COAST and Its Relief Strategy for FORCIBLY DISPLACED MYANMAR NATIONALS (FDMN)
About COAST

- Coastal based NGO (www.coastbd.net) in Bangladesh emerged from an international organization in 1998
- Two times HAP certified
- Certification process in progress with HQAI (www.hqai.org) appointed by CHS alliance (www.chsalliance.org)
- Special consultative status of UN ECOSOC

**Vision:** A world of Equity and Justice where Human Rights, Dignity and Democracy are the Social Cultures

**Mission:** “COAST Trust organizes strategically important activities related to development which, in turn, will facilitate the sustainable and equitable improvement of life especially of women, children and disadvantaged population of the coastal areas of Bangladesh”.

**Major values:** We exist for the poor and for their interest
We work based on what we know,
We say what we understand, We believe the mutual respect
Core program (running with micro finance surplus)

• Micro finance (for income, livelihood standard and asset building)
• People’s Organization (for participation in organizational management and demand mediation from government agencies)
• Technology integration (to upgrade borrower’s income generating skill especially in agriculture livestock and fishery)
• Community Radio in Charfession ([www.radiomeghna.net](http://www.radiomeghna.net)) fully run by local adolescent girls
• Primary Health Care
• FDMN Relief Operation; back up from own fund
Non core program (based on donor grant)

- Adolescent empowerment with SF Norway and UNICEF both in Bhola and Cox’s Bazar

- Non formal child education center based on Moktab (religious education centre), Bridge school, with SF Norway support in Cox’s Bazar

- Torun Alo, working with youth for secular culture and keep them out of extremism by MJF / UKAID both in Moheshkhal and Kutubdia Islands.
Non core program (based on donor grant)

- ECOFISH for preservation of Hilsa fish and alternative livelihood for fisher folk community in Bhola Island by USAID / World Fish.
- Farmer organization development project by IFAD whole over the country.
- FDMN Relief Operation funded by DCA, Tearfund, CARE, Mercy Malaysia, OXFAM, PKSF and AAR Japan
- In pipe line-NRC, Interpress USA etc.
Coverage by area, population (Core Program)

- **Bhola Region:** 6 Upazila, 20 branches, 30,775 participants.
- **Barisal Region:** 4 Upazila, 4 branches, 6,087 participants.
- **Outreach Region:** 5 Upazila, 9 branches, 9,529 participants.
- **Noakhali Region:** 9 Upazila, 18 branches, 21,500 participants.
- **Chittagong Region:** 10 Upazila, 15 branches, 13,366 participants.
- **Cox’s Bazar Region:** 8 Upazila, 20 branches, 30,701 participants.
COAST Portfolio (November 2017)

- **Total operation cost:** $6.07 million
- **Total grant money:** $2.12 million
- **Total core program income:** $4.52 million
- **Total revolving credit fund:** $21.57 million
- **Development partners’ name:** British Council, DFID, Dan Church Aid, EU, Government of Bangladesh, IFAD, Manusher Jonno Foundation, Mercy Malaysia, PKSF, Stromme Foundation, Tearfund, UKAid, UNICEF, USAID, WFP, WorldFish.
Key Policies on

- Human Resource Management
- Financial Management
- Information Disclosure
- Complaint Response Mechanism
- Whistle blowing
- Child Protection
- Gender
- Protection from Sexual Harassment, Exploitation and Abuse
- Anti-corruption
- Communication
COAST Governance

- BoT is the highest decision making body
- BoT comprises 7 members with two People’s Organization leaders
- ED acts as ex-officio of the BoT but not as member
- At least four meeting in a year, Separate finance and audit meeting in each time
- Annual accounts is audited by renowned independent audit firm
- COAST believes in participation, accountability and transparency
- Meeting system with staff and stakeholders including government officials
- Bank transactions by Non -accounts personnel with two signatories
Why the RRR strategy

- Guide quality implementation with quality management and accountability
- Guide gradual reduction of central support and developing a qualified program section
Why COAST involved

