

Reprint

ISSN 1997-2571 (Web Version)

Journal of Innovation & Development Strategy (JIDS)

(J. Innov. Dev. Strategy)

Volume: 11

Issue: 1

April 2017

J. Innov. Dev. Strategy 11(1): 9-16 (April 2017)

**ROLE OF COMMUNITY BASED ORGANIZATIONS IN ECONOMIC DEVELOPMENT
THROUGH PARTICIPATORY AND DECENTRALIZED GOVERNANCE PROCEDURE
IN RURAL BANGLADESH**

S. BEGUM, T. RABEYA AND M.M.A. MAJUMDER



An International Scientific Research Publisher

Green Global Foundation[©]

Web address: <http://ggfjournals.com/e-journals archive>

E-mails: editor@ggfjournals.com and editor.int.correspondence@ggfjournals.com



ROLE OF COMMUNITY BASED ORGANIZATIONS IN ECONOMIC DEVELOPMENT THROUGH PARTICIPATORY AND DECENTRALIZED GOVERNANCE PROCEDURE IN RURAL BANGLADESH

S. BEGUM^{1*}, T. RABEYA² AND M.M.A. MAJUMDER³

¹Professor, Department of Sociology, University of Dhaka, Dhaka-1000; ²Medical Officer, (ICU) Ahsania Mission Cancer and General Hospital, Dhaka, Bangladesh; ³Senior Assistant Secretary, Ministry of Primary and Mass Education, Bangladesh Secretariat, Dhaka.

*Corresponding author & address: Dr. Salma Begum, E-mail: sociodu2013@gmail.com

Accepted for publication on 28 March 2017

ABSTRACT

Begum S, Rabeya T, Majumder MMA (2017) Role of community based organizations in economic development through participatory and decentralized governance procedure in rural Bangladesh. *J. Innov. Dev. Strategy*. 11(1), 9-16.

The aim of this study is to explore the various roles and practices of Community-Based Organizations (CBO) in rural economic development through participatory and decentralized governance process in Bangladesh (WVB). The study was carried out in Shikar Mongol, Baligram, Kazi Bakai, Gopalpur, Dasar, Nabogram and one municipality-Kalkini Paurashava where the Area Development Program (ADP) of World Vision Bangladesh has been implemented. The total 1,200 households were selected as a sample for the study by applying cluster sampling method. The household survey was conducted for the purpose of primary data collection. For qualitative information, Focus Group Discussion (FGD), Key Informant Interviews (KIIs), H-assessment tool, on-site visual inspection and change tree tools were applied. There are 11 CBOs (Community-Based Organization) at Kalkini Upazila and each of the CBOs provides various training like leadership development, women empowerment, Income Generating Activities (IGAs), and maintain regular coordination with various local non-government organizations (NGOs) and government organizations regularly. Moreover, CBO forms many Forum and committee such as Child Forum, disaster committee, nutrition committee etc. to look after the various interests of the study area. Child Forum also has been given training on Child Safety Net which will help them to protect from hazardous activities as well as to promote healthy child environment. The study identified lessons learned about the operation processes of CBOs, its policies, and practices, CBOs participatory, and decentralized procedures and made some recommendations, which provides the instruction for the government, planners and rural economists to take the more active part in the development of rural Community-Based Organizations (CBO) and also provide support for the further replication of these activities in rural Bangladesh.

Key words: CBO, economic development, rural development

INTRODUCTION

The diverse task of Community Based Organizations (CBOs) is very significant in rural socio-economic progress. Recently the developing role of CBOs has been functioning as a means for the transformational development of the rural poor because CBOs can realize the community needs and troubles more than the government organizations. Main goals of CBOs are to design planning, execute the planning, monitor and evaluate the socio-economic development of the rural poor and give the technical and financial support to the community members. This type of organization involves the way of rural change such as increase income, improvement in health, nutrition; sanitation, livelihood, literacy status, small business development, sustainable agriculture, food security safe water and sanitation etc of the populations. CBOs are grass root organizations with broad socio-economic objectives and managed by the members (Edwards and Hulme, 1992). These are often treated as the organizations that the local poor feel they own, trust, and can rely upon (Datta 2005). CBOs were used as a common platform for the farmer's and other government departments to deliver and receive agro-based technologies such as fertilizers, seeds, various training on livestock, fish culture, poultry, nursery etc. for modern agricultural development.

