

# A New Path of Tripartite Collaboration in International Development

産官民の連携による国際開発への新しい道

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## 〈Abstract〉

The purpose of this research is to examine the new trends of tripartite collaboration in international development. This paper also attempts to illustrate the tripartite collaboration of the government, NGOs (Non-Governmental Organizations) and corporate in international development. Any country has the responsibility to fulfill the basic requirements of its citizens to live with dignity. Due to the economic constraints developing countries couldn't reach even their citizen's basic human needs. Developing countries are heavily depended on international donor agencies for their development activities, and some countries have a substantial portion of their national budget too. When they receive funds then ideas and expertise also imposed by their counterparts, so they have to follow their funders' guidance and that is 'top-down' administrative approach. Very often, the 'top-down' approach bypass the people's real needs in development, because the top-level does not give emphasis on to listen from people at the grassroots level. Effective and meaningful collaboration between government and NGOs have become imperative for both partners in accelerating the development activities. In recent days, collaboration among the government, NGOs and corporate are emerged as an important and strong actor in development discourse and playing significant role in developing countries. Tripartite collaboration becoming a new trend in developing countries as an instrument to empowering the poor people.

## 〈Keywords〉

**International development, Collaboration, Government, NGOs, Corporate**

## 1. Introduction

The 20th Century has witnessed great strides in technological progress and enormous improvements in quality of life worldwide. But in human history our greatest failure has been our inability to alleviate poverty. Still there are more than 800 million people suffer from hunger and malnutrition. One third of the population in developing countries lives with less than two dollar a day. This poor are oppressed by a profound lack of opportunity to access the basic necessities (shelter, income, food, education and health services) of life, thus creating a perpetual underclass that live in conditions that many would characterize as sub-human.

'Poverty is the result of a complex interlinking of political, economic and cultural systems that have a long history and are deeply entrenched. Ending poverty entails what is tantamount to a 'cultural revolution' where the causes and not just the symptoms are addressed. Addressing this 'cultural revolution' necessitates change both the societal and individual levels.'<sup>1</sup> "Over the past 50 years, the development paradigms have relocated from 'economic growth' to 'growth and distributive justice', from 'meeting basic needs' to 'state socialism' and now to the 'globalization' paradigm. However, poverty persists and

<sup>1</sup> Fazle Hasan Abed, 「社会変革への新しい道」名誉博士学位授与式記念講演採録, 立教大学, 2009年, pp.11-12

struggle continues.”<sup>2</sup> The poorer people, it is said, must help themselves; but this, trapped as they are, they often cannot do. The initiative, in enabling them better to help themselves, lies with outsiders who have more power and resource, and most of whom are neither rural poor. The development programs should contribute to the creation of an ‘enabling environment’ such as awareness building, gender equity and human resource development in which the poor participate in their development. But increasing awareness alone cannot bring change; concrete steps must be taken to promote the economic empowerment.

An integrate approach in development is necessary to improve the Basic Human Needs (BHN) of the poor to be managed by the government in the developing world. Due to the economic constraints of developing countries and their responsibility for the *institutional building* of the entire population, lack of adequate budget and man power it is very difficult for the government to work at the rural area of their respective countries. Some corporates are playing an important role through their Corporate Social Responsibility (CSR) activities, but corporate does not have a good network with the poor people. On the other hand, as NGOs have a good network at the village level but they have financial limitation, so they are unable to provide enough services to the poor people. Therefore, a tripartite development approach among the government, NGOs and corporate collectively could play a vital role to improve the poor people socioeconomic conditions.

## 2. What is Development and what does it Means?

Development may be defined in many ways as it has different dimensions. Development may be perceived as a fundamental human right. ‘Perhaps the simplest definition of development is that given by Chambers (1997), for whom development means just ‘good change’.<sup>3</sup> ‘The orthodox economist might define development as the achievement of economic growth and hence improved living standards. It is achieved by improving the use made of a country’s human, natural and institutional resources. The Gross National Product (GNP) provides the obvious

measurement of progress according to this definition.’<sup>4</sup> In this paper the term ‘development’ will be used to describe a process to reduce, *poverty, illiteracy, disease, to improve the socioeconomic condition and empowerment of the poor people*. Its purpose is to make people aware of their latent potential and make them ready to actively participate in improving the overall development of the poor people’s life at the grassroots level. If there is an opportunity even a little, then the latent power of the poor people can be explored and their capacity increased to reach the goal of development of their own and subsequently, improving their socioeconomic and political conditions.

