



**COAST Strategic Plan 2023-27**

**FACILITATING AN EQUITABLE  
AND RESILIENT COASTAL BANGLADESH**

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## COAST is to Standby for the Coastal Disadvantaged in Bangladesh

COAST Foundation emerged from a project of an International Non-Governmental Organization (INGO) in the southern Bhola island of Bangladesh. The project was implemented from 1984 to 1997. The organization is now registered with the NGO Affairs Bureau of the Prime Minister's Office of the Government of Bangladesh (GoB), the Register of Joint Stock Companies and Firms (under the Societies Registration Act, 1980), and the Micro Credit Regularity Authority (MRA). In 2022, the programs and management of COAST were reviewed with the support of Malteser International. The review was a part of its ToGETHER (Towards Greater Effectiveness and Timeliness in Humanitarian Emergency Response) Project. This document provides a brief overview of the organization's five-year plan for 2023 to 2027. It's a live document, each year progress will be reviewed, and there might be adjustments too.

### How this Document Has Been Prepared

The programs and management have been reviewed by forming 9 groups led by senior colleagues from the policy planning / central level. Each of the groups took help from an external consultant and they visited other NGOs too. After that, they presented their findings and drafted the course of action, which is now being regularly followed up. The document is available on the website. After that, three prominent consultants, specializing in Gender Relations, Micro Finance, and Organizational Development were hired. They reviewed the programs and management and drafted a strategic / long term plan. Based on the review, ideas, and inputs from external consultants, all the senior staff of COAST developed this long term plan through a workshop. The process was rigorous, since it is not only to have a document but also to develop actualization and better understanding among the senior staff who will steer the future changes



### Vision, Mission, and Values are the Driving Forces

**Vision:** Striving for a world of equity, justice and free from poverty where human rights and democracy are the common cultures.

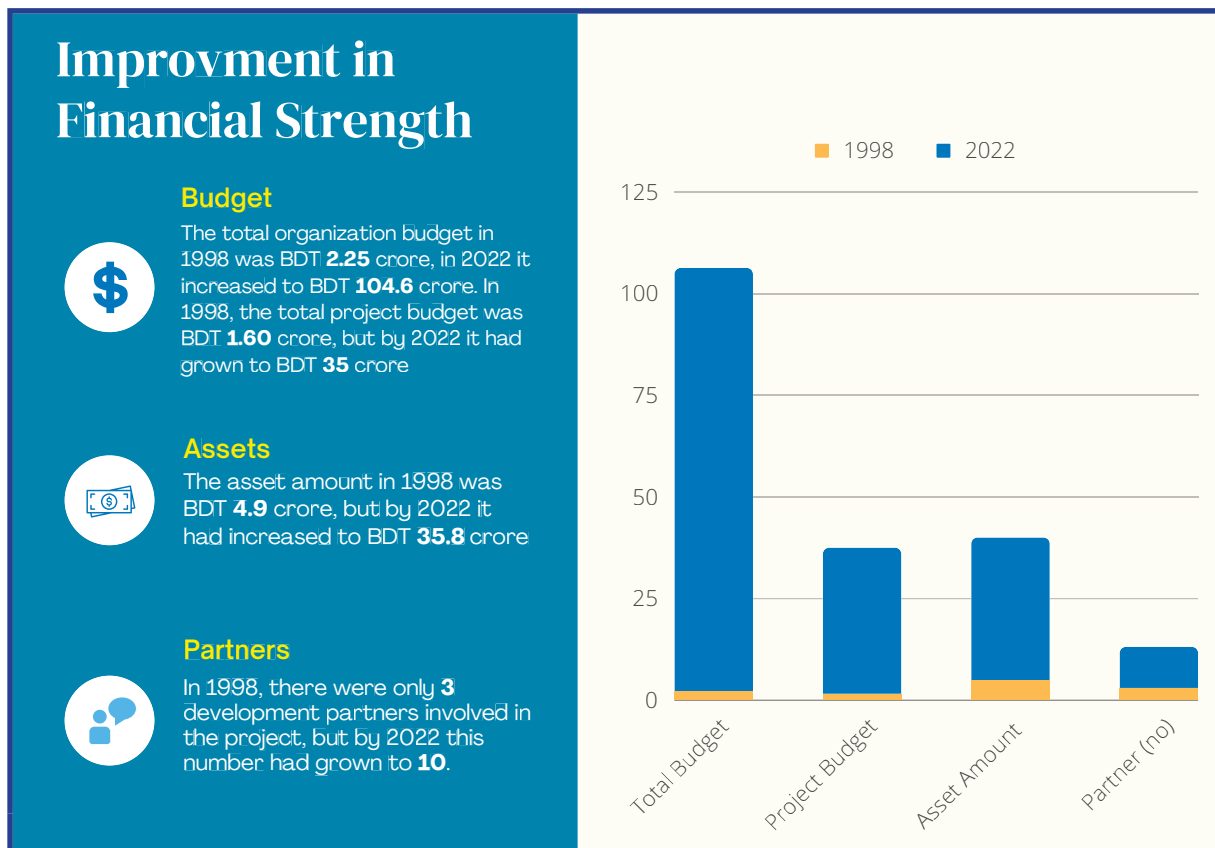
**Mission:** COAST Foundation shall organize important activities related to development, which will facilitate a sustainable and equitable improvement especially in coastal areas of Bangladesh for the disadvantaged people.

