The Role of Development NGOs: The BRAC Model

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Introduction

According to the UN, a Non-Governmental Organization (NGO) is “not-for-profit, voluntary citizen’s group, which is organized on a local, national, or international level to address issues in support of the public good. Task oriented and made up of people with common interests, NGOs perform a variety of services and humanitarian functions, bring citizens’ concerns to governments, monitor policy and programmed implementation, and encourage participation of Civil Society stakeholders at the community level.”

According to the research, in 2001 there were approximately 40,000 internationally operating NGOs. However, this number does not include local NGOs as there can be a few hundred thousand in each country.

NGO began their activities in Bangladesh after the consequences of the civil war in 1971 and the famine in 1974. NGOs were more effective than governmental agencies and proven to be far more successful in the allocation of small credits, family planning, health and educational services. The relationship between governments and the non-government sector is called civil society.

Bangladesh has the largest southern-based organizations. The country probably has more NGOs than any other country of the same size. Also, the NGO community in Bangladesh constitutes the largest and most diverse area of civil society in the world. NGOs in Bangladesh has been known as effective developing structures and credited with the development of innovative models in such areas as micro credit, non-formal education and primary health care. NGOs also provide much-needed job opportunities for poor people, stimulating small-scale business development.

Despite their significant achievements, bureaucrats, politicians, the business community, religious groups and some of the civil society organizations have criticized NGOs in Bangladesh. The criticisms include charging exploitatively high rates of interest, having money and power without accountability, spending of foreign funds, maintaining fraudulent accounts, getting involved in local and national politics and entering into profit-making business ventures.

It is also argued that NGOs represent an attempt by international agencies to develop capitalism attempting economic development without any structural changes, thereby leading to a continuing cycle of inequality and exploitation. Consequently, the poor are effectively left powerless, exploited and even worse than before. The NGOs deny all the charges against them by claiming that their accounts are audited not only at home but also abroad to satisfy donor requirements.

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1 (UN Rule of Law, n.d.)
2 (Trinity College Dublin, n.d.)
3 (NGOs in Bangladesh, 1990)
4 (Overview of civil society and NGOs Bangladesh, 2008)
5 (Khan, 2003)
6 (NGOs in Bangladesh, 1990)
Country discussed: Bangladesh

State of Development
Bangladesh is located in South Asia and borders with India, Myanmar and the Bay of Bengal. State of development in Bangladesh has improved significantly over the years. Nowadays, Bangladesh is a ranked 140th in the UN HDI of 2007.

Bangladesh was once a part of the Indian sub-continent and gained independence from the British colonial rule as East Pakistan in 1947 only to be politically dominated, socially alienated and economically exploited by West Pakistan. After 23 years of political struggle and the War of Liberation under the leadership of Bangabandhu Sheikh Mujibur Rahman, Bangladesh surfaced as an independent nation in 1971. Despite all the odds Bangladesh continues and plans to make important development gains for now and the future. Both population growth and the rate of poverty have steadily declined, while the GDP growth rate has averaged approximately 6% each year. The amount of the population living below the international poverty line of 1.25 per day U.S. has fallen: from 70.2 percent in 1992 to 43.3 percent in 2010. During the past two decades, poverty was reduced to nearly one-third whereas life expectancy, literacy and per capita food production have increased.

NGO’s alongside the government has played a huge part in the development of Bangladesh. Through the support of many NGO’s there was now many programs that support individual and community growth, they’re the reason for the beginning of the great social transformation with the widespread entry of girls into the education system and women into the labor force by providing education and employment. Bangladesh is facing many development challenges such challenges would include poor quality health and education services, with unequal access to those services among the poor; especially women, weak public sector institutions that inhibit economic advancement and prosperity, environmental difficulties arising from global climate change and increasing population density. The roles and initiatives played by the NGOs in Bangladesh have been considered as having positive impacts on poverty alleviation among the rural poor population.

Bangladesh is currently sought out to be a great destination for tourism, with a well-connected population and is on the rise of becoming a favorable business environment and destination. The country is on track and overall, has made commendable progress on many aspects of human development, which has been a foundation for improvements in growth, empowerment and social mobility.

