could upraised their quality of life. Though the living status of the community of this region is very poor about 72% of the total population is living under the poverty level among them 70% are land less and the health status are in a worsen level. A large number of the population is socio-religiously conservative. Moreover, the extended drought is often made the community's livelihood more hazardous. Even then, MSP believes that the development depends not only the successfully implementation of program for a certain period but also active participation of both targeted Men and Women through ensuring and effective utilization and management of their local resources by themselves. So, with the dream of a healthy, happy nation in mind, where women are well empowered, MSP thus stated its mission:

To develop health and socio-economic status of the community to evolve the notion of self-help for development by an enduring process of communities active participation.

Objectives

- To aware the community for institution building in regards to find out their potentiality to face there need and mobilize their own resources.
- To promote and develop the community leadership and human values by providing technical support to the community.
- To capacitate the community to realize the social class and human rights.
- To provide functional literacy to the targeted community.
- To develop communities skill ness in their respective fields through functional training.
- To create scope for generating community's income through an easy access to credit support.
- To empowered women in regards to be self-reliant towards a total development.

Legal status of the Organization

MSP is registered with the Directorate of Women Affairs of the Government of the People's Republic of Bangladesh as Voluntary Organization Vide no. MBP/374/1985. In 1986, MSP was registered under the Family Planning Directorate of Bangladesh Vide no. F.P-2741/1(1)1986 and with the NGO Affairs Bureau under the Foreign Donation (Voluntary activities) Regulations Ordinance No. 11 of 1978, being the registration no. 1229, 1997. MSP has a constitution approved by the Directorate of Women Affairs which has the provision of 7 members' Executive committee who are being elected for 2 years by general committee of 35 members. MSP has also a chapter and central membership of ADAB, NGO Forum, CDS and IAVE.

Development Strategy

MSP adopted the following development Principles as its development strategy:

- Promote Women participation
- Organizing groups of homogeneous community for self-help development

- Awareness building of the community in regards to health, environment, human rights and utilization of the existing govt. facilities.
- Priorities on income generation support
- Emphasis on the fundamental needs on development activities.

Operational Area

MSP started working in 3 thanas of Rajshahi district primarily, after on, it gradually expanded the operational area of services under different Projects to 9 thanas and 35 unions under Rajshahi district, which covered a total number of 175 villages and 3,00,000 population.

Programme Management

The executive director is responsible for the overall day to day organizational & Project activity management solely under the guidance of the Executive committee. A team of program Official's consisting 42 members, helps the ED in palnning and implementing all the Project activities properly.

Present Involvement

MSP has started functioning in the health and Family Planning with socio-economic development to achieve its objectives with the financial support from THE ASIA FOUNDATION (TAF). Center for Development Services (CDS). Following this MSP has already been implemented and now implementing Projects jointly and Independently with Govt. National & International organizations like MISEREOR GERMANY, Pathfinder international, DASCOH, CARE, IDEO, BRAC & CDS, the following Projects activities are going on presently under the MSP management.

5. Partner

PARTNER is a non-government national development organization working in the most underdeveloped and poverty-stricken regions of Bangladesh. It is engaged in

the process of organizing the landless laborer and marginal farmer to expedite socio-economic development through making them self-reliance. PARTNER has been implementing integrated development programme with commitment to meet the basic needs of the poor.

In 1978 Swedish Free Church Aid (SFCA) started a project targeting the lathyrism patients in northern region of Bangladesh. This project has been continued unto 1990. In 1988, SFCA was re-named as 'DIAKONIA' and under this, Rural Socio-economic Project had been implemented from 1990 to 1993. PARTNER was introduced as an independent local development organization in August 1993 through a graduation ceremony. SFCA handed over all responsibilities to PARTNER in that ceremony. PARTNER then delegated its programme responsibilities to grass-root level organization after developing skills as per work plan and phase-out vision. It implemented credit and training programmes for gaining organizational stability in phase-out area from June 1995. Since 1998, the project titled 'Rural Community Development project' has been continuing. Presently it also implements other projects on agriculture, literacy, and awareness building through financial support from other international and national donor agencies.

Major Objectives

PARTNER believes that developing capability of the poor and improving them socially can bring about changes in the conditions of the community people. the target group members have to become conscious of the basic causes of their poverty and then they will be able to unite and take part in programme for their socio-economic upliftment. PARTNER's important strategy to operate itself as capacity initiator by i) making the target group members aware of their own problems; ii) giving them the tools to unite in homogenous class and iii) increasing their capacity first at family level, then at community level to secure their economic, social and civil rights.

