

Executive Summary of Plans and Budget 2017-18, COAST Trust

1. Methodology

The Plans and Budget of 2017-18 of COAST Trust (www.coastbd.net) has been prepared through the participation of stakeholders of 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) were requested for covering the issues like i) last year achievements, ii) stakeholders' comments, iii) last year limitation, iv) the next year objectives and v) next year challenges. After compilation of all the papers from Sector/Section/PIU this document has been prepared and summarized.

2. Critical Analysis during 2016-17

The annual staff conferences were organized in all regions with the presence of all staff of the region. The themes of the conferences were: i) Change thyself and then change the organization, ii) Dignity, democracy and integrity for all, iii) Humanity should be above all and iv) Religion for person and state for all. The motto of the conferences were: i) Brutally honest, ii) Ethically loyal, iii) Uncompromised discipline, iv) Unquestionable integrity and v) Thinking positivism. Each conference was inaugurated with national anthem and then the patriotic songs during the intervals. COAST programs and approaches were discussed in the conferences. The whole day conference was ended with taking the sheet of open secret method where the participants expressed the positive and genitive aspects of the programs and management, any misbehaviors from the supervisor(s) and any behaviors from the supervisor(s) that motivated them and recommendations for improvement of programs and management.

The salary structure of the organization has been reviewed and taken approval from the Board of Trustee. The considering factors before salary review were the livelihood expenditure, salary package of other MFIs and accumulation of savings in such a way that after 20 years of job the staff

can save a major portion of money for building own house in union, upazilla, districts and city levels. The ratio between the lowest and highest has been decreased from 1:13 to 1:8.

The newly opened branches like Hajirhat under Kamalnagar uapzilla, Subarnachar, Kabirhat, Companyganj, Samri Munchirhat under Begumganj upazilla and Udarhat under Noakhali sadar have reached their break-even point.

All the grass root staff of micro finance programs have been provided training on COAST Programs and Management Approaches.

The internal audit section has been redesigned and now they can audit all the branches by six month and previously it was by one year.

The Human Resource Management has been splited into Human Resource and Administration. Here two Assistant Directors have been made responsible for each section. FIS and MIS section has been merged with micro finance operation from finance section. As a result the micro finance FIS and MIS reports for the donors are being submitted in due time.

This year the organization has received BDT 5.00 crore from BRAC Bank Ltd., BDT 8.00 crore from One Bank Ltd., BDT 5.00 crore from Midland Bank Ltd., BDT 5.00 crore from Mutual Trust Bank Ltd., BDT 5.00 crore from Meghna Bank Ltd., BDT 3.00 crore from IDLC Ltd. (International Development Leasing Corporation) and BDT 5.00 crore from UBICO Ltd. (The UAE-Bangladesh Investment Company). We received total 36.00 crore and the interest rate of loans is 10%.

(International Development Leasing Corporation). and UBICO Ltd (The UAE-Bangladesh Investment Company)

The overdue management has been strengthened with the senior colleagues from principal office through daily monitoring system and case by case support. Up to December 2012 total written off amount is BDT 4.38 crore. Target up to June 2017 was BDT 2.26 crore and realized BDT 0.81 crore and the realization rate is 36%. On the other hand up to June 2014 total amount of bad debt is BDT 1.49 crore. Target up to June 2017 was BDT 2.20 crore and

realized BDT 0.83 crore and the realization rate is 38%. It is planned that by June 2018 at least 15% of total written off and bad debt amount will be realized. All the staff of the organization are involved for written off support in two Saturdays in a month.

The achievement analysis of the financial plan for the year of 2016-17. (BDT figure is in crore):

Sl	Major components	Target	Achievement	%
1	Member participants	118,022	106,700	90
2	Per CDO member participants	368	321	87
3	Savings accumulation	50.29	57.15	114
4	Loan outstanding	150.55	175.04	116
5	Per CDO outstanding	0.47	0.55	117
6	Earning of service charge	29.10	37.12	128
7	Budget	24.97	26.82	107
8	Amount of surplus	4.14	10.80	261

Causes of highly increase of surplus:

a) Sufficient RCF, b) Branch expansion

Tropical cyclone **MORA** hit Bangladesh coast on May 29, 2017, the death toll was 6 and more than 65 fishermen were missing. The cyclone damaged approximately 15,960 houses totally and 33,128 houses partially. The organization responded immediately and doing following activities: (i) with opening central control room in Principal Office in Dhaka, and other four regional control rooms in four regional offices; Bhola, Cox's Bazar, Chittagong and Noakhali COAST started its initiatives from May 28, 2017, (ii) Radio Meghna (www.radiomeghna.net) circulated government weather bulletin by 24 hours received from Bangladesh Betar. Radio Meghna kept its operations continued day and night to forecast about cyclone MORA, preparedness and rehabilitation works after the disaster. COAST supported government initiatives at local level for evacuation and shelter management standby its

1090 staff for providing support to district deemed necessary by the government and others. With local authority COAST prepared primary assessment report. COAST provided emergency relief like essential food items to 220 families in the Sabrang and Saint Martin's Island. Organization also provided 75 families @ BDT 2000.00 for their loss of betel field.