In general, the word 'community' means a unit encompassed of some persons in collective contact within a geographic territory and holds some common ties. This definition considered three components: place, the group of people in interaction and common relations. Accordingly, "community development is an effort that considers the positive change of the community. It is the movement designed to promote better living of the whole community" (Bhattacharya 1983). On the contrary, community participation means involve all people to share in achieving their desirable progress. It is believed that participation of the rural poor through self-established institutions strengthen the growth, developed detailed policies and enabled the targeted community to join efficiently in the process of the progress. According to FAO, People's participation and human resources are vital to sustainable agriculture and rural development. Activities under this heading include projects and programmers related to environmental education, training, and extension, farming systems development, institutions building the promotion of people's participation, support to group actions, cooperative and NGOs including the development support communication projects and the plan action on women in development (FAO 1992).

The prime objectives of the Area Development Program of World Vision Bangladesh are the formation of CBOs and strengthen the CBOs as the government partners in the contexts of decentralization and economic development through poverty alleviation in rural Bangladesh. Simultaneously, the empowerment of CBOs is also essential for the sustainable development of the local community. The various programs under CBOs are

building the institution, development of human capacity, providing training, community-based financial services, and increase coordination. In view of this rationale, in 2015 the World Vision Bangladesh conducted a study to analyze the institutional aspects of 11 CBOs in Kalkini Upazila that had been initiated with the support of the Area Development Program of World Vision Bangladesh. The objective of the study is to discuss the key factors that influence the formation of CBOs and the various activities of CBOs in decentralized rural development like community participation in CBO activities, governance and the management pattern of CBOs, and the linkages of CBOs with other institutions.

Study sites

The study was carried out in Kalkini Upazila under Madaripur District. Mainly Kalkini Upazila includes 14 unions, one municipality, and 171 villages. Total population in this Upazila is 2, 73, 258 of which 1, 33, 714 are male and 1, 39, 544 are female (BBS 2011). The study encompassed six unions like Shikarmongol, Baligram, Kazi Bakai, Gopalpur, Dasar, Nabogram and one municipality-Kalkini Paurashava. For this study, the direct beneficiaries are the both male and female youth groups, Registered Children (RC) of ADP intervention area of Kalkini Upazila and their families, day laborers, non-sponsored children, local educational and government institutions, persons with disability, poor farmers, physically disabled men and women, and disaster affected persons. On the other hand, the indirect beneficiaries are the family members of the direct beneficiary households and local people. The study was conducted from March 2015 to April 2015.

Study design and data collection

Data was collected by a household survey namely “End Phase Evaluation of Kalkini Area Development Program” (2015) of World Vision Bangladesh. The total beneficiaries of the project were 89,570 and among them, this study considered the sample size of 1,200 households. The households were divided into 30 clusters and each cluster comprising 40 households ($30 \times 40 = 1200$ households). To ensure the representation of the beneficiaries of Kalkini Area Development program impacted areas, the cumulative household numbers of all the villages and wards were calculated. From each cluster, the sampled households were chosen following 3 households interval. A structured questionnaire was used to collect data. To ensure the validation of the collected data, Focus Group Discussion (FGD), Key Informant Interviews (KII), H-assessment tool, on-site visual inspection and change tree tools have been conducted with different types of direct beneficiaries. Key Informant Interview participants were the government agencies, NGOs, CBOs, local elites (chairman/member, community leader, project facilitators and local media source. Change Tree Tool was used to see the change over the period of program implementation in the ADP working area. Among the interviewed households, 190 were CBO households. For data entry MS Access software and for data tabulation SPSS 17 and Epilinfo software were used.

RESULTS AND DISCUSSION

The findings of the study showed that out of 1,200 households, 52.4% are male and 47.6% are female. Average household size was found as 4.61. The data demonstrates that majority of the population of the study households belong to the age group above 18+ years (61%). This is followed by the children with age of 6-18 years (33.5%). Literacy rate among the population aged 7 years and above is 73.8%, of where only 14.4% have completed SSC or higher level of education. Figure 1 also shows the marital status of the population aged 10 years and above. It is found that 58.5% members aged 10 years and above are married and 37.8% are unmarried, 2.6% are the widow/divorced and 1.1% did not mention any response.