Personnel Management Policy In the Foreign Aided NGOs: Bangladesh Context

In consideration of the above facts PARTNER has set the goal to improve economic condition and to up liter social status of the poorest section of the people both in rural and urban areas.

To reach the utmost goal the intermediary objects are:

- Building institution of the rural poor, targeting the 'family' as a unit, and focusing to women, adolescents and children in the family
- Creation of employment opportunity through skill development and micro-credit programme.
- Creation of awareness regarding legal aid, democracy, and good governance
- Creation of awareness regarding preventive health care and nutritional improvement
- Mobilization of economic and other local resources for developing locally feasible income generating activities
- Improvement of healthy environment in the family and then in the community
- Awareness building and make the people confident to face and manage themselves during natural disasters

PARTNER management Committee

| | |
|--------------------------------------|----|
| Number of General Committee member | 27 |
| Number of Executive Committee Member | 7 |

Legal Status

| Department | Regd. No. | Date of Registration |
|----------------------------|-----------|----------------------|
| Ministry of social welfare | 462 | 12.9.1999 |
| Bureau of NGO affairs | 808 | 13.02.1994 |

**Personnel Management Policy In the Foreign Aided NGOs:
Bangladesh Context****Geographical Coverage**

| | |
|------------------|-----|
| Working District | 02 |
| Working Thana | 07 |
| Working Union | 42 |
| Working Village | 422 |

Staff Position (Regular)

| | Male | Female | Total |
|-------------|------|--------|-------|
| Head Office | 8 | 4 | 12 |
| Area Office | 37 | 42 | 79 |
| Total | 45 | 46 | 91 |

3.3 - Personnel Management Policy of the Foreign Aided NGOs

Recruitment and Selection

Recruitment is the process of finding and attracting qualified or suitable applicants to fill vacancies. The purpose of recruitment is to provide a group of candidate that is large enough to let the organization select the qualified employees it needs. It is important because the best qualified applicants must be found to fill vacancies. There are mainly two sources of recruitment in the foreign aided NGOs: internal and external.

Selection is a process of hiring suitable people for job. Right man for right job is the main goal of selection. The selection process ideally is involvement of decision making the organization decides whether or not to make a job offer and how attractive the offer should be and the job candidate decides whether or not the organization and the job offer fit his or her needs and goals. The selection process of foreign aided NGOs involves many steps such as preliminary reception of application, interviewing, test, medical test, references and final decision of hiring

Training and skill development

Training is a continuous process of helping employees to perform at a high level. It is a process of acquiring new skills to do job properly. Training changes and modifies employee attitudes and behaviors that will improve his ability to perform on the job. To be effective, a training program must accomplish a number of objectives. In the foreign aided NGOs training has three dimensions: First, it must be based on both organizational and individual need. Second, the objectives of

training should spell out what problems will be solved. Third, all training should be based on sound theories of learning. Finally, a training program must be evaluated to determine whether it is working.

Salary administration

Salary administration is another important component of personnel management policy. Skilled personnel are paid more than the unskilled in any organization. Salary administration of the foreign aided NGOs is somehow more attractive than other organizations in our country. In most cases their salary pattern is consolidated for a specific job. Very few of them are following salary scale for their personnel.

Promotion policy

- 425582

A promotion occurs when an employee is moved from one job to another that is higher in pay, responsibility and status. Promotion from within an organization is called internal source and recruiting new people from outside the organization is known as external source. It is a vertical move in rank and responsibility. In brief, it means advancement of an employee to a higher status while upgrading means an increase of pay on the same job or moving to a higher scale without changing the job. In the foreign aided NGOs promotion policy is different than others. They believe in best performance. Personnel of this type of organization have such opportunity after long days of their service and when they are proved competent enough for the desired position.

Disciplinary measure

Discipline is generally administered when an employee violates organization policy or falls short of work expectations and management must act to remedy the

situation. The movement of personnel within an organization – their promotion, transfer, demotion, and separation – is a major aspect of personnel management procedure. The actual decision about whom to promote and who to fire can also be among the most difficult and important, a manager has to make.