Demographics
Bangladesh is now one of the world’s most densely populated countries. According to the CIA the population is now approximately 158,570,535, making it the 8th most populous country in the world. For every square kilometer of land there is an average of 964.42 people there. When Bangladesh gained its independence from Pakistan in 1971 it was confirmed that there were 71 million people living there. In 1980, the Bangladesh population had grown to 90.4 million and similar rises have been recorded on a decade by decade basis ever since. 98% of the Bangladesh
population is ethnic Bengalis with the remaining 2% made up from Biharis and other ethnic tribes. The religions of Bangladesh consist of 89.5% being Muslim, 9.6% Hindu, and other would be 0.9%.

There are 4 cosmopolitan cities and 119 municipalities in the country. The capital city of Dhaka has an estimated population of 15.391 million. Urbanization is at the considerable low level of 20% leaving 80% of the country's total population of approximately 120 million to live in the rural areas, which basically depend on a poorly developed level of agriculture for their survival.

The yearly growth rate of the population has come down to 1.6% mainly due to the acceptance of family planning practices rising to 61.2% out of the total population. On average, a household consists of 5.6 persons and the crude birth rate per 1000 is 21.6 while the death rate is 5.6. Life expectancy at birth has risen to 70.65 years. The rate of child mortality per 1000 has come down to 45.67 and maternal mortality has gone down to 240 deaths per 100,000 live births. Now 84.8% families in the country have access to safe drinking water. The sex ratio for the entire population is 0.95 male/female. School expectancy is now 10 years and 57.7% of the population is literate but still 13% of children ages 5-14 are considered to be working as a child laborer in order to help support their families. Poverty in Bangladesh is a very serious issue: 84% of the population lives under the poverty line.

Population trends in Bangladesh show the population has shifted from a high mortality-high fertility system to a low mortality-low fertility one. As a result of declining population growth and consequent changes in age structure, the proportion of working age population is increasing and offering a lot of great potential for this country that needs to be taken advantage of from the ruling younger generation.

**Economy**

The economy of Bangladesh has been growing since 2004 with an approximate rate of 6%. Country’s GDP is equal to $324.6 billion (2013 est.) and ranked 44th in the world. The most developed sectors and their contribution to GDP are the following: agricultural (17.2%), manufacturing (28.9%) and service (53.9%). Although more than half of Bangladesh’s GDP is generated by service sector, almost half of the country’s population works in agricultural industry (47%). The reason for such phenomena is that Bangladesh has a very rich soil and agriculture is developing mostly as small businesses, owned by poor farmers, who grow products just next to their houses and sell them to the neighbors. Therefore, Bangladesh is largely rural country.

Country’s labor force has a size of 78.62 million people and a small rate of unemployment (5%), which would be extraordinary, if one-third of the population didn’t live under the poverty line. For 2013, Bangladesh’s revenues were equal to $17.9 billion and country’s expenditures - to $24.02 billion, creating budget deficit of 4.9% of GDP. Bangladesh exports different commodities like knitwear, agricultural products, leather, garments and jute in size of $26.91 billion (2013 est.), mainly to USA, Germany, UK and France. Considering that country’s economy concentrates only on three main sectors, it has to import rest of the goods, which it does not produce like machinery, chemicals, iron and steel, cement and petroleum products. In 2013, Bangladesh spent $32.94 billion on imports from such countries as China, India, Malaysia and Japan.
There is a huge textile industry within the country. Many European and North American clothing companies rely on imports from Bangladesh. The most attractive is the labor cost for apparel production. Bangladesh has one of the world’s lowest wages rate; for not industry-specific sectors this is only $19 per month, however garment industry workers earn $68 per month. The increase in minimum wages happened after several riots and accidents on factories. This is not the only aspect of improvement - overall economic growth and development happens due to tighter financial control and many regulations. The economic expansion may also lead to higher education rates and better standards of living in long run, so the government seems to be on the right track.

Environment
According to the Climate Risk Index, Bangladesh is ranked first as the most climate change vulnerable country. With the global warming, water level increases on the year-to-year basis, causing massive floods in low-lying countries like Bangladesh.

Due to its main source of production – textile fabrics, Bangladesh is extremely polluted. Despite several programs and funds raised by non-governmental organization in order to decrease pollution – it is still rising. Bangladesh is the world’s second largest clothing export, and fabrics do not hesitate to do everything in order to stay on this position. Bangladesh is a riverine country and all waste, created by textile corporations, is dumped into the water. Considering that the whole country is full of rivers, this pollution expands everywhere. It affects water, which farmers use for their land, and this water in order affects vegetables and crops, which harm health of citizens. Children, who are attending schools next to the river, refuse to study because the smell that is coming from the water makes them sick. Considering the extremely high population density in Bangladesh, people don’t have enough resources to live. Most citizens drink ground water - which is highly polluted by fabrics’ waste products – thus, citizens have an extremely high chance to get all kinds of waterborne diseases.