## 3. What is NGO and How does it Works?

An NGO means an institution or organization which works outside the government structures but that an institutional legal framework of the respective country. The United Nations (UN) defined NGO as- ‘A non-governmental organization is any non-profit, voluntary citizens’ group which is organized on a local, national or international level.’ After the World War II organizations were very often religiously inspired, such as ‘CARE (Roman Catholic), established in 1945, as well as OXFAM (Quaker), founded in 1948. Even secular NOVIB (the Netherlands) was founded by church leaders in 1956. It was in the mid- 1960s that this situation began to change. In a number of countries, the national governments began to make funds available to NGOs for the purpose of development projects. In the 1970s, NGOs in the North experienced a rise in recognition.<sup>5</sup> Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to government or corporates, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements.

## 4. NGO is an Alternative Development Institution

NGOs are intermediary organizations that link collaborate

<sup>2</sup> Konard Adenauer Foundation, ‘The Role of PDA during the last 31 years in Thailand’ Bangkok, 2005, p.128

<sup>3</sup> Tim Allen & Alan Thomas (ed.), ‘Poverty and Development into the 21st Century’ Oxford University Press, 2000, p. 23

<sup>4</sup> John Clark. ‘Democratizing Development’, Earthscan Publications, London, 1991, pp. 19-20

<sup>5</sup> Non-Governmental Development Organizations of Developing Countries, NOVIB, the Netherlands, 1992, p.7

among the local-level communities or groups and the national level of government and international development agencies. In terms of development activities, many of them have evolved from relief and welfare services, to community development and community organizing, and recently to people centered and sustainable approaches. ‘DeMars and ijkzeul...suggested that NGOs perform bridging behavior; global governance accommodates this behavior and the multifaceted linkages that it creates, highlighting the bridges among the global, transnational, state, and sub-state, as well as bridges between the public and private and within society, between family and market’<sup>6</sup> Since the 1980s, international donor agencies came to realize the importance of working with NGOs, in the process of their dynamic and innovative approaches in development program. Many Asian, African and Latin American governments and UN systems have already started their rural and agricultural development programs with NGOs to achieve their development goals.

In recent days, the NGOs are playing important roles as intermediary organizations, bridging the gap between donors, beneficiaries, policy makers, and the national government. NGOs are considered as the key element of development in developing countries, for the poorest of the poor, at the grassroots level. They provide a wide range of activities in the community such as awareness building, group formation, advocacy, poverty reduction, education, health and nutrition, income generation, women empowerment and the environment. Most of the NGOs are working in the rural areas and some of them are working in the urban. NGOs are organizing people in the community and helping them to establish organizations by themselves through *education, awareness building and conscientization*,<sup>7</sup> and by addressing the needs that they themselves identify. Some NGOs are working for human rights, peace, gender equity and institutional and awareness building of the poorest of the poor.

Over the past decades, NGOs played important roles

through their direct participation at the grassroots level in Asia, Africa and Latin American countries, with the collaboration of the international donor/development agencies, government and corporates. Because of their independent status and direct links to local communities, NGOs are playing a vital role in their multifaceted development activities. NGOs have become an important institution in development assistance for various reasons: (a) their scale; (b) their ability to reach poor people especially in rural areas, (c) their capacity for innovation and experimentation, which are difficult for official agencies, (d) their close connection; often having close links with poor communities, and (e) their skills of participation. NGOs are organizing poor people in the community and helping them to make an organization through the conscientization approach which aims at addressing the needs of the rural poor in a society through development activities. NGOs advocate ‘bottom up’ approach through ‘people’s participation’ in the development projects which poor beneficiaries directly participate in income-generating activities by credit program that improve their socioeconomic conditions.