**Our Values, our process:** COAST'S existence for the disadvantaged people, work approach and learning, human potentials and dignity, economy, gender, building People's Organization, right to participation in decision making, relation and accountability and environment and diversity.

## The Major Achievements and Learning in Last 25 Years

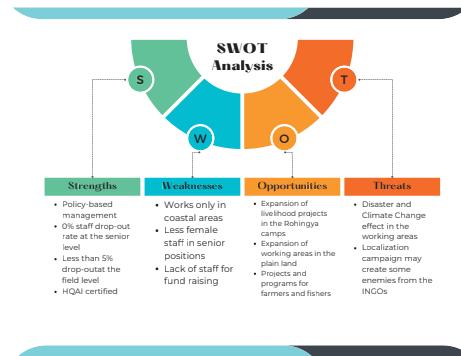
COAST conducted an opinion survey among its staff to identify the major achievements and lessons learned over the last 25 years. The major achievements have happened in respect of geographical expansion and financial sustainability of core programs, establishing two community radio stations in Charfassion and Cox’s Bazar targeting adolescent empowerment, digitalization of microfinance operation, gender-sensitive policies, reputation on advocacy and networking (e.g., internationalization of climate displacement issue, compensation in launch accident, popularization of localization issue both in national and in Rohingya refugee response) and rapid response capacity in respect of humanitarian crisis in all disasters like SIDR and AILA . Stopping the acid throwing issues in Bhola is also a major achievement. The organization was not much successful in fund mobilization for the microfinance program, strong documentation on learning from different projects, and capacity development inputs were not much systematic. The organization has the opportunity to streamline the microfinance program as ‘one stop service’, integration of primary health care, and entrepreneurship development program.

**A JOURNEY OF BUDGET GROWTH BETWEEN 1998 TO 2022, FROM BDT 2.25CR TO BDT 104.6CR : MIRRORED BY TOTAL ASSET GROWTH FROM BDT 4.9CR TO BDT 35.8C**



## The Assessment of the strength, weaknesses, opportunities, and threats (SWOT)

The major strengths are: policy-based management, less than 1% staff drop-out rate at the senior level, and less than 5% at the field level. HQAI (Humanitarian Quality Assurance Initiatives) regular audit and provide certification, financial self-sufficiencies, level of confidence with government institutions through positive engagement with them, opportunity to initiate livelihood or income generating skill development project in Rohingya refugee camp. Increasing frequencies of cyclones can be a major threat for COAST. Some of the international actors can consider the organization as a negative force as it does localization campaigns although it promotes inclusivity and complementarity, it believes in the participation of UN agencies and international actors, especially for fundraising, monitoring, and technical assistance, where local organizations should take lead in field operation.



## Major Future Trends

As Bangladesh is heading toward a middle-income country, there will be a reduced level of NGO funding, and NGO competition will be increased to get foreign funding. There is a number of Bangladeshis unskilled labor goes to abroad, but there are a need of technically skilled personnel, so the organization can be involved in providing technical skills, especially to the youths in coastal areas.

## Microfinance With Rights Based Approach (RBA)

Major Changes in MF program

Parameters	1998	2022
District Covered	1	11
Upazila	5	57
Branches	18	115
Program Participants	19964	157855
Loanees	15971	132204
Outstanding (Cr)	5.29	490.51

COAST considers microfinance as its core program, which is being run with its own income with the following features. COAST does like to work on the following objectives (i) To build a People’s Organization (PO) that goes beyond just being a savings and credit group, promotes leadership and social actions among the poor people so that they will be able to claim and realize their legitimate demands from government agencies in the grassroot level. They should also have access to formal and informal power structures. (ii) The organization will develop and integrate Primary Health Care services in all branches gradually by providing training for the creation of paramedics and appointing them, and by appointing doctor(s)

at the regional level, (iv) To include 30 % out of the total persons with disabilities of our working area by providing meaningful and dignified livelihood opportunities, (v) to monitor the Social Performance Management (SPM) for the clients, (vi) It likes to have institutional infrastructure, especially a training

center in Cox's Bazar by this period, initiative to construct same in each of the regions and having a plan for Principal Office in Dhaka level in its own premises, (vii) the organization will continue the digitalization drive, where developing alternative of passbook in field level is a priority issue, including to promote paperless offices, and (viii) At least 60 % of human resource working at the field level, should have a graduation degree.

