

The Challenges Dealt by Ngos in Bangladesh

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Abstract

NGOs (Non Governmental Organization) is a non-governmental and non-profit organization, organized at a local, national or international level. In Bangladesh, NGOs have achieved tremendous success in various fields meeting the ever-changing requirements and needs of the development in social system in a third world country. However, these successes are often confronted with numerous challenges and threats faced by NGOs in Bangladesh. Thus, in this context, by keeping the objective as to understanding the challenges and threats faced by NGOs in Bangladesh in making contribution in mind, the method that was applied in this research is content analysis. Through content analysis, various challenges had surfaced such as lack of funds and misuse of funds. Furthermore, based on these challenges, a few recommendations have been pointed out to combat these challenges faced by NGOs in Bangladesh.

Keywords: NGOs; Successes; Challenges; Bangladesh; Goal

INTRODUCTION

Non-Government Organization (NGO) which is a non-profit, task oriented and driven by like-minded people have become an irresistible global force today. NGOs as private organizations “characterized primarily by humanitarian or cooperative, rather than commercial, objectives that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development” in developing countries” (World Bank, 1995). This voluntary sector, is growing based on its existence in developmental activities. The primary role is now widely recognized and accepted in most parts of the universe as it promotes human development. NGOs are active in the efforts of international development as well as increasing the welfare of poor people in developing countries. NGOs work hand-in-hand with private-sector infrastructure operators, aid agencies from developed countries and local governments as well as both independently. NGO must have no influence from any government and will not be represented as a political party. It is a non-profitmaking and will not be a criminal group, in particular it will be non-violent. In simple terms, NGOs is described as “a self-governing, private, not-for - profit organizations that are

geared in improving the quality of life for disadvantaged people from region to region” (Vakil, 1997).

Thus with the above in mind, the objective of this research is deduced to be the comprehension and grasping of the threats and challenges faced by the NGOs in Bangladesh. NGOs are one of the pioneers’ strengths for social and economic development in Bangladesh. Thus, understanding the numerous challenges and threats faced along the way by NGOs for a fruitful contribution is vital making it an objective. The method that had been implemented is content analysis as it is a widely used qualitative research technique. Researchers regard content analysis as a flexible method for analyzing text data (Cavanagh, 1997). Content analysis research method studies various document, articles, research paper and examines the patterns in a replicable and systematic manner (Tesch, 1990). Thus by keeping the research objective in mind which is to interpret the various challenges faced by the NGOs in Bangladesh, content analysis was executed to perceive the similar patterns which answers the ultimate research objective.

History of NGOs

The global rise of the non-profit sector may be a vital development of the latter twentieth century as the development of the nation-state was in the nineteenth century revealing the rapid growth of NGOs in a study conducted by Lester Salamon (1996) NGOs such as the International Committee of the Red Cross was founded in 1863 in the aftermath of the Crimean war. New NGOs dedicated all their efforts to humanitarian and development goals which became apparent during World War I and World War II. These included Save the Children Fund in 1917, Oxford Committee for Famine in 1942, and CARE in 1945. Since the end of World War II, NGOs have played a significant part in development. The number of international NGOs had ascended from less than 200 in 1909 to nearly 1000 in 1956 to over 20,000 presently (Union of International Associations, 2005). In present, number has tripled, to 3051 (UN Department of Economic and Social Affairs, 2007). A big scale of non-profit activity, covering countries like Germany, Ghana, Brazil, the UK, the US, Japan, Hungary and supports the outlook that the sector is striving in numerous sectors of human development (Kakumani, 2011). The exceptional growth in NGO’s over the last several decades is the outcome of interactions between secular ideas, and technology (Fisher, 1997). Over the years, governments have expanded more of their development support delivery to NGOs (Mullin, 1996) NGO sector now represents the 8th largest economy in the world having over \$1 trillion annually, 19 million paid workers, numerous volunteers, and \$15 billion in development support every year (Hall Jones, 2006). The depletion in communication costs has become catalyst for entrepreneurs in the NGOs to take off with a momentum of their own (Barr and Fafchamps, 2006). Presently, global governance constellation NGOs “are powerful engines playing a core role in suppressing poverty, hunger, achieving universal primary education for all, promoting gender equality reducing child and infant mortality and fighting diseases, in least developing countries (Lewis, 2009).

