

Plan of Operation 2013-2014, COAST Trust

1. Methodology

Plan of Operation of COAST Trust (www.coastbd.org) for 2013-2014 is prepared through the participation of stakeholders from different levels i.e. member participants, local level civil society, government officials and staffs. All the staff of different Sector/ Section/ Project Implementation Units (PIU) are requested to cover the issues like i) last year achievements, ii) stakeholders' comments, iii) last year limitations, iv) the next year objectives and v) challenges. After compilation of all the papers from Sector/ Section/ PIU this document has been prepared and summarized. This year we tried to prepare the plan of operation in a simple manner and consuming least possible time.

2. Critical Analysis during 2012-2013

The micro finance program has been expanded vertically. The branches in Chittagong Region are running full steam ahead with surplus. The savings products have attracted the group members this year and the growth rate of savings accumulation is 28%, which is higher than last two years. The overdue management has been strengthened with the support of senior colleagues from principal office through daily monitoring and case-by-case analysis. A target is set to realize at least 20% of total overdue by December 2013. The coastal integrated technologies extension program (CITEP) is emphasized to expand over all the branches. The overall management of micro finance has been divided into two zones; South zone and East zone and two Zonal Heads have been introduced. The internal audit team has been strengthened through increasing manpower.

Local government project (LGP), reaching out school children (ROSC) project and 2nd phase of participatory actions towards resilient schools & education systems (PARSES) have been phased out successfully. The preparation of final reports of those projects is under process.

The office has been shifted to organization's own building where the meeting and residential facilities are available as an additional part from the office space.

COAST worked with IFAD (International Fund for Agricultural Development) and ICSF (International Collective Support for Fish Workers) for the development of international guideline on small-scale fisheries. Ten local FGDs, five divisional workshops with the participation of fishermen and fish businessmen and other civil societies took place. The major recommendations from the divisional workshops were placed in a national seminar held in Dhaka where policy makers were present. The recommendations were i) ID cards for all fishermen, ii) inclusion of fish farmers and workers in the national laws and policies, iii) insurance, iv) special safety net programs during lean season, v) providing interest free loans, and vi) establishing local fish preservation centre.

The organization has been awarded a project titled **"Justice for Safety: An Initiative of Community Legal Service."** An agreement has been signed with Max Well Stamp PLC for this project. Another agreement has been signed with *Progoty Systems Limited* for mobile banking with the beneficiaries. New agreement has been signed with The Asia Foundation for observing next general election. 2nd phase of **"Community for Development"** project is being implemented, which is funded by UNICEF.

The District Health System Strengthening project with Save the Children, new Strategic Plan for 2014-2018 with Stromme Foundation, Innovation Fund for poultry model chain with Citi Foundation, Responsive Union *Parishad* with Manusher Jonno Foundation and Alternative Livelihoods to Support Forest Community with Arannyak Foundation, Capacity Building Program for fishing communities with ICSF etc. are in the pipeline.

Four seminars titled **"Humanity is above all"** had been organized with the participation of people of all religions in Ramu, Ukhiya, Moheshkhali and Teknaf just after the Ramu religious rampage. The social harmony has been retained through these seminars. COAST Trust also organized a campaign on creating awareness on misuse of a social networking web site among the students and young in Cox's Bazar in order to avoid any unexpected ignition led by facebook ohot sharing. The organization supported 26 families with taka 5,000/- each for being victimized by minority eviction in Noakhali.

The organization implemented relief programs in Cox's Bazar flash flood. It also assisted the victims of the cyclone Mahasen in Bhola and Cox's Bazar. It supplied cooked food to the people who took shelter in the cyclone centres. It distributed 1500 family kits containing of 17 household items to the mostly affected families in Charfession, Lalmohan, Tazumaddin and Monpura upazilla under Bhola district. The organization also disbursed lac interest free loan to the families who fully lost their houses.

The organization received a license for operation of community radio in Bhola island. It is trying to explore funds from Stromme Foundation, Japanese Government, PKSF and elsewhere considering about its own source too if necessary. For establishment taka 4 million will be required where it taka 1-1.5 million will be needed for yearly operation.

COAST Trust has received credit rating "BBB+" in long term and "ST-3" in short term. The Credit rating was completed by Credit Rating Information and Service Limited (CRISL) (www.crislbd.com) a renowned credit rating registered company in Bangladesh. Credit Rating is an independent opinion on the ability and willingness of a borrower in discharging its obligations as principal and interest as per time schedule. These opinions are provided by the rating agencies that have a license from the regulatory body, Securities and Exchange Commission. Globally ratings services are extensively utilized by the investment community such as general investors, merchant banks, portfolio managers, asset management companies, investment bankers, stock exchanges and also by the regulators.

The authority of regional team leaders has been strengthened. All the projects and programs leaders have been under the supervision of regional team leaders. The most of the decisions have been decentralized up to the regional team leader levels. The regional team leaders are giving technical and monitoring supports and ensuring the qualitative implementation of the programs and projects. They are also contributing for the development of staff through adopting one to one training methodology. They are supervising the programs and projects on behalf of central management. They are maintaining the smooth

communication with the district administration officials as part of the organization.