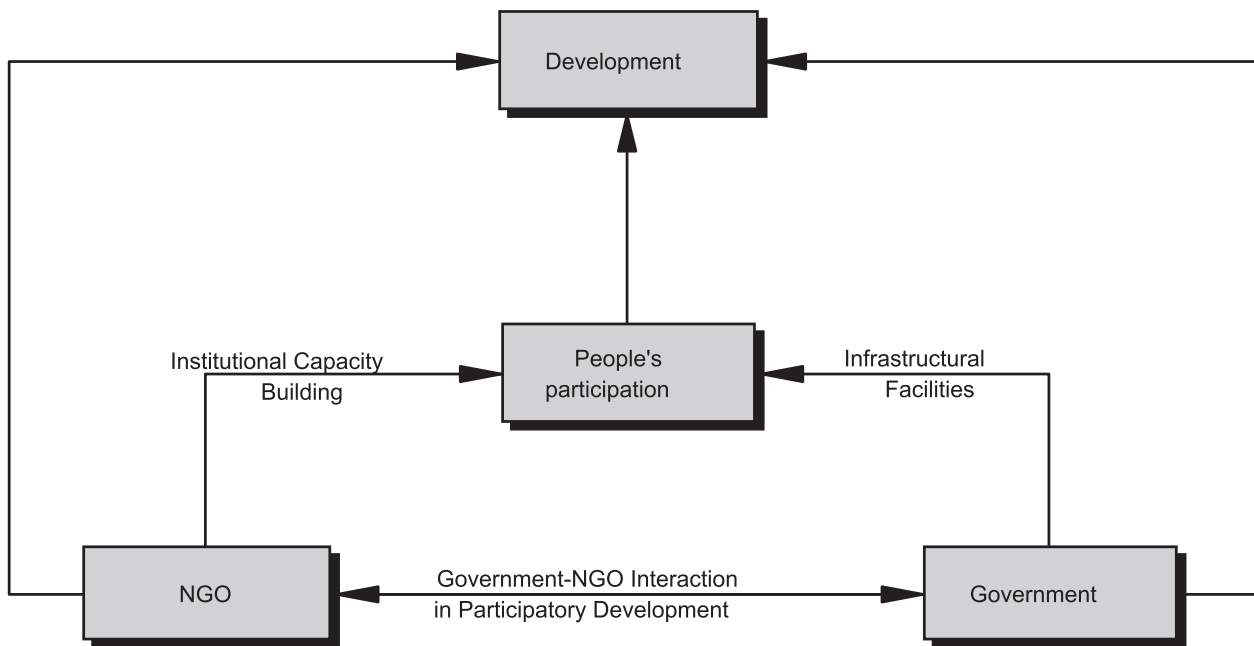
### **5. An Approach to Achieve Development Goals Through Tripartite Relationships**

The NGOs’ relationship with the government and corporate varies according to their social commitment, as well as the individual country’s socioeconomic, cultural, political and geographical conditions. South and South East Asian countries NGOs are playing the part as an intermediary among the government and corporates in their multifaceted development programs. Much of the debate centering among the government, NGOs and corporate collaborations is concerned with the regulatory powers of the state. The fundamental issue relates to the rights of NGOs to pursue their objectives, unhindered by state coercion, and the state agencies authority to ensure acquiescence of NGOs to specific laws. Government, NGOs and corporate could work together in drawing on their past experiences in development activities and analyze what they can do collectively in the future to improve the country’s development strategies.

The government become involved in economic and social infrastructure development, such as self-employment programs in rural areas, roads and communication; and the

<sup>6</sup> WilliamE., DeAMars & Dijkzeul (ed.) ‘The NGO Challenge for International Relations Theory’ Routledge, UK. 2015, p.69

<sup>7</sup> ‘Conscientization’ (a concept derived from Paulo Freire’s work) is “learning to perceive social, political and economic contradictions, and to take action against the oppressive elements of reality.”

**Figure 1, Government-NGO Interaction in Development**

NGOs can work as facilitators through their innovative approaches to organize the poor in the remote areas in the institutional capacity building of the rural poor. And the corporate would play the pivotal role to enable the poor people to learn business skills. 'Japan Platform used more than \$5 million of government fund and \$0.5 million of private donation in Afghanistan operation. More than ten NGOs deploy mainly in Afghanistan and work in different fields. The key issue is to enhance the NGOs capabilities through the accountability and the transparency.'<sup>8</sup> Government-NGOs interaction will help to avoid the government administrative 'top-down' development approach, which until recently bypassed the poor people who are at the bottom of society. NGOs generally recognize their limitations in terms of scope and resources and most seek more active collaboration with government. In countries such as India and the Philippines, the earlier phase of attempting to control NGOs has now clearly been abandoned.

Over the past decades, the relationship between government and NGOs have evolved from one of mutual suspicion and even hostility to a situation today in which the government provides substantial funding directly to NGOs for a range of innovative projects. Although there

are many factors involved in implementing a development program to a less developed society, region or country, infrastructural facilities and institutional capacity building are basic and essential factors. Besides providing these facilities the government has to work together with NGOs and corporate in tripartite relationships to improve the socioeconomic conditions of the poor. However, in South and South-East Asia many NGOs are receiving support and funds from the government for their multifaceted development activities, the country wide Government-NGOs interaction in development and the NGOs network system is not yet developed.