In the foreign aided NGOs discipline usually progresses through a series of steps – warning, reprimand, probation, suspension, disciplinary transfer, and discharge – until the problem is solved or eliminated. Discipline refers to a condition in the organization when employees conduct themselves in accordance with the organization's rules and standard of acceptable behavior. For the most part, employees discipline themselves. But not all employees will accept the responsibility of self-discipline. Some are problem employees. These employees require some degree of extrinsic disciplinary action. This extrinsic is labeled punishment. The most frequent discipline problems can be classified as related to attendance, on-the-job behavior, dishonesty, and outside criminal activities. Disciplinary actions available to the manager include oral warning, written warning, suspension, demotion, pay cut, and dismissal.

Performance appraisal

Performance appraisal is a process in an organization whereby each employee is evaluated to determine how he or she is performing; Employee may be appraised against absolute standards, relative standards, and objective. It is one of the most important tasks in personnel management process. It is not always easy to judge a subordinates performance accurately, and often it is even harder to convey that judgment to the subordinate in a constructive and painless manner.

In the foreign aided NGOs the appraisal process consists of six steps: 1) establish performance standards, 2) Communicate performance expectations to employees, 3)

measure actual performance, 4) compare actual performance with standards, 5) discuss the appraisal with the employee, if necessary 6) initiate corrective action

Motivation and incentive package

The object of motivation is to produce circumstances in which employees are eager to work with enthusiasm, initiative, interest, devotion with greatest personal and group satisfaction, manifesting the spirit of responsibility, loyalty and discipline with pride and confidence in a united behavior for effective accomplishment of the goals of an organization. Foreign aided NGOs consider this factor with severe importance. In quest of a good team spirit, co-operation and highest performance they practice due recognition, incentives and praise for performed task as the basic part of motivation.

**Personnel Management Policy In the
Foreign Aided NGOs: Bangladesh Context**

CHAPTER – 4

- 4.1 – Findings of the study
- 4.2 – Plan Formation
- 4.3 – Conclusion

4.1 – Findings of the study

Personnel management policy is obviously a key factor for any organization. In another word, success or failure of any organization depends on its personnel management policy. Through this thesis one fact has been established that the personnel management policy of the foreign aided NGOs is different than others to some extent. The uncommon feature of their personnel management policy is outlined below:

A. Recruitment and selection process

Foreign aided NGOs try to remain impartial in their recruitment process. Hence, they use to recruit and select their personnel through open advertisement as like as Govt. system. After scrutiny and primary selection they select proper candidates through both written test and interview.

B. Training and skill development

Training is in a sense compulsory for the personnel of foreign aided NGOs. It is noteworthy that in case of government service there is a provision for skill development through training but not compulsory. BPATC (Bangladesh Public Administration Training Center), divisional headquarters-based Regional Staff Training Centers, and a variety of other cadre-based specialized training institutes managed by concerned ministries and departments organize such training.

Type of training and skill development program in the foreign aided NGOs may be categorized into three group – i) personnel training before placement; ii) personnel training after placement and iii) personnel training during service period. They develop their personnel by providing training by own experts, external experts, and sometimes also by foreign experts. For each type of training program they provide different sorts of benefit as like as: training allowance, transport allowance, food allowance, night haltage allowance etc.

C. Salary administration

It is open secret that the salary structure of foreign aided NGOs is attractive than any other organization. They follow their own salary structure that is quite different from Govt. pay scale. According to Govt. pay scale 1997, the lowest salary structure is 1500-50>18-2400 /=, and the highest limit of salary structure is 12900-350>4-14300 (consolidated 15,000) /= only. On the other hand, foreign aided NGOs often initiates their salary from 2,000/= as the basic pay and 60,000/= to 1,00000 /= or above as the highest limit of monthly pay with others facilities.

D. Promotion policy

Most of the foreign aided NGOs have promotional scope in their organization after a certain period of service. In case of promotion they consider their personnel eligible at least 2 to 5 years of satisfactory service. Impartial and non-judgmental attitude almost are followed for the purpose that none fails to have the opportunity.

E. Disciplinary measure

Disciplinary measure of the foreign aided NGOs is praiseworthy. Usually their disciplinary action may be described into two ways –

- i) Minor punishment: Warning; no pay or stop payment;
: Held up promotion; and cut out salary.
- ii) Major punishment: Discharge; suspension; dismissal; and compulsory retirement.

F. Performance appraisal

Performance appraisal is one of the most important tasks in personnel management process. Considering the fact in mind the foreign aided NGOs evaluate their personnel consciously and carefully. After successful completion of each year they assess their personnel according to their performance, progress and annual

confidential report (ACR) like Govt. institutions. As they believe in work and best performance, they inspire personnel to act best as per task. Personnel appraisal plays a vital role in their promotion and disciplinary policy making process.