There was a meeting with Dan Church Aid (DCA), Dhaka how the long term rehabilitation can be possible. As per their requirement a project concept note has been submitted to DCA

This year the organization has been awarded the projects of Climate Change Transparency Mechanism (CFTM) funded by British Council and Promoting Agricultural and Commercial Enterprise (PACE) funded by IFAD.

During the period of 2016-17 target of the total fund was BDT 10.01 crore where the received amount is BDT 13.03 crore (130%). It is due to the extension of Ending Child Marriage Project and awarding of new project like Climate Change Advocacy in Monpura. This year the budget of the donor grant is 8.81 crore which is less 34% (BDT 13.33 crore) this is due to the phase out of CLS (Community Legal Services), RUP (Responsive Union Parishad), SGSP (Strengthening Government Social Protections), CCA (Climate Change Advocacy) and CRRP (Cyclone Roanu Recovery Project).

The short project matrix: (Figure BDT in crore)

SL	Name and donor	Duration	Budget	Received	Utilized	% of utilization
01	Ending Child Marriage -UNICEF	2016-2017	4.36	3.14	2.76	88%
02	ECOFISH-USAID	2015-2017	3.49	2.60	2.50	96%
03	MTCP-2-IFAD	2014-2018	2.37	1.09	1.07	99%
04	SEEDS-Stromme Foundation	2014-2018	9.66	3.82	3.65	96%
05	CFTM-	2017-	1.50	0.38	0.30	77%

SL	Name and donor	Durati on	Bud get	Recei ved	Utili zed	% of utili zati on
	British Council (Newly awarded)	2018				
06	Torun Alo-DFID	2016-2018	1.11	0.28	0.20	71%
07	PACE-IFAD (Newly awarded)	2017-2020	1.57	0.15	0.10	67%
08	ENRICH-PKSF	2014-2018	1.20	0.81	0.80	98%
09	Ujjibito-Upp-IFAD	2014-2018	2.01	1.24	1.20	97%
10	Coastal Vegetation Improvement for Community Resilience-IUCN	2016-2017	0.18	0.16	0.14	87%
Total			27.48	13.80	13.10	95%

The license of “Radio Shaikat” in Cox’s Bazar has been received and now the steps for getting frequency and operation are in the process. It is expected that Radio Shaikat can get its operation by June 2018.

A five-storied training centre in Bhola town has been started with organizational own fund and it is expected that by September 2017 up to 2nd floor will be completed.

This year organization has completed the projects: i) Community Legal Services funded by DFID, ii) Responsive Union Parishad funded by DFID, iii) Social Safety Net Strengthening funded by DFID, iv) Cyclone Roanu Rehabilitation funded by BRAC, v) Climate Change Advocacy funded by UNICEF and vi) School Feeding Project funded by Bangladesh Government.

This year the organization has been awarded with two new project like i) Climate Change Transparency Mechanism (CFTM) funded by British Council and ii) Promoting Agriculture Commercial Enterprise funded by IFAD.

For macro level policy advocacy, Equity and Justice Working Group (**EquityBD**) organized different campaigns during 2016-17. (i) Adequate allocation is must for agriculture to ensure food security and self-reliant agriculture (ii) Priority Mega Project for building embankment to save the coastal people in Budget 2016-17 demanded (iii) Demanded to coastal MPs that the coastal people want embankment not relief (iv) Capacity Development of the First Humanitarian Responder Should Be a Priority Now (v) Climate Displacement in Cross Boarder Must Be Raised in SAARC and Climate Conference (vi) Right groups urged PM to reorganize her international negotiation strategies focusing the climate migrants (vii) Demand for effective sexual and reproductive health education and services especially for adolescents (viii) Right Based CSOs for Effective Sexual and Reproductive Education and Health Services in School for Adolescents (ix) Bangladesh Must Follow a Transparent and Inclusive Climate Negotiation Process (x) Climate Induced Migrants are the Bangladesh Priority in Marrakech Climate Negotiations (xi) Bangladesh Increased Dependency on Coal for Energy is Suicidal, Invest in Renewable Energy (xii) Temperature Peaking Year Must Be Specified in Marrakech Climate Conference to Save the Earth (xiii) Climate Displaced People Deserved New Political Policy Regime for Human Right Protection (xiv) Developed Countries Indecisions in Marrakech will Lead Climate Genocide in LDCs and MVCs (xv) Independent Climate Change Commission is a must to address Challenges of Climate Change (xvi) Allowing marriage of girls less than 18 years of age will make adolescent girls more vulnerable to Child Marriage (xvii) GFMD CSO Leaders Express Solidarity with the Climate Migrants’ Rights (xviii) Cooperative and Legal Agreements among the ministries would help to ensure fisher’s rights (xix) WDB has to be restructured and coordinate with other, must take anticipatory action to save coastal population (xx) EquityBD Pays Homage to Language Martyrs with Commitment of Establishing Equity Based Democratic Society (xxi) Allowing Foreign Fishing Vessels in Bangladesh Territory will be Suicidal (xxii) Compensation must be provided at least seven days before the banning period of fishing in the Meghna and Tentulia sanctuaries (xxiii) Homestead women activities must be counted in our national economy & GDP (xxiv) Strengthened Democracy and Inclusiveness are Must to Realize the