- Involved since 5th September with own fund, with cooked food, water and medical team
- Working in Cxb since 2001, not with refugees
- ED is from Cxb / Kutubdia island
- Long advocacy relation with UNHCR and IoM on Global Compact and Climate Displacement
- Long history of CSO Movement in Cxb.
COAST Response to the FDMN Crisis

- **From COAST Own Fund:** 46,000 packets of Cooked Food, Medical Services to 39,393 persons, 66,000 liter of drinking water (8th September to 30th September)
- 300-400 people are getting health services from two medical camps run with the support of Mercy Malaysia
- Another 30-40 are getting medical services one medical camp run with the support of Tear Fund.
COAST Response to the FDMN Crisis

- 10000 Adolescent and Children (7000 girls and 3000 boys) are covered with safe centers run with the support of UNICEF
- 29 Tube wells and 43 Bathing places for women with the support of DCA
- 26 Tube wells, 104 Toilets and 52 Bathing Cube with the support of PKSF
- 2 Women Protection Space with DCA.
- 37000 FDMN got Food and Non Food Item support with the support of CARE
- 4200 Got Dry food Supported by Danchurch Aid
- 3900 Got cooked food Supported by Tear fund
COAST Response to the FDMN Crisis

- 6 tube wells, 70 toilet, 24 bathing cube with the support of CARE
- 23500 Got food supported by Oxfam
- 11 Sewing Machine have been distributed for Refugee Income Generation with Public and Own Fund
- 3220 packet dry food with the support of CARE
- Advocacy for localization with own fund with CCNF (www.cxb-cso-ngo.org) for localization, accountability of humanitarian aid and for the protection of local host communities.
Strength Weakness Opportunity and Threat (SWOT)

**Strength**
- Ukhiya Centre (UROC) with full ware house, management, training and full residence of 40 staff
- Experience with adolescent and children protection
- Local staff and local language
- Strong relation with district and local administration
- Own disaster management fund

**Weakness**
- Little experience on Refugee issues.
- Weak representation in ISCG because of language barrier of staff (?)
- New staff in front line
Strength Weakness Opportunity and Threat (SWOT)

**Opportunities**
- INGOs consider our strong presence and longtime involvement.
- We can work on waste management and environment protection.
- Work with host community especially with health, child and adolescent protection.
- Positive influence and advocacy to government and local leadership.

**Threats**
- Staff might not be developed.
- Quality accountability and management control.
- Adhoc approach of government in project approval.
- If no exit plan and absorption plan.
Future project / activity idea matrix for FDMN Response and Addressing Host Community Need by priority and COAST strength after studying the UN environmental and socio-economic impact assessment and draft joint response planning documents.

**Objectives**

i. Ensuring **quality WASH services** in the camp through Tube wells and Toilets.

ii. Ensuring specialized **mother and child care** through two static clinics within the camps.

iii. Initiate **primary health care services** especially for poor families in **host community**.

iv. Initiate **disaster preparedness** among the Refugees and in COAST as well to face next rainy and cyclone session.

v. Ensure **waste management** especially in respect of fecal sludge and plastic.

vi. Provide **CRH (Compressed Rice Husk) stick and Improved Woven** to reduce firewood collection from local forest by Refugees and healthy cooking within Refugee shelter.
Future project / activity idea matrix for FDMN Response and Addressing Host Community Need by priority and COAST strength after studying the UN environmental and socio economic impact assessment and draft joint response planning documents.

**Objectives**

i. Conduct **children and adolescent education and protection center** in the Refugee camps.

ii. **Institutional strengthening of Local Government** in host community along with productivity enhancement in integrated agriculture especially in creating employment opportunity for affected poor families in the host community.

iii. Promoting **local youths and students for human right responsive with counter narrative to any terrorism** and for a dignified life.

iv. Initiate **advocacy and campaign for promoting localization agenda and for better understanding** between all involved stakeholders in Coxsbazar.

v. **Strengthening institutional capacity of the COAST** for effective FDMN Response or implementation of this strategy.
Future project / activity idea matrix for FDMN Response and Addressing Host Community Need by priority and COAST strength after studying the UN environmental and socio economic impact assessment and draft joint response planning documents.