Another kind of pollution is coming from burning of fossil fuels. While the rest of the world is trying to reduce the usage of fossil fuels in order to decrease the air pollution, Bangladesh does not have enough funds to implement such programs; therefore only around 2% of the energy consumption is covered by renewable sources, while burning fossil fuels, which are mostly imported, covers other 98%.

Overall, Bangladesh has a high level of natural disasters. A cyclone in Bangladesh is a normal thing that happens every year; the country is also affected by various tornadoes and earthquakes. Only in the last 30 years there were 234 natural disasters with the total of 323,480,264 people affected.
Context of issue: BRAC

BRAC was originally known as the Bangladesh Rehabilitation Assistance Committee. It was created in 1972 by Sir Fazlé Hasan Abed in a small district in Bangladesh. It was a small-scale relief and rehabilitation project to help returning war refugees after the Bangladesh Liberation War of 1971. 9 months after BRAC started, 14000 homes and several hundred boats were built and/or rebuilt for relief. This included medical centers and other essential services (like water).

After the initial relief work was finished BRAC turned its attention towards long-term developments as they realized the problem was chronic and structural, so they reorganized themselves changed their name to Bangladesh Rural Advancement Committee. Their new mission started focusing on increasing the quality of life threw poverty, illiteracy, and other problems.

In 1975 a Research and Evaluation Division (RED) was set up to analyze and evaluate its tasks and guidance for its organization to develop, this division also help provide information for researchers and other NGOs which since inception has made 1,398 research reports and 372 journal articles.

BRAC’s main priorities include focus on women, grassroots empowerment, health and education, empowering farmers, inclusive financial services and self-sustaining solutions.

Through their education BRAC has enrolled 3 million children, 65% of whom are girls and help built almost 1000 libraries and 38,000 schools worldwide. In 1999, BRAC started Information Technological Institute and a university 2 years later. This BRAC University was intended to created leaders in their nation and help Bangladesh.

Another educative goal of BRAC was to reduce child mortality rate in half, mostly focusing on the main culprit diarrhea did this. More than 25% of all infants died before 5. To combat this, BRAC started an Oral Therapy Extension Program (OTEP) in 1979. Working with religious schools and going door-to-door educating mothers BRAC covered more than 14 million households making it the highest use of oral rehydration among all developing countries, now the infant mortality rate is less than 8%. They are able to produce these results from there 97,000 health workers.

For employment, income and credit services in 1974, BRAC started providing microcredit (small amounts of money, low interest, usually to new businesses) and assess the usefulness of credit on the poor. It currently provides $10 billion in microloans annually. 90% of BRACs microloans have gone to women with a 98% repayment rate. A BRAC bank was started with the intention of helping fund small and medium sized businesses.

BRAC than in 1977, they helped organize village members to develop their own communities through a program called Village Organizations (VO). BRAC also set up a print press and a

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7 The economist
8 Annual Report 1990
9 BRAC research
10 Who we are
11 Who we are
12 BRAC U
13 The Tale of Two
14 Who we are
15 FAQ
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handcraft retail chain called Aarong (which employs 65,000 artists) and later a Dairy and Food project. They continued to provide enterprise training and now have such programs as: bull station, feed mill and broiler production. Through these projects BRAC is now self-funding 70-80% of its organization. They have also hired over 100,000 employees with which 70% are women. They have expanded to 10 other countries and 3 continents. And helped over 120 million people and are rated one of the top NGO’s in the world.

Other successes of BRAC can include the large response to Cyclone Sidr that hit Bangladesh in 2007 helping send emergency relief to over 300,000 residents from around 60,000 homes. BRAC also noting the global warming problem in Bangladesh will cause problems started a tree growing program that alone has 15 large tree nurseries.

Though BRAC is not the only NGO who has had strong presence in Bangladesh another called the Grameen Bank. Initially they also started as a microcredit company, but they began to diversify. Some of their notable achievements for example have been creating a microcredit system, vast business ventures from knitwear to software, and improved communications infrastructure.