## Enterprise Development

Since its inception, COAST Foundation has placed a strong emphasis on enterprise development alongside its microfinance programs. As the country strategy is tailored to a middle-income country, and already there is tremendous development in respect of road transport, electricity, and expansion of ICT (Information Communication and Technology) in rural areas, COAST does like to give importance on enterprise development, for product and also to create employment generation. There is the impact of climate change, especially in respect of the intrusion of saline water and that will make the people most vulnerable. COAST has received support from PKSF (Palli Karma Shahayak Foundation), Bangladesh Agricultural University Mymensingh, WorldFish, and UKAID / FCDO. The organization has been financing from its microfinance income to develop technical training for beneficiaries and also to develop its own technical staff in respect of Livestock, Fishery, and Agriculture. We always give the highest importance that the enterprise should be eco-friendly/bio-friendly.

COAST Foundation is implementing Promoting Agriculture and Commercialization of Enterprise (PACE-Crab) project with the technical support of PKSF, it is funded by IFAD. The main motto of this project is to promote crab farming by using hatchery-produced crab let with proper nursing instead of nature-collected juvenile crab, increase the income of entrepreneurs through crab marketing and create market linkage among service providers and increase the income of the crab farmers by using modern technology in their farming system. COAST Foundation already invented technology for hatchery-based mud crab production and crab let nursing at the farmer's level successfully. Noted that COAST Foundation has already succeeded in hatchery-based crab let production with recorded survival rate and crab nursing by inventing technology, it was also 1st for Bangladesh perspective. With the help of the Sustainable Enterprise Project (SEP) of PKSF, COAST Foundation is promoting producers on environment-friendly safe dry fish production in Nazirartek, Cox's Bazar. COAST is also promoting Mechanical Fish Dryers, Green Macha Technology, Cool Dryer Technology, Dry Fish waste recycle technology and Dry fish Cold Storage systems. COAST is promoting Dry-fish based eco-tourism indeed changing the scenario of Nazirartek. To promote and produce safe poultry meat and egg by making an effective value chain in the poultry industry of Cox's Bazar, a project name Rural Microenterprise Transformation Project (RMTP) is going on.

COAST has taken the following objectives for the next five years. (i) To prepare a region-wise entrepreneurship development program mostly based on available resources with the need of the locality (ii) For eliminating the crisis of crab let and save coastal biodiversity COAST Foundation take initiatives to establish a Mud Crab Hatchery in Cox's Bazar, which process is going on. It will be the 1st

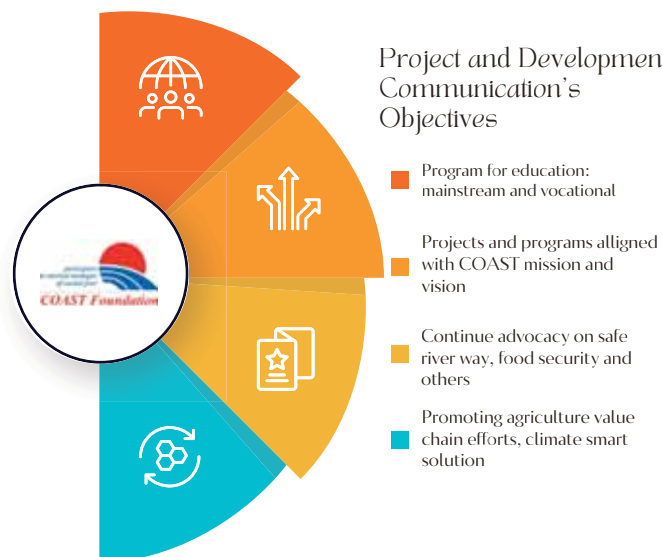
COAST Foundation already invented technology for hatchery-based mud crab production and crab let nursing at the farmer's level successfully. Noted that COAST Foundation has already succeeded in hatchery-based crab let production with recorded survival rate and crab nursing by inventing

commercial mud crab hatchery in Bangladesh. (iii) For promoting and enhancing safe organic dry fish production COAST Foundation will establish two market outlets (chain shop) in Cox's Bazar and Dhaka. (iv) Information technology-based universal online small entrepreneurs groups/marketplace will be developed. (v) Establishment of integrated commercial poultry farm to fulfil poultry meat requirement in the future, keeping in mind that due to starting of rail communication, there will be an enhanced level of tourists in Cox's Bazar thus there will be an increased level of poultry meat demand. (vi) To establish an Entrepreneurship Development Training Center in the Barishal region which will develop skilled and smart entrepreneurs. (vi) To work on developing integrated climate-adaptive technology and marine aquaculture and (vii) To prepare area-wise entrepreneurship development strategy for each region.