**Strategies:**

• We need to focus in concentration in specific area and community so that there will be little of duplication of efforts.
• The project will be based on COAST strength and priority need of the area and community.
• Our effort will be more coordinated and targeted rather than in blanket operation.
• The document will be a live document, i.e., it will be updated based on studies and findings available.
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<tr>
<th>12</th>
<th>Priority no and reasons</th>
<th>Relevant COAST experiences.</th>
<th>Project idea</th>
<th>Inputs and components</th>
<th>Result</th>
<th>Possible donors or Partners</th>
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<tbody>
<tr>
<td><strong>Refugee</strong></td>
<td>1, maintenance and management of tub wells and toilet</td>
<td>Tube well installation in Bhola island during 90s, again tube well and toilet and bathing cube installation after math of “cyclone mora” in Kutudbia.</td>
<td>Quality Up keeping of Tube wells and Toilets already installed.</td>
<td>Employment WASH workers for different cluster, standards of quality maintenance, supervisor regular visit, on site awareness to the users, available fund for maintenance.</td>
<td>Already installed tube wells and toilets are well maintained and refugee community getting quality services. Refugee communities are aware on quality maintenance of those WASH facilities.</td>
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<td>2. Mother and child health will be continuously in jeopardy due to incoming rainy session.</td>
<td>MCH static clinic in Balukhali and Kutupalong.</td>
<td>Deployment of local medical assistant and paramedics. Gradual phase out of Malaysian Volunteer doctor with employment of local doctors and specialist.</td>
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<td>Maternal and child mortality has been reduced.</td>
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<td>4. Fecal sludge and plastic waste is a huge problem in camps.</td>
<td>Fecal sludge and plastic waste management</td>
<td>Gas supply in community clinic out of fecal sludge management plant. Plastic waste collection and link to the local “vangari” supply chain.</td>
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<td>Camp area is free from pollution, especially making the area free from plastic waste.</td>
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<td>5. Saving local forest and timber trees.</td>
<td>Alternative cooking fire wood and improved woven supply.</td>
<td>Entrepreneur creation in respect of CRH (compressed rice husk) fire stick. And improved woven or “Bondu Chula” supply.</td>
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<td>Refugees will go less for fire wood collection in local forest. Healthy cooking system in shelter, friendly to women health.</td>
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<td>Refugee</td>
<td>6. Protecting adolescent girls as they are most vulnerable.</td>
<td>Working with UNICEF last five years in Bhola island and with SF Norway in Coxsbazar for around 10 years.</td>
<td>Adolescent protection and education.</td>
<td>Awareness especially on reproductive health, functional education, network building for community protection. If possible engagement in productive activity.</td>
<td>Adolescent girl will be protected with health, functional education with appropriate network.</td>
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<td>7. Children education</td>
<td>Working with SF Norway in this regard in Coxsbazar for around 10 years, especially mainstreaming “Moktab” education</td>
<td>Children education and center.</td>
<td>Finding at least 100 free spaces for establishing children education center. Proposal to UNICEF. Run primary education center for children.</td>
<td>Children will be provided with primary education.</td>
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<td>Host Community</td>
<td>1. To protect poor families of host community in respect of primary health care.</td>
<td>Such para medics based health care system running with the income support from COAST core program in outreach areas.</td>
<td>Primary health care with host community.</td>
<td>Appointment of paramedics in all COAST core program branches. Medical assistant appointment to supervise them. Appointment of a Doctor to support and train them. Ultimately to develop a sustainable health care approach integrated to COAST core program with micro finance income.</td>
<td>Sustainable grass root support based health care system with COAST core program for the poor families of UKhiya and Teknaf.</td>
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<td>2. Local government support program in recuperating Refugee impact</td>
<td>Local Government Support Project with MJF / DFID support for five years in Bholo island</td>
<td>Local government for pro HR Refugee narratives.</td>
<td>Institutional strengthening including in tax revenue generation, open budget system, and village court development. Cash for work for employment generation and road maintenance. Pro HR and Refugee narratives based awareness.</td>
<td>Local government recuperating Refugee influx and institutional strength.</td>
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<td>3. Surface water preservation and protecting environmental degradation and income generating capacity development based in integrated agriculture.</td>
<td>Ujjibito an EC project with PKSF in Bholo and MTCP project with PKSF in Bholo</td>
<td>Environment protection and sustainable IGA development with production boost up in integrated agriculture.</td>
<td>Social afforestation. Pond and canal reecavation for surface water preservation. Home based agriculture, livestock based sustainable IGA development. Compost fertilizer capacity. Linking market and value chain development.</td>
<td>Some basic environmental degradation has been protected. IGA has been developed in sustainable way with production boost up.</td>
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<td><strong>Host Community</strong></td>
<td>4. Promoting human right, anti-drug narrative and secularism among the youths</td>
<td>Similar project running with MJF/DFID support in Kutubdia and Moheshkali island</td>
<td>Preparing youth and student for a human right based dignified life.</td>
<td>Working schools, colleges and clubs in Ukhiya and Teknaf. Awareness on counter narrative to fundamentalism and anti-drug smuggling. Day observation, debate competition and cultural programs.</td>
<td>Youth and student in Ukhiya and Teknaf taking position on Refugee right and against fundamentalism based terrorism and for a dignified life.</td>
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<td>Both for Refugees and Host Community</td>
<td>5. Promoting localization for reducing transaction cost, local level accountability and use of local knowledge / Resources</td>
<td>Coxsbazar CSO NGO Forum CCNF (<a href="http://www.cxb-cso-ngo.org">www.cxb-cso-ngo.org</a>) has already stared this activity.</td>
<td>Advocacy and campaign for localization and human right with positive engagement with government.</td>
<td>Secretariat support for CCNF. Monitoring and Research Officer. Campaign and advocacy events for promoting better understanding with all key stakeholder in this regard. Relation with media especially with local level media.</td>
<td>INGOs and donors are encouraged to go for localization. Minimization of communication and understanding gap with govt., NGOs, local govt. and media leaders.</td>
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<td>6. Rearrangement in institutional capacity in COAST for all these activities.</td>
<td>Separate management of operation in Ukhiya and Coordination in Cxb has already established.</td>
<td>Institutional capacity for COAST for an effective FDMN response.</td>
<td>Office renovation in Cxb. Specially for roof top conference room. Cost of Coxsbazar Coordination, support supervision and training cost.</td>
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Management: STRESS to SYSTEM: Learning and changes: Capacitating Leadership