As shown in Figure 1, Government-NGO interaction can form a bridge not only between the government and the poor people, but also between the 'top-down' and 'bottom-up' development approaches, from the top government officials to the people at the grassroots. In government-NGO interaction in development, a tripartite relation among the government, NGOs and the people is an essential factor in achieving development goals. Since NGOs have an access and close contact with rural disadvantaged people, it is easier for them to organize/motivate people through education, awareness, and institution building. At the same time, they can take the initiative to convince the government to invest in social infrastructural development, such as roads and communication. Furthermore, NGOs can influence

<sup>8</sup> Ide Tsutomu. 'Japan Platform: Collaboration between Government, Business and NGOs' GISPRI, 2002, p.3-4

government to allocate a higher share of the budget for the physical facilities of schools and medical professionals to the rural health centers.

Besides providing these facilities the government has to go to the people with a motivational purpose, together with NGO including local people's, private, and volunteer organizations. Only through this tripartite relationships can the development goals at the grassroots be reached. However, in Bangladesh, although some NGOs are receiving support and funds from the government for their development activities, the country wide Government-NGO interaction in development and the NGOs network system is not yet developed. In the Philippines, the cooperation between government and non-governmental development organizations contributed to the great success in the country wide preventive health campaign program in 1993, (which was called "23 in 93"). One report states that, except for some parts in the south (Mindanao) the Philippines achieved almost 100 percent in its Expanded Program on Immunization (EPI).

In South and South Asian countries NGOs believe that the existence of effective democratic institutions and values is a pre-requisite for a sustainable development. They felt that this is possible only *'when the majority of the people participate effectively in the development processes ranging from planning to management and implementation ... NGOs are initiating such democratization processes aiming at restructuring the existing power-relations through the empowerment of the rural poor and development of their organizations through a continuous process of education and conscientization and through resource mobilization.'*<sup>9</sup> In Bangladesh, there are many development organizations working to achieve the country's development goals in different fields, such as poverty reduction, health and family planning, and functional education and non-formal education both for adults and children. So, if there is an effective interactive relationship between the government and the other development organizations, duplication of services can be reduced and it will possible to reduce unnecessary costs.

## 6. Role of NGOs in Socioeconomic Development

The government promises to provide all the basic human needs of its citizens. Despite the promise, many poor people are not receiving their basic needs, nor can they afford to pay for alternative services offered by the business sector. This market failure leaves them marginalized and unless a third party offers some alternative basic services, the prevailing inequalities and poverty will continue. The important and special role the NGOs play in the process of social and economic development is widely recognized by concerned communities as well as by government organizations, corporates and the international development agencies. Although their focus of concern and involvement covers a wide range of socioeconomic and political issues, their common and mostly shared mission can be seen in their commitment and responsibility to raise awareness for social conditions and to help reduce the country's burden through supplanting the government's efforts. Government programs are often affected by long bureaucratic procedures, which are tedious and have inflexible lines of authority. Therefore, they tend to promote and even support innovative NGOs activities and upon proven success, the government replicates and expands those projects on a nationwide scale.

Successful NGOs already have most skills required to improve the overall socioeconomic conditions of the poor people through awareness building, education, human resource development and multifaceted income-generating activities. To provide an opportunity such as skills and small amount of capital *'that even the least educated and poorest of the poor can run profitable business enterprise.* Despite this, many people still believe that NGOs are inherently unequipped to compete in commercial market. The best NGOs are clearly as entrepreneurial as best private companies, being able to make things happen and create something out of nothing.'<sup>10</sup> Because, the people remain poor due to lack of their business skills, marketing knowhow and access to credit. Once they become entrepreneur it foster new skills, empowering the poor and it does not creates further dependency on others. When governments attempt to help the poor out of poverty, they

<sup>9</sup> *Report of the Task Forces on Bangladesh Development Strategies for the 1990s*, UPL, Dhaka, 1991, pp. 375-376

<sup>10</sup> UNAIDS, *'Strategies to Strengthen NGO Capacity in Resource Mobilization through Business Activities'* Switzerland, 2001, p.9



usually carry out activities through ‘the welfare approach’. In the long-run ‘the welfare approach’ does not work to independent themselves. Because, it does not foster new skills, not empower the poor, rather this approach creates greater dependency on others. In South and South East Asian countries many NGOs are collaborating with the government and corporates to improve the quality of life of the poor people. These NGOs have a proven ability to acquire specialized knowledge and technical expertise related to their fields of operations and the business of their beneficiaries. Two NGOs from the developing world (e.g. Bangladesh Rural Advancement Committee (BRAC) and Population and Community Development Association (PDA) in Thailand) are discussed below.