Interaction between NGOs and Society

Continuing from the context above, in order to form voluntary efforts as well vision among the people in NGO’s as well as the citizens, social theory plays a hand in forming relationships between the NGOs and the people, the NGOs and the government, and the NGO’s and the management. The definition is said to be the social relations within communities like the household, neighbourhood, commune, etc. It considers the behaviours of others and can be oriented to the past, present and future of one’s behaviour. Social theory provides different perspectives which can give an outlook to view the social world. A theory is defined to be a set

of interrelated propositions and principles delineated to answer a question or describe a phenomenon. It explains and predicts the norm of the social world (Schacht, 2007).

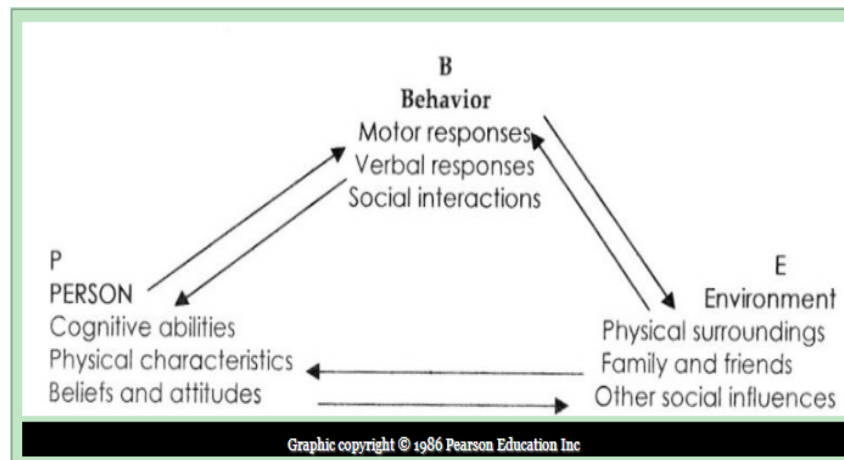


Figure 1. Social Theory

Thus, through these definitions social theory can be described to be formed as a diverse group of organizations which interact with one and the other encompassing both ‘Northern’ NGOs (NNGOs) and ‘Southern’ NGOs (SNGOs) which are organizations established within developing countries, such as the Bangladesh Rural Development Committee (BRAC). Salamon demonstrates the social significance of NGOs of both the industrialized and the ‘developing’ world through a specialized sub-group of organizations which share a set of common structural and motivational elements which have distinctive, shared concerns with development and poverty reduction (Salamon, 1999).

Social theory in NGOs encompasses of a range of motivations, values and ideologies from different perspective of people making up the NGO itself with grassroots-based empowerment objectives which may be a small informal organization or a larger, more bureaucratic (Vakil, 1997). The interaction of both civil society and the NGOs has been distinguished as an overall circle of social life that is public but is independent of government activities (Meidinger, 2001). Michael Bratton defines civil society as “social interaction between the household and the state characterized by community cooperation, and networks of public communication” (Bratton, 1994).

NGOs participation helps in the interaction with the general society as it can mobilization of public opinions. NGOs can assist the interests of the voiceless public through extensive campaigns and broad outreach (Wapner, 2000). NGOs can also assist in global-scale decision-making of the government of that particular country it is working at. NGOs could expand information for better authoritativeness and decision-making of the government (Charnovitz, 1997).

Why NGOs are Important in Bangladesh?

Based on the context above, NGOs are one of the potential forces for social and economic development in Bangladesh. NGOs are important to Bangladesh as they are essential partners for national level in working to raise awareness here. NGOs are important in Bangladesh as they provide services in fields such as healthcare, microfinance, agricultural, emergency relief, education and human rights (Ball & Dunn, 1995).

NGOs’ are important as they also contribute to social transformation in Bangladesh by conducting activities like gender and empowerment work, advocacy work, and policy

entrepreneurship. They are operating many projects for the uplifting of awareness in gender equality in Bangladesh. NGOs are operating intervention to train up the School Management Committee (SMC) members and primary school teachers on gender issues (DeJaeghere & Wiger, 2013). NGOs' helps in the microcredit program which enhances the women empowerment in the rural area as women could not exercise the equal rights to participate in the economic, social, cultural, civil and political position as they are considered as the weaker sex. In rural areas most of the women have few accesses to educational services, health care, economic activities. They only engage in activities such as domestic chores, supervision of crops, livestock rearing, fisheries. Due to this, there are no enhancement of the women's position especially in the rural areas (Ahmed,2014).