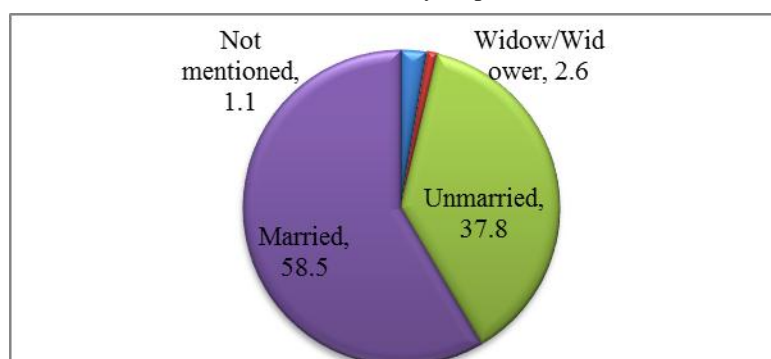


Fig. 1. Marital distribution of population age of 10 years and above

Level of education

Education is a fundamental element for increasing the life skills and knowledge of the people that is used to open the doors of various prospects in career development. The study explores that 96.3% child age of 6-11 years are enrolled in primary school. Among them, the percentage of girls is 97.2 and boys are 94.9. For

secondary level, 83.7% children age of 12-18 years enrolled in secondary school and among the boys, the rate is 82.6% and among the girls, the rate is 87.6%. The study finding also found that 2.1% children dropped from primary school and 2.5% children dropped from secondary school. Main reasons for drop out from school are household work, taking care of siblings, work outside, low performance, etc. The positive achievement in education in the study area is a joint effort of the community, parents, teachers, school management committees, government and various supportive programs of World Vision Bangladesh. In the study area, School Management Committee (SMC) is 100% active as regards to the conduct educational meeting regularly and they also follow up the various school activities, attendance of teachers' and children. The study also has been collected grade completion report (especially PSC and SSC) from children to analyze the result status. It is also found that 100% children passed the primary examination in 2015 and gross PSC pass rate with obtaining minimum B grade was 95.8% (both boys and girls are equal). In the case of secondary school completion, it was found that 92.3% children passed SSC at appropriate age with obtaining minimum B grade.

The study investigated the child life skill development and self-managing capacities of the age of 12-18 years. It is found that 97.7% children are aware of their own duties, 98.6% children care about healthy habits, 94.1% children could write a letter to friends, 89.5% children could resolve conflict as their own, 93.3% children care about the clean environment, 84.3% children feel happy to unknown relatives when someone visits their house, 83.4% children could solve problems, 91.0% children could communicate with teachers, 84.0% children shared problems with adults and 91.6% children feel safe at their living places. According to FGD participants, WVB provided life skill development training, arrange leadership improvement sessions for the children, arranged parents gathering to make them aware of their responsibilities on their children.

Child participation in decision-making

It is found that 65.9% children participated in one or more awareness building activities in their communities. Among the awareness building activities, 41.0% children participated in child marriage campaign, 57.2% children participated in the education campaign, 71.0% children participated on national day's observation, 25.7% children participated of the thematic competition, 12.9% children participated on wash campaign and 7.2% children participated on face to face dialogues. Furthermore, 80.3% children reported that they feel safe in their communities, 79.1% children can take part in family decisions among whom 75.7% children can take part in buying the dress, 28.2% children can take part in the marriage of family members, 58.9% children can take part in education, 44.0% children can take part in attending any cultural program and 55.6% children reported that they can participate in games and sports. Data as regards to child protection, it is found that 96.8% children are protected by close family members in their households. 96.8% children reported that they have close relatives for bearing educational expenses, 97.6% children reported that they have close persons for ensuring treatment, 89.6% children have persons who facilitate entertainment and TV watching, play games, etc, 64.0% children think that it is not legal to torture children for education, 56.8% children reported that they know where and whom to make complain if violation cases happen. It is found from the FGD that WVB and its CBOs contributed a lot to improve the education status of the ADP intervention area by raising awareness, building capacity provides direct support, and doing networking with relevant service providers. The FGD findings revealed that in last few years, initiatives for expansion of education has increased for the positive support of NGOs as well as from the government especially, the initiatives by WVB resulted in higher number of school going children in the ADP area. FGD participants reported that WVB extended the provision of subsidies to the families of the children like cows, hens, ducks, tree-saplings etc. FGD participants also reported that Kalkini ADP provided various supports like the construction of school building, extension of school library and playground, and provides the financial incentive among the intelligent students.