### 7. PDA’s Collaboration with Government and Corporate

Population and Community Development Association (PDA) was founded by Mechai Viravaidya in 1974. The founder of PDA, has been one of the earliest and most vocal proponent of NGOs’ self-reliance. PDA is most well-known internationally for its early pioneering work in family planning and more recently its success in tackling Thailand’s AIDS problem. The organization began in mid-seventies by establishing one of the world’s first rural-based social marketing programs for contraceptives, supported by international grants, a network of over 16,000 volunteers distributors and fees charge for its products. Once this program was established, PDA expanded its efforts to improve rural living standards with projects in primary healthcare, water resources, agricultural marketing and small-scale industries.

‘PDA covers over 70 percent of its annual budget from its own resources and it aims to be 100 percent self-reliance organization. Most of the income generating activities are manage by PDA’s affiliate, the Population Development Company Limited (PDC).’<sup>11</sup> Despite initial family planning successes, close contact with rural peoples revealed that Thailand’s long-term development required much more than a reduction in the fertility rate. Specially, water scarcity, poor hygiene, lack of economic opportunities, weak village structures and environmental

destruction are formidable obstacles to balanced growth. PDA thus was promoted to try to meet a range of development needs, using many of the community-based techniques through established Community-Based Integrated Rural Development (CBIRD) program begun in 1979. The CBIRD programs are as follows;

- *Water Resource Development*
- *Income-generation and Occupational Training*
- *Forestry and Environmental Conservation*
- *Local Institution-Building*
- *Family Planning and Primary Healthcare*

CBIRD targeted three goals: firstly to improve technology in rural areas and skill development for villagers, secondly,



Villagers’ are making garment products for export

to resolve resource constraints and increase commodity production and finally to market their products. Today there are 28 CBIRD projects, operating primarily in north and Northeastern Thailand, many of them self-sufficient, all of them generating employment and income opportunities for rural farmers, and some of them spun off as independent companies generating profits. CBIRD is considered as one of the PDA’s most effective programs.

### 8. Thai Business Initiative in Rural Development

Despite rapid economic growth in recent years, Thailand’s rural areas continue to face persistent poverty, growing



After trained-up villagers’ making NIKE shoes at factory

<sup>11</sup> PDA, ‘Strategies to Strengthen NGO Capacity in Resource Mobilization through Business Activities’ Bangkok 2001, p.10

income disparities and lack of opportunities and resources. Increasingly, these tear at the fabric of Thai village life and prompt massive migration to urban areas. In response to these problems, PDA created the Thai Business Initiative in Rural Development (TBIRD) to bridge the growing gap between the urbanized business sector and rural areas. TBIRD mobilizes the business sector to bring their skills and resources to rural areas through projects which

- *upgrade basic needs,*
- *develop income generating alternatives,*
- *strengthen village institutions,*
- *promote environmental awareness and*
- *improve educational opportunities and facilities.*

In just several years, TBIRD projects have resulted in ten-fold income increases, village level manufacturing of clothes, shoes and leather goods, and reductions or reversals of villager migration to urban areas. The program's unique approach to rural development has earned international accolades and helped to prove that corporations can effectively contribute their wealth of resources and skills to make rural communities more productive and sustainable in the long-run.

**9. The Promotion of Rural Industrial Development**

Promotion of Rural Industrial Development (PRID) projects, is an initiative developed and implemented throughout Thailand by the PDA. PRID is designed to encourage industries to expand their production bases to rural areas providing new economic opportunities for PDA has established itself as an innovative leader in



Thai villagers' making under wear for the Western ladies

community. Mechai, founder and Chairman of PDA, invited Chaivat, Thailand's Minister of Industry to join PDA in expanding CBIRD's efforts. The government was agreed and PRID was convinced as a joint venture with

PDA and the Ministry of Industry's Department of Industrial Promotion. The key to PDA's success is its organizational philosophy that local participation and initiatives are essential for self-reliant and sustainable growth. This fundamental principle is illustrated clearly through the PRID project. PDA first began involving the private business sector in its development activities in 1984 through initiation of the CBIRD. Ten years later, villagers, improving their economic and health status and reducing the dangerous trend of urban migration.

**10. How Does PRID Work?**

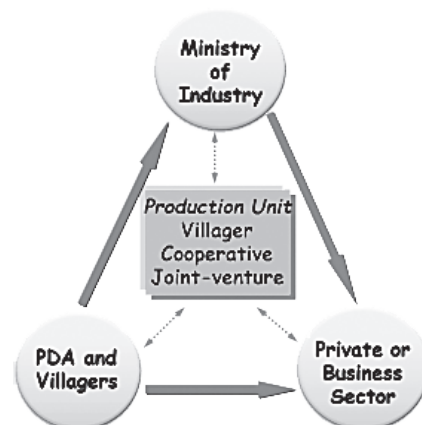
First, PDA staff invites private businesses to participate in the project. PDA then matches businesses with villagers and facilities contract negotiations to ensure a fair process and outcome. In the participating villages, PDA selects