G. Leave pattern

In Govt. service there various type of leaves as well as: Earned Leave, Extraordinary Leave, Special Disability Leave, Study Leave, Quarantine Leave, Maternity Leave, Hospital Leave, Special sick leave, Leave of, Vacation Department, Departmental leave, Leave not due, LPR, Compulsory Leave, Leave without pay, Casual Leave, Public and Government holiday, Optional Leave, and Rest and Recreation leave.

In the foreign aided NGOs leave pattern is absolutely different. They have basically two types of leaves:

1. Earned leaves: 40 days with full pay in a year (who works 7 days in a Week.

like Security guard);

: 21 days with full pay in a year (who works 6 days in a Week.);

: 18 days with full pay in a year (who works 5 days in a Week.);

2. Special leaves:

- i) Medical leave – on emergency requirement only;
- ii) Higher secondary leave -36 months (highest);
- iii) Extra-ordinary leave - 1 year (after at least 5 years of service only);
- iv) Maternity leave – 90 days (with full pay);
- v) Paternity leave – 3 days (with full pay)
- vi) Quarantine leave – 14 days (with full pay).

H. Motivation and incentive package

Considering motivation as one of the effective elements for organizational development and reputation, foreign aided NGOs provide various types of packages for their personnel inspiration. Besides regular based salary, they introduced festive allowance, recreation allowance; house rent support, transport facility and / allowance, charge allowance, commission on sold goods, daily allowance, haltage allowance, food allowance, migration allowance, over time allowance, consultancy fee, contributory provident fund, security benefit, legal aid. They arrange annual picnic, sports program, sight visit and tour regularly for their personnel motivation.

4.2 - Plan Formation

In view of the findings of this research, a series of plan is exigent here. All of us would agree with the proportion that foreign aided NGOs are playing their role in deferent sector of our national development. From the perspective of performance and target achievement they are advanced than other organizations. According to the experts in this field, obviously there is some specific reason that makes the difference. Here a comprehensive approach to minimize the difference is urgently required for our national development.

As per suggestion of the respondents (e.g. Chairman, Executive Director, Director and Manager of different foreign aided NGOs) in the study, following measures may be taken to serve the purpose:

- Fund availability;
- Ensure both job satisfaction and job security;
- Commitment in service;
- Congenial atmosphere;
- Regular monitoring and supervision;
- Recruit motivated and trained personnel;
- Personnel training and skill development by both external and foreign experts;
- Maintain office time and work hour properly; and
- Emphasize on documentation and role play.

In the existing socio-economic condition of the country, to ensure a sound personnel management policy in other organizations, a sequence of action program is a burning need. More research in this field should be encouraged to fulfill the purpose. Establishment of friendly relation and new partnerships between foreign aided NGOs and other organizations may support such efforts.

To improve the personnel management policy of other organizations basic requirements as well establishment of Human Resource department, participatory decision making, sense of responsibility, transparency and accountability in service, sufficient logistic support, attraction in service, practice of professionalism, and capacity building through perfect training and workshop must be ensured.

There is also a need to place the right man in the right position for better output. In this respect networking based consultation may play a vital role. Back warded organizations can hire and recruit experts on contract basis. As skill development is an essential element of sound personnel management policy, appropriate training and skill development program must be adopted in all sorts of organizations.

Above all specific human resource policy and role of human resource division should be clearly defined. In order to turn our man power into human resources a different department for Human Resource Development may be established by Government initiative. And there should be a clear commitment at-national level to enrich our personnel management policy.

Conclusion

It is well recognized that the success of any organization largely depends on its effective personnel management policy. There are many organizations that are providing their services and working for our national development. One thing has been established through this research that the foreign aided NGOs are well known and more organized for their strong personnel management policy. Besides the Government organizations, they are playing a vital role for our socio-economic development with their existing personnel management policy. That may be followed by other similar service providing organizations to develop their human resources in course of time to face the millennium challenges as a whole. Simultaneously, human resource managers of other organizations and experts may emphasis on this type of personnel policy and develop a global personnel management system for the greater interest of the country.