## Projects and Development Communication

In COAST, other than the core programs, all other donor-funded programs are termed as Social Development Programs. COAST is running its projects as self-reliance group approach. The Joint Director, who oversees projects and Development Communication Programs, also manages the development communication section of the organization. The communication section usually produces communication materials like graphically designed reports-publications, video production for social media, etc. A female colleague is also solely dedicated to this development communication section and focuses on young people.

Given the past experiences, under the Social Development Programs section, COAST will strive for the following (i) To work with Moktab teachers so that children will go to mainstream education, (ii) To continue promoting functional / life education for school dropped-out girls and boys, to promote back to school and promoting income generation opportunities for them promoting market based technical know-hows, (iii) To distribute annual one-time stipend / one-time financial assistance, especially for girls so that they will be able to continue their study, this will be from the microfinance income of the organization, (iv) To assist community initiated primary, higher secondary, technical schools, and colleges in the working area, (v) To continue to do study and policy advocacy for safe river way, small-scale fisher folk rights, (vi) To continue for supporting farmer groups for value chain and market linkages. (vii) To continue for dissemination of climate adaptive technologies in critical climate hotspots, and (viii) To do anticipatory actions and risk reduction works in respect of disaster, especially emphasizing mangrove forest preservation, innovation in respect of drinking water technologies in remote islands and climate hotspots.



## Two Community Radio Stations As Change Agents

COAST is running Radio Meghna ([www.radiomeghna.net](http://www.radiomeghna.net)) in Charfassion, Bhola since 2015 and Radio Saikat in Cox's Bazar ([www.radiosaikat.net](http://www.radiosaikat.net)) since 2022. Both the radios are being managed by adolescent girls of the locality, and training, technical assistance, and monitoring has given from the central level. Two stations are also being run as ICT (information communication and technology) knowledge and audio-video production center for local adolescent girls. They are active on social media too as most of the population especially young people spend a considerable level of time on social media. Through the website two radio stations could be followed from any part of worldwide. They will be working with the following objectives, (i) To disseminate advanced information on weather, and climate adaptation technologies in respect of integrated agriculture, and health information focusing on women and children, (ii) To provide information on SRHR (sexual and reproductive health rights) with especial attention to adolescent girls and disable population and (iii) To provide information on responsible use of social media. On top of this, for Cox's Bazar, Radio Saikat has an approach (iv) To provide information to protect the environment and to promote community social cohesion concerning human and refugee rights, and (v) To gain at least 10 % income from advertisement, donor etc.

## Humanitarian Response During Crisis Period

Since its inception COAST is responding to almost all the crisis periods (whether it is a natural and human-made disasters, violence against minorities, or fire devastation). In most of the cases, COAST is the first to responded even with its own fund and capacities. Even during the COVID-19 period the organization responded and assisted government hospitals. In the same instances, there will be the following objectives, (i) To ascertain anticipatory actions and also implement disaster risk reduction related course of actions, (ii) To maintain warehouses and pick up vehicle stand by for the response in each region, (iii) To link with INGOs, UN agencies for capacity building and to work during the crisis period, and (iv) To give priority to remote char/sandbar islands, will be made a special plan in this regard for a response on those areas, especially to develop drinking water facilities, (v) to participate in government-led coordination activities so that there will not be any duplication of resources, and (vi) To do advocacy so that government will take initiative in advance to prepare disaster risk reduction activities.