For all this positivity that BRAC does there are also criticisms. One big looming problem that some people criticize is an accomplishment that they promote, BRAC is seen my many Bangladeshi as there second government. Some criticize that they have too much power and that their quest for economic improvement is causing inflation and environmental problems (like desertification, drying up water and increasing arsenic in the drinking water). BRAC in defense said economic improvement comes at a cost.

Today BRAC is referred to as "by most measures the largest, fastest-growing non-governmental organization (NGO) in the world—and one of the most businesslike." 

Discussion of case

Education sector

There are 3 reasons why children are not educated in the countryside of Bangladesh. First of all, families need the help of children on farms so that there is no time for school. Secondly, the feeling of alienation for traditional school system does not allow uneducated parents and their children to become literate. Finally, the third reason is harassment of girls. However, BRAC improved the situation creating non formal Educational Program; it opened schools in rural areas where kids from poor families can get decent high-quality primary education. Teachers who are hired by BRAC are the citizens of the villages who had taken special courses that last for 9 years in order to have appropriate qualification. The program was designed with the help of the mothers from that area and it responded most of the schooling issues: due to shorter school hours and

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16 More than a store
17 Enterprise
18 Who we are
19 The Tale of Two
20 Criticism
21 Criticism
22 Fast Company
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Little but efficient homework kids are still able to help families on the farm. Smaller size of classes (30-35 children per class), special care for pupils and engaging teaching styles contributed to the development of educational system.

Social support

Also 300,000 Village Organizations were formed, each of them consists of 35 to 50 women from a certain neighborhoods. Almost all of 80,000 villages are under the control of BRAC. A huge system of 14 training centers and 2,800 branch offices operates all over the country with a budget of half a billion U.S. dollars. As leaders of BRAC were using funds efficiently, now it is 70% self-supporting. Now the organization gets profits from the range of productive enterprises that it established. BRAC generates income from small and medium-size enterprises that produce chalk, seeds, shoes and sanitary napkins. This small production creates jobs thereby reducing poverty. The organization provides affordable goods for poor population and advocates them when they are in need of professional help. The organization turned to be extremely big but it is still flexible.

Healthcare sector

BRAC took care of education and small part of financial sector as well as healthcare. The new strategy for healthcare included directly observed treatment short course (DOTS) for TB and training for oral rehydration therapy (ORT). The organization is testing every single program until it shows clear results and strong evidence of efficiency.

Organization failures

However, nothing in the world is perfect and BRAC is not an exception. The NGO had its’ failures as it is still a “learning organization”. Purchase of poorly designed motorcycles from China and an attempt of the production of silk, tube wells and pumps did not succeed but it should be noted that BRAC had nothing to hide, did not blame anyone else for missteps and talked openly about their failures. The NGO is respected for honesty and the ability to learn from its’ mistakes.

The founders of BRAC are about to retire and it is time to replace them but the new generation should have the same skills and talents of managing such a huge organization and be prepared for harsh reality full of challenges.

International success

The influence of BRAC was striking. The innovations in non-formal primary education, health and banking system have been emulated in other countries such as Afghanistan, Sri Lanka, Uganda, southern Sudan, Tanzania, Pakistan, Sierra Leone, and Liberia. BRAC started operating internationally. BRAC continues to innovate with new ventures such as the Targeting the Ultra poor program.

Despite a substantial amount of work BRAC performs, it is growing steadily and is making a huge contribution to the reduction of poverty in different parts of the world.

Significance of NGO and its impact on global development

NGOs have become increasingly more important in promoting sustainable development. NGOs often hold a major role in a nation’s political, economic or social activities, as well as assessing and

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23 (IISD’s Business and Sustainable Development, n.d.)
addressing problems in both national and international issues, such as human, political and women’s rights, economic development, democratization, inoculation and immunization, health care, or the environment.\textsuperscript{24} NGOs play a significant role in partnering with international development partners to bring resources to countries that are in need.\textsuperscript{25}

However, one characteristic diverse NGOs have is that they are not interested in short-term financial goals. Therefore, they are able to devote themselves to issues which occur across longer time period, such as climate change, malaria prevention or poverty reduction. NGOs often have a high degree of public trust, which makes them a useful but not always sufficient intermediary for the concerns of society.\textsuperscript{26}

In the developing world the role of NGOs is crucial. For instance, in Bangladesh BRAC’s role has been pivotal in providing food to victims of famine and displacement. Although BRAC deals with a diverse range of issues, its main mission at the moment is poverty reduction\textsuperscript{27}. BRAC provides microloans, self-employment opportunities, health services, education, and legal and human rights services\textsuperscript{28}. The BRAC model illuminates how comparative advantages of NGOs can function to support poverty reduction and illustrates conditions under which NGOs extend their activities in the face of deficiencies of government and private-sector actors.\textsuperscript{29}