For macro level policy advocacy Equity and Justice Working Group (**EquityBD**) is running with satisfactory level. This network organized different campaigns during 2012-2013. Some of major campaigns were i) Doha Outcome is for Climate Inaction and Injustice, ii) Shun Differences, Adopt Second Kyoto Protocol, iii) Developed Countries Should Take Responsibility of Climate Forced Migrants, iv) US, EU and Rich Countries, Cut Your Emission First, v) Emphasize on Equity, Justice and Climate Vulnerable Country's Interest in Doha Climate Conference, vi) Rights Groups Protested WB in Climate Resilience Fund, vii) Stop Agriculture Land Grabbing, viii) CSOs demand to ensure due share of women in all sort of Climate Finance, ix) Women participation in Climate Adaptation and Mitigation Demanded, x) EquityBD oppose VAT exemption for multinational mobile phone companies: statement issued, xi) CBD delegation should take position to democratize Asian Development Bank, xii) Confrontational Politics Paves the Irresponsible Bourgeois: statement issued, xiii) Political Commitment is a Must to Stop Sources of Black Money and xiv) Integrate Climate Adaptation in National Plan and Budget.

During last year, in respect of organizational aspects the following lessons have been learned; (i) the management is scrawling to retain quality female staff in the senior management level, (ii) the micro finance program is suffering of fund during the dry season when demand is the highest, (iii) 16 branches were suffering from deficit capital

The target of last year for micro finance service charge was taka 177.29 million and the achievement was taka 148.03 million (16.50% less).

The target of development partners' grant was taka 30.22 million but we have received taka 46.57 million (54.10% above due to inclusion of C4D project).

The budget for the year 2012-2013 was taka 201.65 million where the expenditure was taka 186.75 million. This is 7% less than the targeted budget.

The total value of assets is taka 61.62 million.

3. Planning and Strategies for 2013-2014

During the year of 2013-2014 the major planning and strategies will be as follows.

i) for inclusion of more commercial banks for revolving credit funds and other micro finance related products, ii) to expands 6 branches in Noakhali and Chittagong, iii) to prepare the new strategic plan of the organization for the period of 2014 to 2018, v) to construct a basement of five storied building in Cox's Bazar land, vi) to streamline the central accounts as per the PKSF instructions, vii) micro finance advocacy-one seminar in December 2013 giving highlights on the risk and vulnerability of micro finance due to climate change impact in the coastal areas, viii) to strengthen the climate change adaptation through CITEP-Coastal Integrated Technology Transfer Program and ix) overdue realization will be emphasized through giving special support from principal office.

4. Budget Focus for 2013-2014

During 2013-2014 the budget has been prepared with an amount of taka 251.82 million (USD 3.15 million) with the surplus figure of taka 6.91 million. Total budget has been increased of 24.9% than that of 2012-2013 (201.65 million).

The donor grant is taka 58.10 million, which is 23.74% more than that of last year (taka 46.57 million). It is due to the inclusion of Community Legal Service, Election Working Group and Value Chain Development Project.

This year the earning of service charge from micro finance and social business will be taka 177.29 million that is 16.50% more than that of last year (taka 148.03 million).

Among the total budget of taka 193.72 million for 2013-2014, 76% will be beard from surplus money of micro finance service charge.

The percentage of administration cost will be 5% (taka 12.59 million) while the percentage of program cost will be 95% (taka 239.23 million).

The administration cost means the cost of salary and benefits of all the staff. The program cost includes the cost for operation of all the programs.

the cost directly involved with the member participants and other stakeholders.

In this year the organization will need taka 285.00 million as Revolving Credit Fund (RCF). We are expecting to receive taka 195.00 million from *Palli Karma Shahayak* Foundation (PKSF) and taka 90.00 million from Stromme Foundation (SF) as RCF.

At the end of 2013-2014 the total number of member participants will be 103005 which is 16.32% more than that of last year (88553). The outstanding balance at the end of 2013-2014 will be taka 809.22 million. This is 13.58% above from last year (taka 712.47 million). The member savings at the end of the year 2013-2014 will be taka 292.39 million that is 23.78% higher than that of 2012-2013 (taka 236.26 million).

The total staff will be 1204 which is 9.75% more than the last year (total staff was 1097). The male female ration is 1.19:1 (male 655 and female 549)

This year the amount of cost of fund is taka 68.60 million and the last year amount was 37.89 million (81% above due to increase of interest rate of PKSF). The cost of fund includes the interest of group savings, interest payable to PKSF, SF and Bank for using Revolving Credit Fund.

For further information:

Rezaul Karim Chowdhury
Executive Director

Cell : 88 01711 529792
Email: reza@coastbd.org

Principal Office
House # 13, Metro Melody, (1st Floor) Road # 2,
Shyamali, Dhaka-1207, Bangladesh.
Phone : 88 02 8125181, 8154673,
Fax: 88 02 9129375,
E-mail: info@coastbd.org,
Web : www.coastbd.org

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