## Rohingya Refugee / FDMN Response in Cox's Bazar

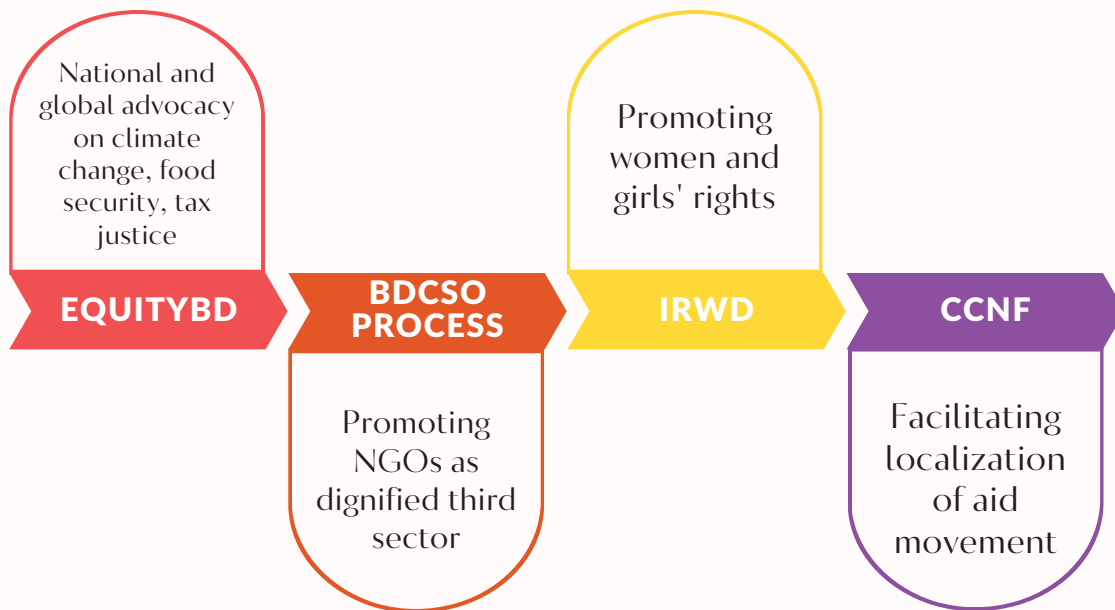
COAST started the response on 25 August 2017, during the first 40 days, the life-saving assistance was provided from its own fund with cooked food, drinking water, and medical assistance. Later the organization continued responses through the partnership with PKSF, Oxfam, CARE, DCA, AAR Japan, Tearfund, Mercy Malaysia, Malteser International, NRC, Council for World Mission, Fondation Hirondelle UNICEF, and UNHCR. It was involved in running a hospital, especially for mother and child, WASH with tube well installation and toilet construction, supply of non-food items, child and women centers, solar light installation, and skill development for both refugee and host communities. COAST established a hospital for the Rohingya communities with the support of Mercy Malaysia. Even after the withdrawal of Mercy Malaysia, the hospital was continued for around two years from organizational fund. Now,



## Advocacy and Networking for the Campaign on Policy Changes

Since the beginning, the organization believes that without policy changes there will be little sustainable development and widespread multiplication, so there is a need for advocacy and networking to create widespread critical mass and also to have dispersed voices. May be during 1996, while the Principal Office of the organization was in Bhola, the communication with all other NGOs in whole over the country continued. Then the organization also used to observe Rural Women’s Day on 15th October, to raise voices for rural women and to recognize their contributions to the economy, agriculture, and in greater society. Still, it is continuing with the self-contribution from NGOs. Then it was possible to popularize the reform agenda and raise voices against confrontational politics. As it was sensitive, so, the name of the network had been changed as taking good governance as a prime agenda. As there was pressure from leadership the network was registered, raised funds, and established the secretariat. In one stage it was realized that there is a lot of conflict of interest, then COAST left the network and formed Equity and Justice Working Group (EquityBD, www.equitybd.net), under EquityBD there are some successful campaigns in this regard, such as stopping immunity to the multilateral bank, compensation to the victims of a launch accident, the inclusion of climate displacement issue in Cancun Climate Agreement, popularize tax justice issue, opinion for more direct tax, duty-free and quota-free (DFQF) access for goods from LDCs. Then the EquityBD developed relations with international and regional networks like Global Alliance for Tax Justice, Asia Pacific Movement for Debt and Development (APMDD), LDC Watch, SAAPE (South Asia Alliance for Poverty

### Advocacy for Policy Change KEY NETWORKS



Eradication), GCAP, and APRN and APRRN. In respect of humanitarian activity and standards, we have a membership with ALNAP, CHS Alliance, ICVA, and ADRRN. COAST has also secured special consultative status with UN ECOSOC.

COAST has been organizing seminars and press conferences in all the CoPs (Conference of Parties) in UNFCCC. COAST has been following discourse on aid effectiveness to development effectiveness. After 2015, the organization engaged in the World Humanitarian Summit process, and committed to advancing the localization agenda in line with the Grand Bargain and Charter for Change commitments. COAST has popularized the issue throughout the country and created Bangladesh Civil Society Coordination Process (BDCSO Process, [www.bd-cso-ngo.net](http://www.bd-cso-ngo.net)), and also formed another network named Cox's Bazar CSO NGO Forum (CCNF, [www.cxb-cso-ngo.org](http://www.cxb-cso-ngo.org)) to promote localization agenda after Rohingya influx in Cox's Bazar. COAST is on the advisory board of the Platform on Disaster Displacement, which is created by the UNOPs to respond to climate displacement issues.