Economic development

At the moment, the rapid growth of the non-farm economy in rural areas is the most significant sources of income and employment of the community people. Quite a number of scholars have meantime eloquently exposed the role of the rural non-farm activities in increasing growth and reducing poverty in rural areas (Shand 1986; Chuta and Liedholm, 1979). In rural areas, due to the expansion of non-farm activities, the poor people were able to raise per-capita income by engaging themselves in rural non-farm activities. Hossain also gives emphasize on the rural non-farm activities and said that the agricultural wage has also increased following the transfer of labor from agricultural to non-agricultural sector. According to him, the overall expansion of rural non-farm activities is reviewed as friendly to the poor or deemed to be pro-poor (Hossain 2003). CBO leaders in the study area provided fertilizers, seeds, technologies and training among the poor farmers. It is found that most of the households in the Kalkini ADP area are involved with the cultivation of different crops. The data shows that of the total 1200 households, 745 (62.1%) households are involved in the cultivation of crops, 469 (39.1%) households rare livestock, 865 (72.1%) households have poultry at their home and 250 (20.8%) households culture fish as economic activities to maintain their livelihood.

Agriculture related training

Agriculture is the main economic activity of the study households but of the total 1,200 households, only 147 (12.2%) households received training for agriculture and on the proportionate basis, direct beneficiary families of WVB received more training (21.6%) than the indirect beneficiary families (12.2%). The household members of the study area received different types of agriculture-related training and activities. Table 1 showed the various types of agriculture-related training received by the households. It is found that most of the training received by the households are on crop cultivation (64.6%) followed by vegetable growing (20.4%), fish culture (13.6%), livestock rearing (9.5%), poultry rearing (5.4%) and nursery running (5.4%).

Table 1. Types of agriculture related trainings received by the households

Types of agriculture training received by the households	Types of households				Total	
	Direct beneficiary		Indirect beneficiary		N	%
	N	%	N	%		
Crop production	51	58.0	44	74.6	95	64.6
Fish culture	8	9.1	12	20.3	20	13.6
Poultry	5	5.7	3	5.1	8	5.4
Vegetables production	19	21.6	11	18.6	30	20.4
Livestock rearing	7	8.0	7	11.9	14	9.5
Tree nursery	5	5.7	3	5.1	8	5.4
Total	88	100.0	59	100.0	147	100.0

As regards to the application of received training, out of 147 households whose members received training, 112 (76.2%) households are utilizing their training knowledge to enhance their farm-related economic activities. On the other hand, 40.2% households stated that they are utilizing their received training fully, 47.3% households are using the knowledge partially and 12.5% households are utilizing their knowledge poorly. It is found that a total of 103 (8.6%) household members received such training on different aspects of non-farm income generating activities and among them, the percentage of direct beneficiary households (10%) is higher than that of beneficiary households (7.8%). The various types of non-farm training are handicrafts (43.7%), tailoring (27.2%), small business (18.4%), vocational (14.6%), and block boutique (3.9%). Mainly WVB has given emphasized to provide Income Generating Activities (IGAs) training to the family members of the registered children (RC) so that the wellbeing of the children can be enhanced through income increasing. It is found that of the total 200 RC families, members of 26 (13%) received IGAs related training of which handicrafts (42.3%), small business (38.5%), tailoring (23.1%) and vocational training (19.2%). As regards to the number of regular earners in the households, it is found that 72.8% families have only one regular earning member followed by 20.6% households having two earning members and 6.5% households having three or more earning members. It is also found that earning members of the families mostly involved with production and sale of their own produced commodities. It is found that 62.6% households earn from selling their own produced commodities followed by 32.9% households earn through their labor (any type) wages and 11.7% households earn their salary.