**Personnel Management Policy In the
Foreign Aided NGOs: Bangladesh Context**

CHAPTER – 5

-
- 5.1 – References
5.2 – Bibliography
-

References:

1. Shamsuzzaman. April 1998. Personnel Management. H.A. Publisher, Dhaka.
2. Registration Department. NGO Affairs Bureau. Dhaka.
3. ACD. Annual Report 2002. Rajshahi.
4. CODEC. Annual Report 2002. Chittagong.
5. Protyashi. Profile. Chittagong.
6. ISDE. Annual Report. June 2001. Chittagong.
7. BRAC. Annual Report 2002. Dhaka.
8. RIC Program for Rural Aging in Bangladesh. Dhaka.
9. Credit and Development Forum. Annual Report 2002. Dhaka.
10. HASAB. Annual Report. 2002. Dhaka.
11. CCDB. Annual Reflection. July 2002 to June 2003, Dhaka.
12. SARPV- Bangladesh Brochure. Dhaka.
13. USCC-B. Annual Report 2002-2003. Dhaka.
14. Short Activities Report of BAFLF and BSK. Dhaka.
15. Nuruzzaman Muhammad. February 2003. Bangladesh in the Web of Creeping Colonialism. Centre for Bangladesh studies. Dhaka.
16. Green Bangladesh. Brochure. Chittagong.
17. Jugantor Sanmj Unnayan Sangstha. Brochure. Chittagong.
18. YPSA. Organization Profile. October 20, 2003. Chittagong.
19. CODEC. A Glimpse of CODEC BARTA. Issue No. 12. June 2003. Chittagong.
20. Nowzuwan Yearly Report. July 1999-June 2001. Chittagong.
21. Sachetan. Organizational Profile. Rajshahi.
22. PHCORN. *Organization Profile*. Rajshahi.
23. Borendra Unnayan Prochesta. *A brief organizational Profile*. Rajshahi.

Bibliography:

1. Michelle P. Kraus. *Personnel Research, History, and Policy Issues: Walter Van Dyke Bingham and the Bureau of Personnel Research*. October 1986. Taylor & Francis.
2. Neal W. Schmitt, Richard J. Klimoski. *Research Methods in Human Resources Management*. July 1990. Thomson Learning,
3. Gerald R. Ferris, Kendrith M. Rowland. *Theoretical and Methodological Issues in Human Resources Management*. November 1990. Elsevier Science Ltd.
4. Jim McGoldrick (Editor), J.I.M. Stewart (Editor), Sandra Watson (Editor). *Understanding Human Resource Development: A Research-Based Approach*. November 2001. Routledge.
5. Maureen J. Fleming (Editor), Jennifer B. Wilson (Editor). *Effective HR Measurement Techniques*. January 2001. Society for Human Resource Management.
6. Jim Steward, Graham Beaver (Editor), Jim Steward (Editor), Beaver Graham, Beaver Graham (Editor). *HRD in Small Organizations: Research and Practice*. November 2003. Routledge.
7. Michael G. Rumsey, Clinton B. Walker, James H. Harris. *Personnel Selection and Classification*. 1994. Lawrence Erlbaum Associates.
8. Heinz Schuler, James L. Farr, Mike Smith. *Personnel Selection and Assessment: Individual and Organizational Perspectives*. 1993. Lawrence Erlbaum Associates.

9. Robert M. Guion. *Assessment, Measurement, and Prediction for Personnel Decisions*. 1998. Lawrence Erlbaum Associates.
10. The Columbia Encyclopedia, *Personnel Management*. Encyclopedia article Sixth Edition. 2004
11. The Register-Guard (Eugene, OR). *Personnel Files Must Be Available to Workers*. Newspaper article. October 17, 2004.
12. Robbye Braxton-Mintz, Maj. Mike Pinson. *Personnel: Your Most Important Resource*. Magazine. Corrections Today, Vol. 62, October 2000.
13. Heinz Schuler, James L. Farr, Mike Smith. *Personnel Selection and Assessment: Individual and Organizational Perspectives*. 1993. Lawrence Erlbaum Associates.
14. Ronald R. Sims. *Organizational Success through Effective Human Resources Management*. 2002. Quorum Books,.
15. Lynda Gratton, Veronica Hope Hailey, Philip Stiles, Catherine Truss. *Strategic Human Resource Management: Corporate Rhetoric and Human Reality*. 1999. Oxford University Press.
16. Paul Sparrow, Chris Brewster, Hilary Harris. *Globalizing Human Resource Management*. 2004. Routledge.
17. Timothy Dean Keeley. *International Human Resource Management in Japanese Firms: Their Greatest Challenge*. 2001. Palgrave.
18. Dennis R. Briscoe, Randall S. Schuler. *International Human Resource Management: Policies & Practices for the Global Enterprise*. 2004. Routledge.
19. Ronald J. Burke, Cary L. Cooper. *Reinventing Human Resources Management: Challenges and New Directions*. 2004. Routledge.
20. Kenneth Thompson. *Management and the Worker*. 2003. Routledge.