Villagers' making upper part of NIKE shoes at won factory

and trains villagers to form local cooperative that will assume production and administrative duties. These cooperatives will eventually become technically and financially independent of outside assistance and assume ownership of PRID and future projects. As shown in figure 2, PDA approaches to companies to bring their factory in

**Figure 2, Government, NGOs and Corporate Collaboration in Rural Industrial Development**



rural area, and mobilizes villagers if the companies are agreed they provide an expert to trained-up the villagers as per the companies' requirement. Many companies are eager to come in rural areas due to low cost and skilled labor force. Because, a business firm is able to maximize its profits only when it can minimize costs. At the same time, PDA goes to the Ministry of Industry for an allocation of fund (minimum wage for the respective trainees during training period) for the villagers. Finally, villagers are supported in procuring government grants to start up their own businesses, utilizing their knowledge and skills gained throughout involvement in Promotion of Rural Industrial Development.

### 11. BRAC is an Innovative and Learning NGO

BRAC was founded by Sir Fazle Hasan Abed in 1972 to aid refugees returning home after the country's war for independent. It has since grown to become one of the largest NGO and most broadly based NGOs in the world, with a staff of exceeding '1.2 million and annual operating budget US\$684 million (2014), of which less than 25 percent now comes from grants and donations.'<sup>12</sup> BRAC's multifaceted activities are agriculture and food security, integrated development, microfinance, social enterprises and investments, targeting the ultra-poor, disaster, environment and climate change, health, nutrition and population, water, sanitation and hygiene, education, migration, advocacy for social change, community empowerment, gender justice and diversity, human rights and legal aid services. Managers at BRAC recognized early on that self-reliance for its target groups and self-reliance for the organization went hand in hand. All these programs are designed to optimize cost recovery while serving those need. Some of BRAC's core activities are discussed below.

#### 11.1 Agriculture and Food Security

BRAC's agriculture program aims to contribute to achieving food security, and reducing hunger and malnutrition through environmentally sustainable practices. Research is conducted to develop better crop varieties and increase agricultural productivity. Participatory experiments are carried out with farmers to test the validity of using certain technology and to

efficiently deliver cutting edge agriculture and aquaculture practices to ecologically adverse regions of Bangladesh. The strategy is to convert single-crop areas to double or triple-crop by introducing stress-tolerant and high-value crop varieties.

#### 11.2 Integrated Development

Integrated Development Program (IDP) addresses the needs of the most marginalized and deprived communities who are socially and geographically excluded from mainstream development interventions in certain areas of Bangladesh. IDP reaches its target group through a coordinated version of all BRAC interventions, including health, education and microfinance. IDP provides poor people living in hard to-reach areas with access to basic services, creates livelihood opportunities, mobilizes communities for their empowerment and continually improves its services from research findings.

#### 11.3 Microfinance

Over the last four decades, the BRAC microfinance program has become one of the world's largest providers of financial services to the poor, providing tools that enable the financial inclusion of millions of people across seven countries. At BRAC, microfinance has been shown to have a powerful impact on the lives of the poor, remaining a critical component of BRAC's holistic approach to supporting livelihoods. BRAC's microfinance program has been instrumental in helping BRAC address the first Millennium Development Goals (MDG) of eradicating extreme poverty and hunger, by reducing the financial constraints and vulnerabilities associated with poverty. It is also addressing MDG 3 on promoting gender equality and empowering women, by supporting women led microenterprises, and providing platforms for women to gather and exchange information about social issues via the village organization.



Pic credit: BRAC, Rural Artisans working at factory

<sup>12</sup> BRAC, 'Annual Report 2014' Dhaka, 2014, p.71.



### 11.4 Social Enterprises and Investment

BRAC Social Enterprises are both financially and socially profitable ventures in sectors like craft, dairy, poultry, fisheries and seed. Each of BRAC's 16 enterprises have a clear social mission, ranging from helping farmers develop improved breeds of livestock to empowering rural artisans to rise above poverty. Designed to benefit the poor, these enterprises help fulfil BRAC's social mission at a greater scale— by supporting micro-enterprise development, generating livelihood opportunities, training entrepreneurs to improve their skills and introducing better quality inputs to increase productivity of their assets. BRAC's helps community members to become buoyant producers, and ensure market access or marketability of their products and services. BRAC Investments ensure financially profitable investments in socially responsible areas. Dividends from BRAC's investments support the financial health of the organization and reduce BRAC's dependency on donors.