Table 2 illustrated the average household income of the sampled households. It is found that the household's monthly earnings are Tk. 10354.07, on the average for the direct beneficiary households it is Tk. 9962.83 and Tk. 10555.62 for the indirect beneficiary households. Of the total Tk. 10354.07, they earn on the average Tk. 2970 (28.68%) from agriculture and related activities, Tk. 1479.17 (14.28%) from businesses, Tk. 895.28 (8.65%) from salaried income, Tk. 1768.24 (17.08%) from labor wages and Tk. 3241.39 (31.31%) from other sources.

Table 2. Average income of the households

Households income	Types of household								
	Direct beneficiary			Indirect beneficiary			Total		
	Count	Mean	Median	Count	Mean	Median	Count	Mean	Median
Household total annual average income Tk	408	119553.92	84000.00	792	126667.43	80000.00	1200	124243.84	80000.00
Average monthly household income Tk	408	9962.83	7000.00	792	10555.62	6666.67	1200	10354.07	6666.67

It is found that among 11.3% households there is at least one income earning woman age of 18 years or above. Although women earn, a significant percentage of them cannot take the decision to spend the income of their own choice. It is found that 70.58% women can spend the income of their own choice. This situation significantly differs between direct and indirect beneficiary cases. It is observed that in 76.8% cases the women from the beneficiary household can spend their earned income by their own choice. In the case of direct

beneficiary households, the figure is 66.67%. In the study area, now 75% women take part in family decision making and it is reported that their suggestions and opinions are considered in such decision making. In the study area women, entrepreneurship was also established. Among the 1,200 households, women from 103 (8.6%) households received training on women entrepreneurship from World Vision Bangladesh. The various aspects of the women entrepreneurship training are crop cultivation, fish culture; develop small business, poultry rearing, vocational training, vegetable growing, tree nursery, handicrafts, tailoring etc. The highest proportion of women received training on vegetable production (35%) followed by handicrafts making (33%), tailoring (28.2%), crop production (20.4%) and tree nursery raising (10.7%). Women also participated in others training such as fish culture (7.8%), small business (6.8%), vocational training (6.8%) and poultry raising (4.9%). By applying their training women establish entrepreneurship and IGA, women are now earning some additional income to support their families. The women who develop entrepreneurship earns on the average Tk. 1682.50 per month.

Governance and management of CBO

Governance is one kind of process by which stakeholders of any organization explore their interest's and takes the decisions. The prime goal of governance is to enable an organization to perform their organizational job efficiently. Mainly governance is concerned with how the various unit of societies, various government departments, and any organizations are operated, managed and take decisions. 'Governance' has several meanings, contexts, and a variety of dimensions. The common patterns of governance are participatory, public sector and corporate. Participatory governance is one kind of attempt to achieve transformational development through more effective actions. Participatory governance focuses on tangible problems, involves all the people affected by those problems, and comes up with practical solutions (Schneider 1999; Fung and Erik Olin, 2001). The various existing and effective programs, policies, activities, and guidelines of all CBOs in the Kalkini Upazila are the very well-known example of the participatory governance process. At present, each CBO in the study area plays an imperative role to cooperate the community peoples. CBOs in the study area are now become motivating forces for the local people due to its right and multi-dimensional services, budget allocation, and professional development of the organizational leader. It is found that CBOs do often play a representative role, and when they do, they are generally expected to speak on behalf of the disadvantaged, representing individuals often excluded from political activities (Berry and Arons, 2003; Grogan and Gusmano, 2007; LeRoux 2008; Mosley 2011; Taub *et al.* 1977). CBOs serve as a link between citizens and the government and are often thought to be more responsive to community concerns than government agencies or private businesses (Berger and Neuhaus, 1977; LeRoux 2007; Mosley and Grogan, 2012; Warren 2001). FGD findings disclosed that the nature and strength of linkages between the Executive body members of CBOs and the local peoples are very much crucial for the long time sustainability of CBO operations.