Hence, through gender equality can be promoted as these NGOs provide loan to the women which they can use to start an income as evidence does support that if women are engaged in economic activities, they can contribute as much as men do to the economy. These microcredit programs most importantly not only is provided by NGO to increase economic condition of the rural women but also increases the social, economic and political empowerment to the rural women as those who are participating in group savings and credit programs can start small-scale income activities. The partner role refers to cooperative activities NGOs working with the government, donors and the private sectors, such as providing support in many program or project, starting many socially business (Mallick, 2012). NGOs such as BRAC had started partnership with government in empowering women and income generation activities for vulnerable women (Haque, 2004). These microcredit program can generally assist poor local people in rural areas for poor alleviation. The Nobel Prize winner Grameen bank has given loan without collateral for income generation activities to the poor and poverty reduction. Government has supported this microcredit program and formed collaboration with the Grameen Bank for the development of the microcredit scheme (Islam,2014).

Not only that, NGOs such as Proshika aid immensely in agricultural cooperative system, especially in irrigation program as well as livestock, fisheries, forestry, housing, population control, and environment. As for the education sector, NGOs are equally important to Bangladesh as the Government and NGOs jointly have worked to improve classroom and teaching condition in both government and of NGO schools through The Primary Education Development Program (1997–2002). NGOs are working to eradicate illiteracy, especially work for children's education, particularly in girls' education. BRAC has started satellite school system based on the informal education system and has provided basic education to almost 10 million Bangladeshi students (Alam,2014).

The government and NGOs are working together to provide health care services for the poor especially to disadvantaged rural poor as the Bangladesh government is weak for giving support to her large population in terms of health care facility (Jamil,1998). Bangladesh Integrated Nutrition Project jointly is run by the government, the community, and NGOs (Haque, 2004). These NGOs are effective in aiding the area of malnutrition and the underprivileged people living in slums (Haque, 2004). Due, to the overly large population, NGOs working to create awareness in family planning by creating awareness in maintaining small family size, direct education about the sexual transmitted disease and distribution of contraceptives from doors to doors visit of rural women and urban slums in Bangladesh.

Evolution of NGOs in Bangladesh

The rise of NGOs started primarily before independence, from the British period, where Christian missionaries were the first who started charity work and social welfare services with proper institutionalize structure (Haider, 2011). Religious charity and Christian missionary

were provided for the victims of natural disasters. Voluntary groups such as Zamindars land-based elite had also emerged providing aid to the victims of flood and famine (Haider, 2011). These volunteers were self-service temporary without any proper structure. Baptist Missionary Society was another one of oldest missionaries recognized in British period which has been working since 1979 (Haider, 2011). Christian Mission Hospital was also founded in Rajshahi in 1880 as well as the Kumudini Welfare Trust founded in 1944 that were reputed associations in British period. They mostly survived on the foreign fund did not pursue the development of grassroots level.

As the years progressed, during the Pakistani period, the Pakistan Academy for Rural Development (PARD), which is now presently known as Bangladesh Academy for Rural Development (BARD), was established in 1956 for the development of the rural community. However due to the complexities of government planning, their services could not reach the grass root levels (Halim, 1993). Palli Mongal Samities, were based on the village farmers who were a cooperative model playing a vital role for in agricultural development. Non-governmental organization such as Co-operative for American Relief in Everywhere (CARE) and CARITAS (Christain Organization for Relief and Rehabilitation) had worked in sheltering people in the coastal area during the natural disasters (Haque, 2004). Both the local and international NGOs started their activities to provide relief and rehabilitation after the 1970 cyclone and their activities enhance after the liberation period (Haider, 2011)

After the 1971 liberation war, the government of Bangladesh faced difficulties to resettle at least ten million people with poor resources but neither had sufficient capacity nor enough finance (Ahsan, 2005). Most physical infrastructures such as bridges, roads, and rail tracks had been destroyed by the Pakistani army. NGOs in Bangladesh had emerged to undertake rehabilitation activities to reduce the distress and pain of the war victim's people and to develop the physical infrastructure of this country as well as to distribute food, medicine, blankets, and clothes. At this time, NGOs such as Ganoshastho Kendro (GK), BRAC, Proshika, Gono Shahajya Sangstha (GSS), Association for Social Advancement (ASA) and Nijera Kori, were established (Karim, 2001). NGOs such as Gano Shastya was a mobile medical unit which provided medical supplied to the freedom fighters in 1971 and BRAC provided the necessary rehabilitation for fishermen (Zohir, 2004).