In course of time, COAST realizes and follows some principles for advocacy and networking, (i) studying the issue and prepare position paper and presentation, (ii) inviting top policy makers in the seminars, (iii) approaching with positive engagement with government, INGOs and UN agencies, (iv) maintaining regular knowledge relation with media, so that they will publish the positions and outcomes from seminars, which are helpful to create critical mass, (v) maintaining low cost in respect of organizing seminar and human chain and protest rally, and (vi) believing in inclusiveness and complementarity, e.g., in respect of localization, we believe the role of INGOs and UN agencies for monitoring, technical assistance and fund raising while local NGOs should lead the field level operation, (vii) believing that the NGOs should promote democracy and human right then those can be called them as civil society organizations and (viii) believing that there might be influencing role of NGOs are diminishing, it is social media activists are playing a level of influencing role, so there is also a role of individuals in respect of advocacy even they need of little need of a organizational structure, (ix) continuing to do alliance with appropriate civil society network to popularize the related issues, and (x) continuing to campaign agenda on localization, nonpartisan civil society building, climate justice and tax justice.

## Management

**(a). Half of the COAST staff should be females and separate facilities for them:** Several objectives will be taken in this regard. (i) only female professionals will be appointed to Principal Office positions, until the male to female ratio is 50:50, (ii) in respect of the Project Implementation Unit of any project, there should be a gender balance in staffing, e.g., 50:50 male-female staff ratio. (iii) in all regional offices, at least one toilet will be designated exclusively for females, and gradually there will be breastfeeding and child daycare centers in offices. Gradually these sorts of facilities will also be developed at the upazila level. iv) COAST management is considering a senior level appointment for human resource management, in course of time, maybe it will be a lateral entry in senior level, then it will be a female.

**(b). Strengthening Internal Audit section.** xExperiencing the crisis in financial management, COAST has developed a separate section for auditing through mobilization of necessary human resources since 2009. Now internal audit section is accumulated with 16 staff (one Director, one Assistant Director, and fourteen staff as internal auditors.) COAST has also developed some policies and audit procedures and designed a reporting system aligning with the requirement of core organizational objectives. Despite having many significant achievements, the Internal Audit section indeed requires strengthening its capacity by developing quality standards through auditing the other programs,

operational performance with risk assessment, understanding the compliance issues of both core program and donor projects in view of government laws and regulations, etc. The strategic plan will help create scope for the organization as well as for the Internal Audit section to improve its HR [Human Resource] structure, build capacity through knowledge with skill, and enable the environment to perform in the respective field of audit.

**(c). Inclusion of facilities for persons with disabilities.** (i) During the period of plan, COAST own offices (present and in future) will be made accessible to persons with disabilities, (ii) There will be a survey that how many persons with disabilities are in the project areas, (iii) at least 5 % of the listed persons with disabilities or their families will be provided with appropriate income generating activities, and (iv) there will be systematic process and lobbying in local level so that persons with disabilities will be included in the government database so that they can be able to get benefits from the government services in the locality.

**(d) Fundraising strategies:** The organization is continuously studying what are innovative approaches for fundraising in the future both in the country and also outside of the country. (i) it may request well-wishers abroad (especially in New York, Geneva, and Brussels, to act as COAST liaison officers), (ii) the organization will train the senior colleagues who participate in different international events, on how to do networking, especially with the policymakers and donors, (iii) the organization will continuously update the website, so that outsiders can have good impressions on COAST, and (iv) it may try to have an annual meeting with donors in Bangladesh.

**(e) Fund Rising for MF Program:** Bank: Currently COAST is working with 18 banks and NBF (Non-Bank Financial Institutions). First of all, it will be tried to increase their loan size. Secondly, COAST will search for a new bank and NBF for the new loan. Capital Market: MRA made a policy for MFIs to collect capital from the Stock market. But it is only for large MFIs (200 Br and 1000 Portfolio). COAST will be advocating to change the policy for small and medium MFIs (100 Br and 300 Portfolio). The future economy will be capital market-centric. So, COAST will try to collect money from Capital Market.

Foreign Fund: COAST has been searching for a foreign fund for the MF program. The Govt. rules and regulations are hardly in favor. COAST is doing advocacy with MRA, Central Bank, and Finance Ministry through CDF (Credit and Development Forum, a network of MFIs in Bangladesh). Despite that, COAST also has been looking for the local fund from corporate sectors (in view of Corporate Social

Responsibility) and the foreign fund. Recently, the discussion is going on with Shop Up (an agent of the foreign fund) regarding this matter. (f) Financial support for people with disability.