NGOs often provide essential services in the developing world that in governmental institutions would provide. As a result of ineffective legal framework or small government capacity, NGOs in Bangladesh broad role in addressing legal and political issues, such as strengthening economic and social programs.\textsuperscript{30} They provide services that are in line with current governmental policy, acting as a contributor to economic development, essential services, employment and the budget.\textsuperscript{31}

Although NGOs may lack traditional political power, they possess a "moral authority" that cannot easily be disregarded. NGOs have a moral responsibility "to alert the public to the global predicament; to educate its members on the significance of environmental problems for their lives and those of their children; to mobilize opinion in support of environmentally sound policies; to develop new policy ideas; and to act directly in the political arena as in the environment to secure a sustainable future" (Environmental NGOs 1982).\textsuperscript{32}

NGO’s roles can be divided in three main sectors: service delivery, catalysis and partnership. These roles are usually combined within a particular organization. For example, an NGO may undertake service delivery in order to build trust in a local community, which will create a platform for community organizing or advocacy.\textsuperscript{33} One form of catalyst is the NGO that aims to bring a change through advocacy and seeking influence, to innovate and to apply new solutions to development problems.
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Moreover, NGOs have the benefit in finding and selecting particular places that need help the most for their projects. Unlike governments, NGOs also can estimate in advance the length of time, which they will be able to support the project. NGOs can act more quickly than the government bureaucracy, because they are not constrained by policies or local government programs. Thanks to their flexibility, they can easily adapt to new opportunities and challenges. NGOs have an advantage over government in gaining the trust of and providing effective services to people with special needs or in extreme poverty.  

NGOs use interpersonal communication and, therefore, design more effective programs that reach the poor, due to this close working relationship. NGOs also attempt to influence government policies and programs on citizens’ behalf. They can do this through different means, such as demonstration, participation in public forums and government projects and publicizing research results of the poor. Thus, NGOs play many roles from advocates and advisors to partners and mediators.

NGOs can provide communication both from people to the government and from the government to the people. Communication upward involves informing government about the lives, capabilities, attitudes and cultural characteristics of people at the local level, while communication downward involves informing local people about what the government is planning and doing.

Other applications

As for other applications and other countries in which BRAC operates, since 2002 BRAC has been using its experience to accelerate poverty alleviation in other countries. It works in a growing number of Asian and African countries, where it can achieve a major impact on reducing poverty and improving lives. The following is the list of countries of BRAC:

Asia:

- Afghanistan
- Pakistan
- Philippines
- Sri Lanka

Africa:

- Liberia
- Sierra Leone
- South Sudan
- Tanzania
- Uganda

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34 (Cousins William, 1991)
35 (Cousins William, 1991)
36 (Cousins William, 1991)
37 (BRAC, 2015)
BRAC extends its microfinance, health, education, agriculture and livestock services based on integrated approach in Bangladesh. BRAC CFPR-TUP (Challenging the Frontiers of Poverty Reduction: Targeting the Ultra Poor) program model was applied in Ethiopia, Honduras, Peru, Ghana, Yemen, India, Pakistan, Afghanistan and Haiti. BRAC’s CFPR-TUP program also provided technical assistance in Yemen, India, Pakistan, Afghanistan and Haiti. \(^{38}\)

Since 2007, BRAC has been attempting to raise awareness about and funding of the BRAC approach to sustainable human development and organize resources to enable BRAC to rapidly promote its development programs. It has become especially necessary, as Bangladesh does not allow foreign exchange to go out of the country. Therefore, BRAC cannot use its revenues from its Bangladesh programs to invest into new services to other parts of the world. \(^{39}\)

BRAC offers a proven approach that can be effectively scaled to reduce poverty and empower millions of people to improve their lives through establishing businesses and providing employment, educate themselves and their children, lead healthy lifestyles and help their children to live a better life. \(^{40}\)

**Recommendations**

In the recent years the value of partnerships has increased significantly as partnerships combine the complementary skills and comparative advantages of both partners. Therefore, partnerships add value to partner’s individual contributions.

In order to become more successful and innovative, developmental NGOs should improve their skills, activities and partnerships. NGOs’ traditional duties include program and support delivery. However, NGOs are far from political and economic context of the nation. They need to establish themselves as vital community services, which largely contributes to the economy.