Mainly, there are some prerequisites for the formation and the long time sustainability of CBOs such as design a clear mission on actual local people needs; wide participation of all community members and groups (especially the poor and women) in order to reach a joint agreement on CBOs aims and activities. It is crucial that CBO members should equally develop clear strategic guidelines and plans such as bylaws and committed leadership to attain actual benefits for its members. The guidelines for CBO operations in the study area showed that their executive body was democratically elected by the CBO members and the organizational accountability and transparency is very clear. The Executive body maintained specialized technical committees. The study findings also showed that the decision-making process within the Executive bodies followed participatory models with a reasonable participation of all members. For decision-making, Executive bodies rarely resorted to voting as a decision-making mechanism. In the organizational level of CBOs, the executive bodies consulted some of their constituencies before deciding any crucial issues. Financial accountability was very much obvious at the CBO level. Executive body worked on the voluntary basis. Sometimes, due to poor economic conditions, it was not possible to the CBO members to engage themselves appropriately for smooth operation and management of the various activities of CBOs. Besides, some of the executive body members do not have the essential skills such as the ability to read and write knowledge on accounting and book keeping which is must for the smooth operation of any organizational executive work.

CBO linkages with the local councils

In Kalkini ADP intervention area a considerable percentage of CBO members who had evolved as the new local leaders are now highly qualified for local elections as a result of their capability in CBO management. The CBO members worked for the benefit both of the CBOs and the community people. The CBO members tried to identify the local community needs and in this way, they gain accurate experience in working with community peoples. CBOs have collected perfect data from the community and developed quality management expertise to strengthen local communities' plans and programs at the community level. In the study area, overall 41% household has linkages with different types of organization and 10% households have linkages with 2 and more organization/associations. It is also found that 26.4% households were the member of CBOs, 14.2% households were the member of NGOs, 1.2% household were the members of professional societies, 1.2% household were

the membership with local clubs, 2.7% household were the membership with School Management Committee (SMC)/market committees, 0.5% households were the chairman of Upazila/Union Parishads, and 0.5% household were the membership with WASH committees. According to the FGD participants, Kalkini ADP played a significant role in creating livelihood opportunities for unemployed women and helped them to build the economic capacity. Now the CBO members have engaged themselves cow rearing, goat rearing, poultry rearing, fish cultivation, sewing, tailoring etc. By selling the eggs of hen and ducks they earn money. Moreover, it is a good source for fulfilling the family member's protein demand. The participants reported that there was no problem of selling their products as these products are sent to other places. At the same time, some beneficiary members complained that although they learned sewing and tailoring but cannot utilize their training properly due to the nonavailability of machines.

CBOs participation in community activities

Community participation is understood “as a social process in which specific groups with shared needs living in a defined geographical area take an active part in the process of planning and implementing development activities as well as enjoying their benefits” (Beatty *et al.* 2002). This definition implies the concepts of community and participation. The job nature of CBOs mainly depends on the size of their membership and the achievement of their activities. In addition to their essential service portfolio promoted by Kalkini ADP (mainly institutional building capacity, training nature for capacity building, provision of credit among the poor groups for income generation activities etc), most CBOs also provided additional services to make their activities more attractive to community members, especially for the poor, middle-income groups. The study revealed that all CBOs successfully apply a participatory targeting mechanism. In this process, community members identify some indicators as regards to their prevailing livelihood situations such as income, housing structure, sanitation and health facilities and use these indicators to develop specific projects and programs for the wellbeing of the destitute and poor people.

The development programs of CBOs are closely connected to communities to identify and resolve developmental issues like education, sponsorship management, livelihood security, raising health awareness and human rights. Of the total 1200 households, 32.7% households reported affirmatively that they are involved in various activities of CBOs. As regards to deposit the savings in the CBO, as high as 90.6% households replied that they regularly deposit savings, 5.9% households deposit savings weekly basis and only 3.3% household's deposit savings irregularly. CBO takes all kinds of the decision through the discussion and coordination with the CBO members, such as 94.4% decision was taken by the members in a participatory way, 11.2% decision was taken by the president and secretary of CBO and only 1.5% decision was taken by the WVB. As high as 93.5% members replied positively that CBO managed its function professionally and about 86.0% CBO members are satisfied with the CBO function and management. A total of 392 households is the direct beneficiary of CBO and among them, 51.5% direct beneficiaries took the loan from CBO. It is also found that 37.1% members took the loan for establishing the small business, 10.4% members took the loan for purchasing cattle for rearing-fattening, 37.1% members took the loan for purchase agriculture equipment, 6.4% members took the loan for health care and others 1.4% members took the loan for education.