From 1973 to 1975, Swanirvar Bangladesh (SB) was established to increase agricultural production and played an crucial part in organising youth in rural areas and towns to decrease pilferage for the distribution of relief through government channels (Zohir, 2004). NGOs had transformed themselves to performing work at the grass-roots level especially for the poor because relief efforts itself isn't the solution to the problem of the poor (Halim, 1993). Activities then expanded to rehabilitation program such as agriculture, cooperatives, health and family planning and adult education (Haider, 2011).

Furthermore from 1976 to 1990, the civil society and NGOs had a crucial part in establishing anti-political military rule ideology and democracy, human rights and the rule of law. Many organization like the rights of women in society committee, help to law-abiding committee, emancipation of woman society, crime reporters associations, democracy watch were in growth. After 1990, NGO sectors rapidly increased due to foreign assistance which had turned into enhancing activities such as maximizing profit in rural fisheries projects, fertilizer plant supply and handicrafts to present schemes such as banking, clothing manufacturing, and telecommunications (Devine, 2006). NGOs work to increase environmental awareness, women empowerment, and preservation of biological diversity.

Threats faced by NGOs in Bangladesh

NGOs in Bangladesh engage in a wide spectrum of non-profit activities ranging from humanitarian and rural development to assisting local start-ups and businesses. From

improving human rights in a geographic area to providing education about environmental issues to supporting the arts, NGOs in Bangladesh covers just about any topic related to improving a region in some way. However these efforts are always confronted with numerous challenges such as the lack of funds, misuse of funds, lack of dedicated leadership, inadequate management and political interference which are discussed in greater details as follows.

Lack of funds in Bangladesh

In Bangladesh, the lack of funds have caused a major hindrance of the progress and success of certain NGO projects. The inability of the NGO organisations to accelerate development in many fields such as in education and health has only brought instability in Bangladesh (Chowdhury, 1989). Due to recession, the most apparent challenge is the depletion of funds from international donors. Half of NGO's revenue originates from foreign donors (Salamon, 1999) and most of the funds are delivered through NGOs in Bangladesh (Hulme, 1995) making the reduction of funds a very significant issue as they rely extremely on foreign funds to sustain their projects. Nowadays, NGOs from developing countries are conveying difficulty in searching adequate and constant funding for their projects. Availability of drugs, medications and medical supplies are almost a constant problem in many public health facilities throughout Bangladesh due to the lack of funds and sometimes the timely release of available funds to pay for supplies. The lack of funds also leads to a shortage of logistics in most public health care centers. Health facilities such as x-ray machines, incubators and various lab equipment in public hospitals in Bangladesh need urgent repair or of replacement which is lagged because of the lack of funds. In the agriculture side, farmers of Bangladesh are often constrained by finance and thus cannot afford high cost for management of crops and plantations. Beside recession, other reasons that cause reduction of funds in Bangladesh are due to both government and donors are becoming more sceptical on the effectiveness of aids (Sharpe, 2011) as well as many NGOs especially in developing countries like Bangladesh are unable show accountability of its funds (Marten, 2011).

Not only that, similar issues of paucity of funds are faced in South Africa, where it has fallen in ill trap of the recent global economic recession. (Davis, 2013). The South African NGOs were almost close to the end of their economic venture because to the paucity of funding. Consequences were clearly seen among the NGOs who had specialized in the domain of health, treating and preventing HIV/AIDS. More people of South Africa suffer from the horror of HIV/AIDS causing the cut on funding very impactful. Organizations built for health domain like Treatment Action Group (TAC) had to be closed down. Due to this, some clinics offering ARV treatment ceased recruiting patients for the ARV treatment programme (Hecker, 2009) Thus funding is pivotal for service delivery of the NGOs as the unavailability hinders effective running of these institutions for their respective projects (Agere, 2014). Furthermore, due to the lack of funds in Botswana, the NGOs face more burdensome as most work for the HIV/AIDS programmes which the government had threatened to withdraw its funding from as it adds up to 80% of the funding. Swaziland on the other hand which had the most amount of incidence of HIV/AIDS too suffered because of the global financial crisis as donors backed out on the funding. The survival of NGOs has also been seriously threatened in countries such as Tanzania and Uganda (Barnard, 2012). Moving on the middle east, in Iran NGOs normally suffer from the paucity of funds and resources in a distinct form of administration, domain and expertise (Rohde M, 2003)

Due to government not giving percent grants in aid for numerous programmes, many NGOs in India are also threatened by the dearth of funds faced in Bangladesh as the government does not give percent grants in assistance for countless programmes (Metha.D, 2010). Thus, it is undoubted that without the help of funds, NGOs cannot progress much in developing countries such as Bangladesh in any respective fields.