SDGs in Bangladesh (xxv) Inclusive civil society participation crucial for SDG process (xxvi) While Developed Countries Not Delivering Commitment in Climate Change, Political Unity is a Must to Save Bangladesh: Deputy Speaker (xxvii) Demand for Measures to Arrest Black Money and Illicit Flow in Next Budget for Local Resource Mobilization (xxviii) Government and Civil Society Need to Work Together for Climate Displacement to Influence UN Global Compacts (xxix) Reducing Subsidy for Agriculture will be Suicidal for National Food Security (xxx) Climate strategy review must be done by Local Expert with Inclusive and Country Driven Process (xxxi) Effective budgetary allocation must be ensured for climate resilient agriculture and save marginal farmers.

During last year, in respect of program the following lessons have been learnt; i) not arresting the overdue, ii) still some misappropriations have been continuing by some dishonest staff, iii) the operation fund for community radio could not be managed.

The budget for the year 2016-17 was BDT 419.33 million where the expenditure was BDT 416.61 million. Here the expenditure rate is 99%.

3. Planning for 2017-18

During the year of 2017-18 the major planning and strategies will be as follows.

i) to open new region in Barisal city with six branches through covering Barisal, Patukhali and Jhalkathi districts. ii) to strengthen the climate change adaptation through CITEP, iii) management and monitoring streamlining for the projects, iv) overdue realization will be emphasized through giving special support from principal office and other project staff, v) to establish the community radio station in Cox's Bazar, vi) searching fund for establishment and operation of community radio, vii) to open 3 branches in Noakhali region and 3 branches in Chittagong regions, viii) to take coverage of 80% of member participants with primary health care service through local paramedics and ix) managing more fund from private sectors for revolving credit fund.

4. Budget Focus for 2017-18

During 2017-18 the budget has been prepared with an amount of BDT 485.32 million (US\$ 6.07 million with the exchange rate of 1:80) with the surplus figure of BDT 120.86 million. Total budget has been increased of 13% than that of 2016-17 (BDT 419.33 million).

During 2017-18 the donor grant is BDT 88.12 million, which is 34% less than that of last year (BDT 133.33 million). The less amount is due to the phase out of the projects like Community Legal Services, Responsive Union Parishad, Social Safety Net Strengthening project, Cyclone Roanu Rehabilitation Project.

In 2017-18 the earning of service charge from micro finance program will be BDT 496.68 million that is 27% more than that of last year (BDT 371.20 million).

Among the total budget of BDT 485.32 million for 2017-18, 82% (BDT 397.21 million) is from service charge of micro finance program and 18% is from grants from different projects and other income (BDT 88.12 million).

The percentage of administration cost will be 4% (BDT 393.00 million), while the percentage of program cost will be 96% (BDT 92.30 million as program cost and BDT 90.94 billion as Revolving Credit Fund Operation).

The administration cost means the cost of salary and benefits of all the staff. The program cost includes revolving credit fund operation (during 2017-18, the revolving amount operation will be BDT 90.90 billion) and the cost directly involved with the member participants and other stakeholders.

At the end of 2017-18 the total number of member participants will be 133,178 which is 20% more than that of last year (106,700). The outstanding balance at the end of 2017-18 will be BDT 2.50 billion (US\$ 31.25 million). This is 30% above from last year (BDT 17.50). The member savings at the end of the year 2017-18 will be BDT 736.50 million that is 22% higher than that of 2016-17 (BDT 571.50 million).

During 2017-18, it will need BDT 539.20 million as Revolving Credit Fund (RCF). It is expected to manage the amount of BDT 120.86 million from surplus and

BDT 418.34 million crore from private banks like BRAC Bank Ltd., One Bank Ltd., Mutual Trust Bank Ltd., Mid Land Bank Ltd., IDLC Finance Ltd (International Development Leasing Corporation) and UBICO Ltd (The UAE-Bangladesh Investment Company).

By the end of 2017-18 the total staff will be 1188 (male-643 and female-545 and ratio-54:46) which is 10% more than the last year (1078).

This year the cost of fund is BDT 115.30 million. The cost of fund includes the interest payable to group savings, PKSF, SF and private banks for using their fund in the Revolving Credit Fund.

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