The study has applied the change tree exercises methods with the community people under two CBOs namely Chander Alo Somobay Somity and Sotoborsho Somobay Somity. In this method, the CBO is compared with a tree and the different committees under the CBO are compared with the branches of that tree. The impacts are compared with fruits of the trees and the resources of the community are considered as roots of the trees. Mainly, under the main committee of CBO, several sub-committees are working in the CBO such as credit committee, observation committee, health committee, education committee, WASH committee, disaster management committee, agriculture committee, emergency health service providing committee, nutrition committee, child forum, etc. It is noticeable that each CBO in the study area has raised a total accumulated capital of near about one core and from that fund; CBO members take the loan with the approval of the credit committee. The maximum ceiling of credit is one lac taka at the flat rate of interest of 12%. In addition, there are many development organizations that currently support the CBO initiatives in rural areas of Bangladesh due to their organizational capacities. From change tree exercises methods the key success factors of CBOs includes; active participation of CBO members in the organizational activities, raising capital through small subscription from the members; cooperation from government agencies as the CBO activities is in line with the development policies of the government; good relation with union Parishad, all the sub-committees of CBOs are fully active; accountability system like planning for every year established in the working of every sub-committee through monthly meetings. The CBO members hope that the fund of CBO will grow to that much amount when 100% member will be able to get the loan from the CBO; rate of education increased; spread of disease, especially water-borne diseases has decreased and this has happened due to the increase of awareness in the people; economic capability of the people has increased in terms of both higher income and increased number of income sources; awareness about disaster and adaptation capacities of the people in response to disaster events have increased; malnutrition amongst people has decreased; child marriage has remarkably lessened as the

consciousness of the people about the ill effects of child marriage has increased; women empowerment has happened and their participation in decision- making has increased considerably. A remarkable development in agriculture has occurred; production increased, crop diversity increased and activities with forestry, poultry, livestock have also increased. Training and continuous coordination between government agencies and NGOs in supporting agricultural activities is playing positive roles in agricultural development; long persistent credit problem of the poor farmers was also solved as farmers now are getting credit from the CBO fund at lower interest rate; as a result of the increased awareness among the CBO members, they received more attention from the Upazila Parishad representatives. Instead of being deprived they now become part of the development activities pursued by the Upazila Parishad. Among all of the positive changes, according to FGD participants, literacy rate has increased by 60%, school enrollment has increased by 50%, the economic capability has increased by 80% and sufferings from water borne disease have decreased by 90%.

CONCLUSION

Kalkini ADP has been implementing mainly health, education, economic development and sponsorship projects. Under the health project, the implemented various activities are nutrition, HIV/AIDS, safe motherhood, nourishment of children, use of safe water and sanitation. The education program mainly focused on improving the level of child education, live skill based and vocational education, education for working children, parents' awareness and leadership building and creativeness in the children, increased enrollment of the children, quality education, and higher passing rat. Under the economic development program, Kalkini ADP provided supports like fertilizers, seeds, technologies and training on livestock, fish culture poultry, nursery and training to the target people in agricultural activities especially the farmers.