Misuse of Funds in Bangladesh

The availability of funding is critical in playing an exhaustive part in the effective running of NGO's (Agere, 2014) Undoubtedly, by becoming floating NGOs some unprincipled elements in Bangladesh have made fortunes for their personnel gains by managing grants from the government in the name of NGO.

In Bangladesh, misuse of funds are especially examined when establishing sustainable primary health care (PHC) systems where health objectives and prevention of the spread of disease in rural areas got affected. Health care is particularly vulnerable because of the diversity of services, the scale and expense and the nature of health care demand. Moreover, due to the misuse of funds, NGOs in Bangladesh face issues in healthcare where X-ray films remain routinely unavailable in hospital due to low income forcing a patient in need of one to buy it from the local market. Not only that, due to misuse or inappropriate use, it is reported that almost 55% of the ambulances given to the Upazila Health Complexes are non-functional at any given point of time in Bangladesh (WHO, 2008). NGOs face problems in providing adequate number of hospital beds to serve Bangladesh's large population due to the lack of fund which gets misused (BBS, 2011). In the agriculture side, low investment has resulted in the under functioning of National Agricultural Research System (NARS) in Bangladesh which promotes and trains potential farmers in different agricultural fields are also limited mainly due to fund constraints caused by misuse of some parties (Z. Karim, 1997).

Similar conditions due to misuse of funds are faced in India, where the funds received as grant-in-aid form the government, and international donors have had grave misuse due to certain cartels of individuals and NGOs that control access to foreign donor funds. Thus, due to this, NGOs face major difficulty in finding adequate, proper and constant funding for their work causing inadequate financial and organizational sustainability. The actions of these irresponsible NGOs may reflect its image onto other NGOs who are working diligently with dedication and commitment to reach their goals (Pradeep, 2005).

For example, in countries such as South Africa also face misuse of funds similar to Bangladesh due corruption and embezzlement of organizational funds, continue to undermine the productivity of NGOs (Coetzer, 2013). As pointed out by most reports that those endowed with the responsibility of handling the funds for the institutions in Bangladesh misuse them for personal gain and corrupt access funding for NGOs working for the locals (The Herald, 2014). Its heart-wrenching as most these NGO beneficiaries in Bangladesh could be related to high ranking government officials which makes them unconcerned of the wrath of the law. Due to this, the vision of most NGOs in Bangladesh may not be successful as such NGOs may suffer from misuse of funds (Erasmus, 2012).

Lack of Dedicated Leadership in Bangladesh

The quality and condition of the services rendered by any organization is determined by the leadership qualities of the leaders in NGOs. Some NGOs in Bangladesh tend to mishandle their funds and resources with the involvement and encouragement of their boards that consumes their NGOs resources. Many other participants explained that it is difficult to achieve good governance with leaders of NGOs in Bangladesh who wished to own their NGOs for their own purposes. Some NGO education programs have NGOs community who monitors the progress. However, these committees seldom truly represent their responsibilities as they are devoted to other jobs which brings in a constant income which is contrary to working in the community of the respective NGO. Thus, the devoid of meaningful community participation in the provision education services which causes the lack of leadership (Jalaluddin and Chowdhury, 1996).

Similarly, in India, leadership is concentrated in the hands of elderly people. The younger people are the personification of ideas and initiatives are not allowed to express and practice which frustrates them. The younger generation don't consent the working order of the elderly people who exhibits dictatorship (Mehta, 2010). Thus, finding qualified NGO members can be difficult if not willing to pay them or provide allowances.

Inadequate Management in Bangladesh

Some NGOs personal in Bangladesh lack the sense of dedication and commitment and interest in the social services. The NGOs in Bangladesh earlier did not require any special education or training and were assumed to be assisted by unpaid social workers inspired with the spirit of service. However, with the present trend, those who are having professional education are not interested to work with NGOs as these professionally trained persons have high expectations in terms of salaries and status for the expansion in their profession of choice and are interested to work in urban areas only as economy and competition in the job market urges them (Karim, 2000).

Furthermore, NGOs in Bangladesh cannot spend more funds for giving higher salaries to the personnel employed in the organization because of the dearth of funds. Even if there were funds, they are eaten by 3rd parties. Some NGOs in Bangladesh has a vast shortage of trained physicians, nurses and midwives. Such a shortage leads to lesser progress in healthcare. Most trained physicians and nurses tend to work in urban areas where the pay is high as compared to the NGOs (UNAIDS, 2001).

