



ANNUAL REPORT

2024
2025



COMMUNITY DEVELOPMENT ASSOCIATION (CDA)

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Acronyms

CDA	Community Development Association
LGIs	Local Government Institutions
SOLAR	Sustainable Organization for Land Rights and Agrarian Reform
SDGs	Sustainable Development Goals
ICESC&C&PHR	International Covenant of Economic, Social, Cultural & Civil & Political Human Rights
NGOAB	NGO Affairs Bureau
POs	Peoples Organization
ULCC	Union Landless Coordination Committee
UZLCC	Upazila Landless Coordination Committee
DLCC	District Landless Coordination Committee
FPOs	Federation of Peoples Organization
WFPOs	Women's Federation of Peoples Organization
UMC	Unit Management Committee
UMAC	Unit Management Advisory Council
PDI	People Development Initiative
APA	Assistance Providing Assistant
PWD	Persons with Disability
VGD	Vulnerable Group Development
VGf	Vulnerable Group Feeding
DA	Disable Allowance
IPs	Indigenous Peoples
LD	Legal Document
DCR	Duplicate Carbon Receipt
POC	Program Operation Cell
ALRD	Association of Land Reforms and Development
PLA_{NET}	People, Land Rights, and Agrarian Reforms in Northern Ecological Territory
ANGOC	Asian NGO Coalition
IFAD	International Fund for Agricultural Development
SAPA	South Asia Pastoralist Alliance
ILC	International Land Coalition
NLC	National Land Coalition
BLRN	Bangladesh Land Rights Network
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women



Message from Chairperson

The year 2024–2025 has been a significant chapter in Community Development Association (CDA)’s continued journey toward fostering an equitable society rooted in land justice, participatory governance, and climate resilience. As Bangladesh and the global community navigate increasing socio-economic instability, ecological crises, and political transitions, CDA has remained grounded in its mission, shifting power to the rural landless poor and excluded communities through institution-building and people-centered advocacy.



*Extending
Peoples Power
for Justice,
Land Rights
and Resilience*

CDA’s commitment to advancing land rights and agrarian reform has taken deeper root through the strengthening of a **Parallelogram Framework**, which reinforces leadership from the bottom up, from para-based samities to village-level Peoples Organizations (POs), and is reinforced through the Union to Constituency level. These structures have matured into democratic platforms where Women, Indigenous Peoples, Dalits, and Persons with Disabilities are increasingly leading the charge for justice, claiming access to Khas land, water bodies, and state services as a matter of right, not privilege.

This year, CDA efforts have contributed to significant policy dialogue and engagement at multiple levels of Local Governments, Union Parishads, Upazila Administrations, and National Advocacy spaces-amplifying grassroots voices and demanding transparency and accountability in public service delivery. The proactive stance of our Peoples Organizations, including the Women Federations, has catalyzed gender-equitable land use practices, climate-adaptive agriculture, and strengthened tenurial security for thousands.

CDA work is further aligned with the **Sustainable Development Goals (SDGs)**, particularly those centered on reducing inequality, promoting gender equality, building strong institutions, and combating climate change. CDA has integrated ecological justice into its programming, supporting communities in adopting regenerative farming, vermin composting, and locally governed water systems that honor both the environment and the rights of future generations.

I express my heartfelt appreciation to all CDA colleagues, frontline organizers, community leaders, donors, and ally whose unwavering support has powered our achievements this year. Your solidarity makes it possible for the most marginalized to become architects of their own transformation. Together, we will continue to dismantle structural inequalities and advance a just, inclusive, and resilient society.

Warm regards

Adv. Md. Azizul Islam

Chairperson, Community Development Association (CDA)



Annual Report: 2024-2025

Message from Executive Director

Strengthening Movements for Justice, Land Rights And for Peoples Democracy.

As Bangladesh continues to struggle with widening inequality, ecological crises, and the erosion of democratic spaces, the imperative for People-centered, rights-based development has never been clearer. In this critical moment, Community Development Association (CDA) remains committed to amplifying the leadership of the historically excluded—those who hold the lived wisdom, resilience, and urgency to transform systems that have long failed them.