Presently, all CBOs in the ADP area are maintaining regular communication with WVB, 35 local NGOs and also with other government organizations. The FGD participants demonstrated that they received several types of training from Kalkini ADP which helped them for increasing their IGAs activities; CBO increased their awareness on socio-economic aspects and child wellbeing for families, especially for their children. CBOs maintains project jointly with Youth Development Department. Moreover, CBO is working closely with FAO, Government Cooperatives Departments, Local Government, Women and Child Welfare Department, and WVB. Based on the study findings and in view of the general organizational aspects and performance of CBOs in Kalkini Upazila, it is found that CBO has gained reasonable successes regarding empowerment of local communities by creating responsiveness to the demands and aspirations of local people, particularly the poor, developed interactions with traditional power structures. As regards to the sustainability issue, it appears that the activities under different programs of Kalkini ADP have gained popularity and proved to be useful for income and asset enhancement of the poor households in the study area. The possibility of gaining sustainability is also very high as a positive view in the villagers about CBOs function. CBOs showed good possibility, although some of the CBOs are lack to maintain the institutional coordination with the local authority and to exercise the good governance within the decentralized context. On the other hand, the domination of local elites, traditional leaders, and powerful groups within the community is a big challenge for the long time sustainability of CBOs. So it is essential for strengthening the capacity of the CBO members to empower the local people and long time sustainability of CBOs.

REFERENCES

- BBS (2011) Bangladesh Population Census, Bangladesh Bureau of Statistics, Dhaka, Bangladesh.
- Beatty S, Al-Thawr S, Bagash T (2002) Community participation experiences in Yemen: a national review, April 2002. Sana'a, Oxfam.
- Berger PL, Neuhaus RJ (1977) To Empower People: The Role of Mediating Structures in Public Policy. Washington, D.C.: American Enterprise Institute for Policy Research.
- Berry J, Arons D (2003) A Voice for Nonprofits. Washington D: The Brookings Institution.
- Bhattacharya S (1983) Rural Development in India and other Developing countries. New Delhi – India.
- Chuta E, Liedholm C (1979) "Rural non-farm employment: A review of the state of the art". Rural Development, Paper no. 4, Michigan State University, East Lansing.
- Datta D (2005) Sustainability of community-based organizations of the rural poor: Learning from Concern's rural development projects, Bangladesh. Community Develop Journal 42(1), 47-62.
- Edwards M, Hulme D (1992) Making a Difference: NGO and Development in a Changing World. London: Earth scans Publications.
- FAO (1992) Sustainable Development and Environment. FAO Policies and Actions. Stockholm 1972 – Rio 1992. FAO, Rome, Italy.

- Fung A, Erik Olin W (2001) Deepening Democracy: Innovations in Empowered Participatory Governance. *Politics & Society* 29(1), 5–41.
- Grogan CM, Gusmano MK (2007) Healthy Voices, Unhealthy Silence: Advocacy and Health Policy for the Poor. Washington, DC: George Washington University Press.
- Hossain M (2003) Rural Non-farm economy in Bangladesh: A view from Household Survey”. Bangladesh Technical Paper prepared for the dialogue on promoting rural non-farm economy: Is Bangladesh doing enough. Center for Policy Dialogue, July 18, Dhaka.
- LeRoux K (2007) Nonprofits as Civic Intermediaries: The Role of Community-Based Organizations in Promoting Political Participation. *Urban Affairs Review*, 42(3), 410-422.
- LeRoux K (2008) The Effects of Descriptive Representation on Nonprofits' Civic Intermediary Roles. *Nonprofit and Voluntary Sector Quarterly*.
- Mosley JE (2011) Institutionalization, Privatization, and Political Opportunity: What Tactical Choices Reveal about the Policy Advocacy of Human Service Nonprofits. *Nonprofit and Voluntary Sector Quarterly*, 40(3), 435-457.
- Mosley JE, Grogan CM (2012) Representation in Nonelected Participatory Processes: How Residents Understand the Role of Nonprofit Community-based Organizations. *Journal of Public Administration Research and Theory*, 1-25. Retrieved from <http://jpart.oxfordjournals.org/content/early/2012/09/13/jopart.mus043.short?rss=1>.
- Schneider H (1999) Participatory governance for poverty reduction. *Journal of International Development* 11(4), 521–534.
- Shand R (1986) Off-farm employment in the development of rural Asia, Australian National University, Canberra.
- Taub RP, Surgeon GP, Lindholm S, Otti PB, Bridges (1977) Urban Voluntary Associations, Locality Based and Externally Induced. *American Journal of Sociology*, 83, 425-442.
- Warren ME (2001) Democracy and Association. Princeton, NJ: Princeton University Press.