- All deputed staff has return back
- Recruited new staff in front line
- Cxb Coordination, Team leading and some Project Manager and all Accountants from old trained staff.
- Intensive training on COAST, vision and mission, discipline and standard.
- Intensive training, monitoring and auditing process is in practice until January then review.
- Daily, weekly and monthly meeting system for motivation, improvisation of planning, experience sharing, feedback and feed forward.
Separate management structure with Central Focal, Assistant Director: DRR, Humanitarian Response and Social Accountability.
Changes in the central management by February 2018

- Enhance no. of internal auditor
- Separate professional for supervising procurement and asset management
- Full pledged Assistant Director for Human Resource Management
- Separate Assistant Director – Social Media and Development Communication with technical staff
- Separate Assistant Director for Program Monitoring
- New and revised policies (Communication Policy, Complain Response Policy, Conflict of Interest Policy, Security Policy)
Assumptions and Risk Mitigation

- Staff poaching and drop out – dialogue with INGOs and donors in maintaining unity relation
- INGOs trend to be direct operational – continuous dialogue on localization
- Government Adhoc decisions – dialogue and lobbying
- High level of accountability and rapid changes – dialogue and confidence building
- Fatigues – flexibility to giving staff leave, must observe weekly holidays.
Exit plan

• COAST will absorb all staff in its expanding core and non-core program with long term job security, it is granted.
• COAST ready to incur losses from its own money.
• COAST will not phase out from advocacy especially in respect of localization
We believe in

• Organizational efficiency and leadership commitment can only be proved, if they are able to respond rapidly and efficiently in crisis of community and country.

• We are committed to learn from both external and internal pressure, which will lead to changes in our approach and structures. Changes are the only live truth.