**(f). Speedy and Dynamic Finance Section:** Finance and Budget Section has set four objectives (i) To establish finance discipline and improve the financial well-being of the organization, (ii) To set risk-free financial management and (iii) To ensure value for money and other policy compliances. The following activities will be continued, (i) To do a financial policy review in 2023 and 2027, (ii) Preparation of monthly financial reports, (iii) Maintaining compliances (of donors, VAT/Tax, BB/MRA, NGOAB/FD4), (iv) Liability adjustment of statutory funds, (v) Vendor enlistment, (vi) One step final payment, (vii) Regularization of monitoring from finance section (MF and Projects), (viii) Uniform software setup

### Management: 2023-27



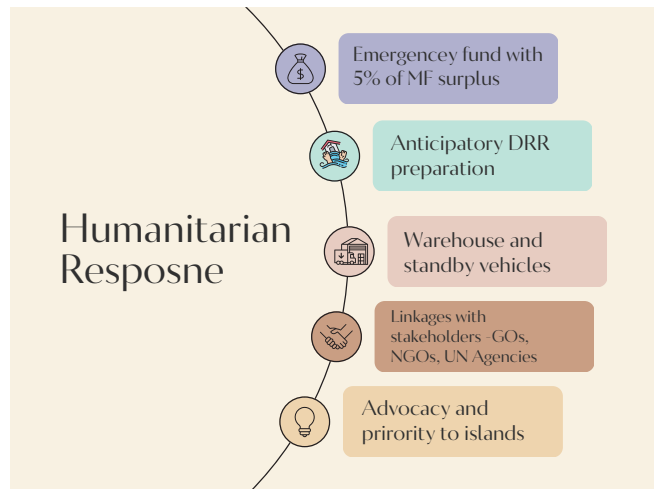
this hospital is being used as a learning center for refugee children, and as a multipurpose center for training the host and refugee communities on skill development through the partnership with UNICEF. With Malteser International and Tearfund support, the skill developments for both communities are continued. COAST has also supported Rohingyas in Bhashan Char first with LPG supply and solar light installation with its own fund. Tearfund is currently providing funding to maintain the operations of Bhashan Char.

But it is noted here that as the Rohingya refugee issue seems a long-term protracted crisis, it is crucial for COAST to strengthen networking and advocacy at the international level, specifically within the Association of Southeast Asian Nations (ASEAN) in collaboration with other civil societies, so that the Myanmar government will feel pressure to ensure the dignified return of the Rohingya refugees with citizenship rights. The possibility of radicalization is also a threat in Refugee camps, and if so then it will be difficult to provide protection services, especially to women.

With the organizational fund, an alliance named Cox’s Bazar CSO NGO Forum (CCNF, www.cxb-cso-ngo.org) has been formed to promote localization and building human rights and gender-sensitive society in Cox’s Bazar. There was a series of multi-stakeholder dialogues involving local, national, and international actors, and local government leaders to promote understanding, and pro-refugee narratives both at local and national levels. COAST is actively involved in SEG (Strategic Executive Group) and Localization Task Force (LTF) to produce a localization road map for the Rohingya response. The LTF was led by UNDP and IFRC while UNHCR, Oxfam, Save the Children, FCDO, and others participated in the group.

As it is a protracted crisis now, COAST likes to continue the response with following objectives, (i) to continue the education activities as provided by UNICEF on Myanmar curriculum, (ii) to provide skill so that they will be able to raise a level of income so that there will be offset of a level of aid dependency, (iii) to facilitate awareness and protection of elder, female and child in the camp, (iv) to do campaign and advocacy on ensuring human rights and dignity for Rohingyas and their participation in camp and aid management until their repatriation, (v) to promote positive narratives on

Rohingyas in the locality especially in main stream and social media, (vi) to promote peaceful co-existence through interaction related to social and cultural activities between Rohingya and host communities, (vii) to support host communities who are already affected, especially in respect of education, livelihood activities and restoration of environmental damages, (viii) to engage with UN agencies, INGOs and local government agencies in respect of aid management and coordination, so that there will be best possible use of aid, gradual reduction of management cost, and accountability to the affected population, (ix) to facilitate accumulation of experiences and knowledges so that there will be documentation, training and capacity exchange especially tailoring to local NGO / CSO development and (x) to facilitate interaction with policy stakeholders and Rohingya leaders especially in international level so that there will be more positive attitude toward Rohingya and encouraging Myanmar government for a dignified and an early repatriation.