Therefore, it is recommend for NGOs to form much broader partnership than traditional international organizations. It would be more beneficial if they worked more closely with private sector, municipalities, the media, religious leaders, environmentalists and politicians. \(^{41}\)

The benefits of government participation in such partnership are its ability to generate reliable resources, to control quality of implementations. It also has an important ability to develop policy frameworks for policies. Government’s implementations of policies that regard health, education, housing, and employment sometimes can appear as weaknesses. \(^{42}\)

The ability of agencies to deliver services effectively on behalf of government depends on a significant degree of trust between agencies and governments. This can be both strengthened and demonstrated through good communication; the proactive distribution of information and transparency in each other’s planning and decision-making. Not only trust, but also public accountability is improved by organizations' and governments' willingness and ability to be

\(^{38}\) (BRAC, 2015)  
^{39} (Korngold, 2011)  
^{40} (Korngold, 2011)  
^{41} (Owen, 2000)  
^{42} (Owen, 2000)
transparent in their operations. Trust also allows for respectful and honest dialogue in which criticism aimed at improving programming is seen as just that. Open dialogue that welcomes innovation is critical to the ability of government and civil society to pursue common goals successfully.  

Without trust in reliability of both parties effective communication is limited, and there is an increase in more intrusive and costly forms of accountability. These, in turn, restrict the freedom of action, efficiency, flexibility, and autonomy of NGOs. They end up spending more time reporting on activities and expenditures and less time delivering service. Accountability frameworks need to move from the perception that they are principally faultfinding exercises to ones that define, measure, and recognize success.  

Developmental NGOs are recognized masters of mechanisms for empowerment and social mobilization. In partnership with other elements of civil society, particularly people’s organization and social change movements, Developmental NGOs could assume a leadership role in the consultations on reforming the global system of governance and renewing its policy agenda.

The trust, public accountability between agencies and government is the key component for an agency’s ability to deliver services. This can further be improved by: strong communication, and transparency. This also allows for constructive criticism, which can be used as a major improvement. Therefore without these key tools, it will increase cost and the freedom of the NGO. Accountability frameworks however need to understand that they are not faultfinders but rather a framework that defines measures and recognizes success. When they partner with parts of society and social change movements, developmental NGOs are proven leaders and consultants on reforming systems of governance and policies.  

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43 (Owen, 2000)
44 (Owen, 2000)
45 (Owen, 2000)
Summary
NGOs are an important figure in the field of international development, both as providers of services to vulnerable individuals and communities and as advocates promoting policy. It highlights the importance of NGOs in global development. NGOs are increasingly important in relation to ideas and debates about ‘civil society’, globalization and the changing ideas and practices of international aid. NGOs are now central to development theory and practice and are likely to remain an important figure in global development.46

Nowadays, NGOs represent one of the ways for a better future in developing countries. In this case study an NGO operating in Bangladesh has shown that “government failure” does not mean a complete failure of “civil society”. Moreover, NGOs like BRAC are working towards pursuing sustainable environment for citizens of Bangladesh and expending their operations on an international scale. BRAC is also working on improving the efficiency of the Bangladeshi government and cooperating with it. In the long run, BRAC would benefit from partnership with governments, which in turn would make a positive change in many social concerns.

The main concern is whether the government or private sector is capable of keeping up NGO’s innovations. The Bangladeshi government should address their legislation and corruption problems afterwards established working social models as effectively as NGO did. In the example of BRAC, NGOs can only do so much to improve development because the main politic and economic power lies in the hands of the government willing.

46 (Kanji & Lewis, 2009)
Work Distribution

Introduction - Anastasiia Beryl

Country/countries/regions/organization discussed
  o State of development – Aaliyah Lachance
  o Demographics – Aaliyah Lachance
  o Economy – Anastasia Zaluzhna
  o Environment – Anastasia Zaluzhna

Context of issue
  o Background/foundations of case discussed – Connor Ferriday
  o Organization background – Connor Ferriday

Discussion of case
  o Significance/role in global development – Anastasiia Beryl
  o Challenges and opportunities – Anel Naimanbayeva
    ✷ Issues/inefficiencies
    ✷ Benefits/successes
  o Recommendations – Anastasiia Beryl & Connor Ferriday
  o Other applications – Anastasiia Beryl

Summary – Anastasiia Beryl
References