21. Pawan S. Budhwar. *Managing Human Resources in Asia-Pacific*. 2004. Routledge.
22. Mike Dent, Stephen Whitehead. *Managing Professional Identities: Knowledge, Performativity and the "New" Professional*. 2002. Routledge.
23. Flippo B. Edwin. *Management*. 5th Edition. 1970.
24. Gibson , Donnelly. James H. and Ivancevich. *Fundamentals of Management*. 10th Edition. Irwin McGraw-Hill. NY. 1998.
25. Moorhead/Griffin. *Organizational Behavior*. Fourth edition
26. The Asian Foundation. 1995. Houghton Mifflin Company. Boston.
27. Devis Keith and John W. Newstrom. *Human Behavior at work*. 8th edition. McGraw-Hill. 1989. NY.
28. Kreitner Robert. *Management*. 9th edition. Houghton Mifflin Company. 2004. Boston. NY.
24. <http://www.questia.com/search/personnel-management>

**Personnel Management Policy In the
Foreign Aided NGOs: Bangladesh Context**

CHAPTER – 6

6.1 Annexure: A
Guideline used for the thesis

Questionnaire for Research on
**Personnel Management Policy in the Foreign Aided NGOs:
Bangladesh Context.**

[This questionnaire has been developed to conduct a research for M. Phil course under the Department of Public Administration at Dhaka University. All information must be kept secret and will be used for the mentioned purpose only.]

1. Name and age of the respondent:.....
2. Name and location of the organization:.....
3. Position in the organization:
 Chairman Executive Director Director Manager
4. Length of service:
 - 1 year 2 - 5 years 6 - 10 years 11 years+
5. Level of Education:
 - SSC HSC Bachelor/Honors degree Masters +
6. What type of organization is it?
 International National Regional Local
7. Please name the funding authority of the organization:
8. Annual income (in taka)
 -1,00000 1,00001 - 2,00000 2,00001 - 3,00000 3,00001+
9. Whether this service is suitable as per your expectation?
 Yes No
10. What type of service are you providing?
 Credit support Health & Sanitation Rehabilitation
 Training & skill development Women empowerment
 Educational program Rural development
 Awareness building Legal Aid
11. Total working days in a week:
12. Working hour per day:
13. Total division/department in the organization:
14. Total manpower in the organization:
15. No. of personnel in Human Resource Department:
16. How do you recruit your personnel? Through:
 Internal Source Advertisement Reference
 Others (if any, please specify):

24. Do you have promotional scope in your organization?

- Yes No

If yes, i) what factor do you consider for promotion?

- Seniority in service Training and Skill
 Creative quality Best performance

ii) When do you assess your personnel eligible for promotion?

- Within 1 year of service After 1 year of service
 During 2 - 5 years of service During 5 - 10 years of service

25. Do you have punishment system in your organization?

- Yes No

If yes, what type of?

- Transfer Demotion Discharge No payment

26. Whether transfer system is compulsory at you organization?

- Yes No

If yes, what sort of?

- Inter departmental Inter branch

27. What type of leave pattern you follow?

- Govt. procedure Own system

If own, do you have?

- Casual leave Earn leave Leave without pay
 Medical leave Maternal leave

28. What is the duration of your maternal leave?

- 2 months 3 months 4 months 4 months +

29. What special service do you provide for personnel motivation?

- Pension Gratuity and benevolent fund Legal aid
 Life insurance Compensation Nothing

30. Do you have any recreational facility?

- Yes No

If yes, what type of:

- Tour Spot visit Annual Picnic Sports program

31. What type of staff meeting do you conduct?

- Weekly Fortnightly Monthly Yearly

32. Do you think personnel management system of foreign aided NGOs is different than others?

- Yes No

If yes, why (please mention)

.....

.....

.....

33. How do other organizations can develop their personnel management policy? Please use key words.....

.....

.....

.....

.....

34. What is your recommendation for our human resource development?

.....

.....

.....

.....

.....

Thanks for cooperation.

Signature of the respondent