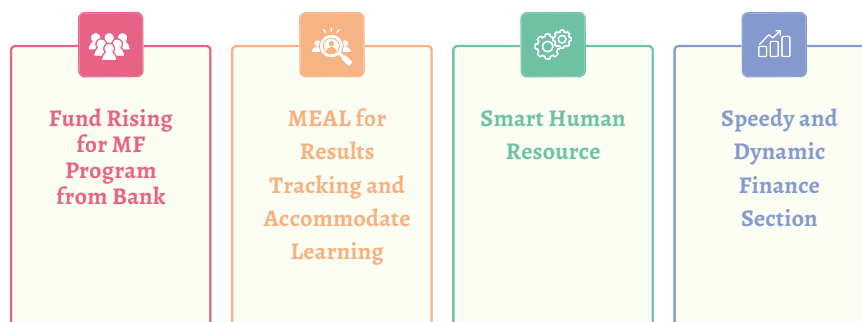


to create paperless, error and quick financial reporting system, (viii) Development of stable human resource in the section, (ix) Working to get an award for best presented annual financial report from ICAB, and (x) Revision of FIS format and fund forecasting and cash-flow statement.

**(g). Smart Human Resource:** The objectives will be (i) to train senior and mid-level staff, especially on English and communication proficiency, and how to be updated on knowledge, (ii) to enhance capacity for effective interface with other actors (iii) in respect of microfinance operation, COAST wishes to have at least 90% of the staff with a graduation degree and above. (iv) In respect of the Rohingya response, will make 90% of staff from Ukhiya, Teknaf, and Cox's Bazar and (v) Around 50% of the staff should be female, and around 0.50% of the staff should be persons with disabilities, (v) To implement paperless office/digitalization in all offices. Additionally, the minority representation among the staff should be around 10%.

**(h). Monitoring, Evaluation, Accountability & Learning (MEAL) for Results Tracking and Accommodate Learning:** COAST MEAL policy also has a framework of the MEAL Cycle. Which includes offsite and onsite monitoring systems—from field to central level. Under the regular functions of the MEAL system, project managers have to send their project plan, activity progress report, desktop newsletter, meeting minutes, beneficiary feedback, etc. to the central MEAL section every month. The MEAL section organizes Project Progress Monitoring Meeting-PPMM every month where progress reports are presented and directions made for improvement, where necessary. Taking all the practices into account, the organization envisions a systematic and strengthened MEAL system by fulfilling the objectives- (i) To put people at the center of its response and hold the organization accountable to them, the organization will ensure community participation in response. (ii) To assess the progress of projects every month, the organization will organize PPMM and ensure accountability of staffer of their performance. (iii) To establish a digitalized/web-based MEAL system for real time monitoring of activities and targeted beneficiaries with desegregated data. (iv) Regular internal evaluation of projects aiming at learning and improving the next implementation, (v) To hold the organization more accountable, the organization will organize quarterly beneficiary feedback collection and risk analysis events for adjustment, if any. (vi) Being accountable to the community, the organization will also ensure exit strategy of projects, so that the community receives major/ necessary services even after the intervention ends. (vii) To ensure the quality and accountability of response, the organization will ensure the application of Core Humanitarian Standards (CHS), Sphere Standards, Child Protection Standards, etc. (viii) To learn, share and knowledge management, the organization will also organize year ending learning sharing event for all.

## Management: 2023-27



# Mission VISION & Values



## VISION

Striving for a world of equity, justice and free from poverty where human rights and democracy are the common cultures.

## MISSION

COAST Foundation shall organize important activities related to development, which will facilitate a sustainable and equitable improvement especially in coastal areas of Bangladesh for the disadvantaged people.

## OUR VALUES, OUR PROCESS

In 1998, the first version of values was developed and approved in the 5th meeting of the Board of Trustees in February 1999. Then in 2023, during the preparation of Strategic Plan, 2023-27, the values were revised and approved in 119th EC Meeting held in March, 2023.



# Mission VISION & Values

## OUR EXISTENCE

We exist for the disadvantaged people.

## WORK APPROACH & LEARNING

Our activities are not the final answers to quest of the development. Therefore, we never hesitate to admit our mistakes.

## HUMAN POTENTIALS & DIGNITY

We believe everyone can develop equally if equal opportunities are made available. We may stand differently in terms of facilities and responsibilities, but we all are equal in showing dignity to each other.

## ECONOMY

We believe economy in personal and organizational behaviors.

## GENDER

We believe in promoting gender equality.

## Building People's Organization

We do not form groups not only for financial services but also for building of People's Organization. So that, they hold state institutions in grass root accountable and mediate their legitimate demands.

## RIGHT TO PARTICIPATION IN DECISION-MAKING

We think that the person who implements a decision and the individual who is influenced by the decision have the rights to express their opinion.



## RELATION AND ACCOUNTABILITY

We maintain relationship without compromising our values, organizational interest while ensuring accountability to anyone.

## ENVIRONMENT AND DIVERSITY

We do care environment and diversity in terms of organization activities.

This document is a live one, subject to periodic review by COAST, which will take concrete actions as necessary. Additionally, the COAST Strategic Plan has developed Expected Milestones for all sections of COAST programs and management for the next five years, as outlined in this report.



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