An Ultra-Poor taking care milch cow donated by BRAC

### 11.5 Targeting Ultra-Poor

BRAC's groundbreaking ultra-poor program focuses on improving the socioeconomic situation of those at the base of the economic pyramid. Living in extreme poverty, this group struggles to meet minimal dietary requirements and faces difficulties in accessing mainstream anti-poverty programs. To improve the status of such deprived households, BRAC's employ a sequence of interventions including full asset grants or grant plus credit support, skills development training, personalized healthcare support and community mobilization. Around 95 percent of program participants 'graduate' from extreme poverty and achieve economic independence and social inclusion. Most go on to take advantage of mainstream programs like microfinance. This program is now being adapted in different countries around the world.



Community health worker giving advice to mother & child

### 11.6 Health, Nutrition and Population

BRAC's Health, Nutrition and Population Program (HNPP) aims to improve reproductive, maternal, neonatal, child health and nutritional status; reduce vulnerability to communicable diseases; combat non-communicable diseases, and enhance the quality of life. Through a combination of preventive, promotive, curative and rehabilitative health services, BRAC serves disadvantaged and hard-to reach populations. BRAC's seeks to improve access, coverage and quality of health services in communities across the country. BRAC's integrated service delivery model utilizes frontline Community Health Workers (CHWs), creating an effective bridge between underserved communities and formal healthcare systems, including BRAC-run health facilities. 'As of December 2014, the total number of community health workers is 105,736.'<sup>13</sup>

### 11.7 Education

BRAC's Education Program (BEP) has become the largest secular and private education system in the world, reaching seven countries. BRAC's non-formal primary



Disadvantage children studying at Non-Formal School

<sup>13</sup> BRAC, 'Annual Report 2014' BRAC, Dhaka, 2014, p.31

schools are designed to give a second chance at learning to disadvantaged children left out of the formal education system due to extreme poverty, violence, displacement or discrimination. BRAC's complements the mainstream school system with innovative teaching methods and materials. At the secondary level, BRAC's provides needs-based training and support for both teachers and students. BRAC's e-learning materials improve mainstream education, while its mobile libraries promote reading and access to Information Technology (IT) facilities for the community. BRAC prioritizes adolescents and youth, offering life skills a livelihood development training, savings, financial services, and much more.

### 11.8 Community Empowerment

BRAC's Community Empowerment Program (CEP) translate awareness into action. BRAC gives women the tools to claim their entitlements, prevent exploitation, and



Pic credit: BRAC, Villagers' are learning about their rights

play an active role in public life. BRAC's approach strengthens rural communities by building community based institutions to raise awareness and the voices of poor. BRAC's creates a platform for rural civil society and the local government to work together. BRAC's process also includes addressing violence against women and children. BRAC increases access to information by using interactive communication tools like popular theatre and community radio. Together, these interventions contribute to gender equity, democratic governance and the socio-political empowerment of poor. BRAC's approach strengthens rural communities by building community based organizations to raise awareness of the poor.

### 11.9 Gender Justice and Diversity

The Gender Justice and Diversity (GJD) program aims to strengthen the gender mainstreaming process. It enhances technical capacity and accountability mechanisms within



Pic credit: BRAC, lecture on gender awareness building

the programs to improve the organizational culture. Developing gender capacity gives staff the space to raise their voices in favor of gender equality and justice. GJD initiates innovative cutting-edge models to close the existing gaps in equality within programs. Community-focused and interventions aim to transform prevalent social and gender norms around violence against women and girls, the valuation of women and girls, sexual harassment, sexual and reproductive health rights and child marriage. GJD is also actively involved in evidence-based advocacy through alliances and networks to influence national and global policies and legal frameworks.

## 12. BRAC's Collaboration with the Government and Multinational Enterprises

Besides BRAC's innovative multifaceted development activities it has joint-ventures business with multinational enterprises in Information Communication Technology (ICT). BRAC has long history of working in collaboration with the Government of Bangladesh. BRAC's joint effort has significantly contributed to attaining many of the millennium development goals. Below are the names of some of the Ministry and Government units that BRAC has been closely working with;

Ministry of Cultural Affairs

Ministry of Education

Ministry of Fisheries & Livestock

Ministry of Food and Agriculture

Ministry of Health and Family Welfare

Ministry of Primary and Mass Education

Ministry of Social Welfare

Ministry of Foreign Affairs

Directors General of Health Services

Department of Agricultural Extension

Ministry of Women and Children Affairs

Ministry of Youth and Sports  
 National Institute for Local Government  
 Bureau of Manpower Employment and Training  
 Ministry of Expatriate Welfare and Overseas Employment  
 Bangladesh Overseas Employment and Services Limited  
 Bureau of Manpower, Employment and Training