Most NGOs struggle to obtain skilled labour force such as social workers as they cannot afford a better remuneration in Bangladesh. Therefore, the social workers who volunteered to participate in the NGO fraternity under various welfare aspects in Bangladesh normally uses it to gather experience that will help in their employment (Agere, 2014). The Department of Labour also implied that the severe shortage of social workers effects the survival of NGOs rather hard (Department of Labour, 2008). The lack of social workers in the NGOs organization in Bangladesh makes it hard to prove the necessity for resource and funding from any donors or government. Thus, due to the lack of funding, employees end up leaving in search of better employment (Waters, 2013).

In Iran, for example, the lack of distinct objectives and goals, causes mismanagement in most NGOs. Most of these goals are not realistic as the social workers work emotionally for the objectives. In Bangladesh, a more casual interaction between employees and top managements can make the process of decision making fruitful for the NGOs. For instance, one volunteer working for an NGO once said: "generally, the board does not seek staffs view in the process of decision making". Miscommunication within a relationship between sponsors, donors and workers causes a dearth in managerial and leadership skills which then prevents strategic planning in NGOs (Rodhe,2003).

Political Interference

In Bangladesh, NGO leaders have distinguished many interferences of local politicians and civic leaders with their vision as a vast obstacle to their work. Sensitive issues, such as land disputes or local leaders can harm NGOs registration. The transfer of government power in between the Awami League and BNP parties do halt the NGO efforts in some places. Sometimes political unrest causing street violence and destruction of public and private property has adverse impact on NGOs efforts. For the healthcare sector, sometimes due to political violence there is a total shutdown of public and private transportation and economic activities, doctors and nurses are afraid to go to work due to lack of safety and security NGOs does not realise that the Board and the Council can protect them from such intimidation (African Commission on People's and Human Rights, 2009)

In countries like Kenya, Zimbabwe, NGOs which hasn't supported the ruling party have faced challenges in several forms of political and administrative harassment (Serima, 2014). Thus, the absence of government consideration in Bangladesh sometimes results in poor interaction between the government and the NGOs which disrupts the effectiveness and efficiency NGOs' efforts, leading to the failure in achieving their set vision and objectives. For instance, agencies such as the Institute of Youth Development South Africa (IYDSA) which trains primary health care nurses for instance, could not receive sufficient government recognition and support. Thus, NGOs are obligated to amend some of its objectives for survival in various ways (Manomano, 2014).

Due to the political interference in Bangladesh, the scarcity of government favour for the NGOs made it rather difficult for them to be in working environment (IOLNEWS, 2012). Intolerable corruption within various sectors have further deprived the country of its resources and denied it of decent human development in NGOs. Thus, it becomes precise that the domain created by the government for these NGOs is undermining NGO-government cooperation to benefit and serve the citizens.

Overcoming the Threats to NGOs in Bangladesh

Thus overcoming these threats are equally pivotal for the development of Bangladesh. The NGO bureau of Bangladesh should implement stricter rules and in the similar vein carry out extra monitoring of the projects assigned to these designated NGOs. Weekly meetings and checks should be put in place where the progress of these projects' can be monitored for the betterment of everyone. Not only that, the NGO bureau of Bangladesh should employ more workers on services where they track, investigate and have access to the flow of fund statements generated and implemented for each project for the different NGOs. In this way, the misuse of funds can be can be curbed. Maintaining this connection between the two will enable both the NGO and NGOs bureau in Bangladesh to receive regular information and gain access to basket funding which can assist in the lack of fund issue thus making sure it does not fall onto the wrong hands. Moreover, capable personals should be recruited for proper management of these projects. They should be ingrained with proper training to ensure that these projects are carried out fruitfully. These employees will inevitably pick something up and be able to apply it for further development of the NGOs efforts. It is essential to ensure there is enough resources and manpower to both maintain an existing project and begin a new one of the NGOs. In the end, a slow but sure process can be observed and thus will be effective in the long run.

CONCLUSION

NGOs are the ones that tend to care for the underprivileged and for those are at the lowest of the social stratum. Bangladesh is a developing country which needs committed and dedicated organizations for the human and economic development of the country. Hence these organizations should be supported extensively by the government, the leaders, the donors, the politicians to solve problems at the grass-root level. Through this, their services are undoubtedly significant in the humanitarian, economic development and uplift of the rural poor. Through this research, the challenges have been analysed which can be put into good use for the betterment of the efforts carried out by NGOs. The recommendations can be executed for a fruitful completion of the projects carried out by the NGOs in Bangladesh.

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