### 12.1 BRAC International Programs

BRAC has substantial operations in a growing number of Asian and African countries. BRAC works in countries where it can achieve a major impact on reducing poverty and improving livelihoods. Since 2002, BRAC has been using its experience to energize and accelerate poverty reduction efforts in other countries. BRAC delivers microfinance, health, education, agriculture and livestock services based on its integrated approach in Bangladesh. Right now, BRAC working in Asia and African countries (e.g. Afghanistan, Pakistan, Philippines, Sri Lanka, Liberia, Sierra Leone, South Sudan, Tanzania, Uganda), BRAC also working in Haiti. BRAC's program and technical assistance model was replicated in Ethiopia, Honduras, Peru, Ghana, Yemen, India, Pakistan, Afghanistan, Yemen and Haiti.

### 13. Recommendation and Concluding Remarks

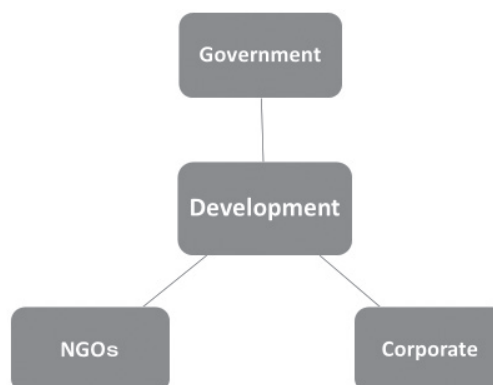
Usually, the development professional and/or policy makers throughout the world, follow 'top-down' or 'bottom-up' Approaches in their development planning. In general, most of the governments, international development agencies including United Nations (UN) system bi/multilateral development programs, they follow 'top-down' approach. However, the NGOs follow 'bottom-up' approach in their multifaceted development programs to lift up the disadvantaged people at the grassroots level. The 'top-down' development approach failed to achieve its goals over the past development decades. Needless to say, many of the best formulated programs have failed when the latter did not take into account either the local people's willingness or the beneficiaries' need. 'Effective development strategies require a process of planning and implementation which enables local people and officials to equally express their needs and to share in deciding what is to be done.'<sup>14</sup> However, the bottom-up approach gives

the people access and opportunities to state their opinions to the higher levels, as there is free flow communication between the top level and the grassroots level. Development programs have succeeded through many NGOs when the beneficiaries' were given first priority in the development activities. Due to the financial limitation, in many cases NGOs' cannot carry out their development programs, although they can access at the grassroots level and have countrywide network as well.

As shown in figure 3, The NGOs' collaboration with the government and corporate varies according to their social commitment, as well as the individual country's socioeconomic, cultural, political and geographical conditions and three parties interest as well. As discussed earlier, government and corporate could work together with NGOs in drawing on their past experiences in development activities and figure out what they can do collectively in the future to improve in development strategies. It is recommended that the government become involved in social infrastructure and corporate can play a vital role to providing fund and business skills. The poor people have indigenous knowledge and some kind of business skills, so the corporate can acts as a partner with them to turn the poor into social entrepreneurs.

Since 1980s, the World Bank extended its cooperation with NGOs, the Bank has been emphasizing indigenous intermediary NGOs in different regions. This cooperation reflects a recognition that working with local NGOs means that the policies of projects, it putting beneficiaries at the center of the development, and ensure participation in development at the grassroots level. NGOs have certainly increased their outreach in recent years. Both the funds

**Figure 3, Tripartite Collaboration among the Government, NGOs and Corporate**



<sup>14</sup> Krase Chanawong, 'Rural Development Management' Khon kaen University, Thailand, 1991, p.12



they spend and the numbers of people they deal with have been rising dramatically. Since the 1990s, the NGOs also have been organizing conferences parallel to the United Nations. For example, conferences were arranged at the same time and places as the Earth Summit in Rio de Janeiro; Population Conference in Cairo, Social summit in Copenhagen, Women's Conference in Beijing and APEC Conference in Osaka.

Following the above discussions, it may conclude that the collective approach in international development and self-employment have the potential to make an impact on poverty reduction and empower the poor in developing world. The NGOs approaches place people at the

mainstream of the social development through their multifaceted development activities. These approaches enable poor people to take part in every stage of their own development such as socioeconomic, cultural and political as well. A tripartite approach would be an alternative or a new path in international development. The government has the countrywide administrative power, NGOs have nationwide network and their workers living with people at the grassroots level in the rural areas, and the corporates have enough fund, skills and marketing knowledge. To improve the poor people socioeconomic condition through active and effective involvements are needed by the respective government, NGOs and Corporates as well.

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