Over the past year, CDA has deepened its efforts to nurture grassroots democracy and inclusive governance through our proven **“Parallelogram Framework”** of **Peoples Organizations (POs)**. From the para to the district level, these autonomous structures have grown into resilient platforms for collective decision-making, resource mobilization, and assertive advocacy. Women Federations, Youth Forums, and Indigenous Community leadership have taken center stage—demanding fair access to Khas land, sustainable use of natural resources, and accountability in service delivery.

CDA work has increasingly integrated ecological justice into the core of the organizational approach. In regions most affected by climate change, CDA has supported communities to adopt sustainable land use practices, organic agriculture, and water management solutions that are both locally rooted and ecologically regenerative. By linking land rights to climate resilience, we are helping communities defend their livelihoods and assert their sovereignty in the face of corporate land grabs and bureaucratic inertia.

CDA’s partnerships—nationally through the Bangladesh Land Rights Network (BLRN) and internationally through the International Land Coalition (ILC)—have allowed us to scale the advocacy, engage in participatory research, and influence discourse on land governance and agrarian justice far beyond our immediate geography. CDA’s contributions have resonated in global policy platforms and regional campaigns for land tenure security, women’s land rights, and people-led reform.

This year’s achievements, documented in this **Annual Report 2024–2025**, reflect not just the strength of CDA’s staff and structures but the courage of thousands of community members who dare to imagine and build an alternative future. Despite entrenched barriers—bureaucratic, political, and corporate—we continue to push for a just transition that places the rights of people and the planet over profit and patronage.

Looking ahead, CDA will remain vigilant and visionary. We will sharpen our strategies for proactive, anticipatory action, ensuring that the rural poor are not just protected from crisis but are empowered to shape solutions rooted in justice, sustainability, and collective care.

With deep appreciation, I acknowledge the solidarity of our **Board Members, community leaders, dedicated staffs, and Bread for the World-Germany, partners including ILC/ IFAD, ANGOC, SAPA ALRD, PLA_{NET}, WOMEN_{NET}**, and many others **Government & Non-Government organization**. Together, we will continue to build a transformative movement where justice, land, and dignity are non-negotiable rights—not distant aspirations.

In solidarity

Shah I Mobin Jinnah

Executive Director, Community Development Association (CDA)



Annual Report: 2024–2025

Building People's Power for Land, Justice, and Resilience

Executive Summary

In 2024–2025, the Community Development Association (CDA) made notable strides in strengthening grassroots democracy, securing land rights, and enhancing ecological and social resilience for the most marginalized populations in northern Bangladesh, particularly in Dinajpur and Thakurgaon districts. With a deepened focus on structural change and inclusive development, CDA continued to shift the power to Landless, Indigenous, Women-headed households, Dalits, and Persons with Disabilities, enabling them to claim their rightful place in development and governance processes.

At the heart of this progress was the robust consolidation and operationalization of the **“Parallelogram Framework”**—CDA’s alternative socio-political model of Peoples Organizations (POs). These multi-tiered, community-led platforms became more dynamic and strategic in shaping local governance, mobilizing social protection access, and asserting land and resource rights. As a result, over **27.36 acres** of Khas land were accessed by marginalized groups for housing, agriculture, and community farming, with a marked increase in control over water bodies by Women-headed and Indigenous families.

CDA also advanced economic empowerment by facilitating livelihood skills, entrepreneurship development, and inclusive financial **access**, especially for Youth and Women. This has contributed to strengthened food security, household income, and local economies. Additionally, CDA scaled up its climate resilience and environmental sustainability initiatives, supporting regenerative farming, vermin composting, and community-led natural resource management to confront the deepening climate crisis.

In line with its enduring commitment to gender justice and social inclusion, CDA strengthened women’s leadership, with 81% of Executive Committee chairpersons in POs now being women—a critical marker of transformational leadership in patriarchal rural contexts. Furthermore, CDA remained an active voice in regional and global land rights movements, deepening strategic partnerships with networks such as the International Land Coalition (ILC), ALRD, and other national platforms, helping elevate community voices and push for people-centered land governance.

Mobilizing Communities for Justice, Land Rights & Ecological Future

This reporting year also saw CDA enhancing its policy advocacy and research engagement, calling for reforms to address structural inequalities, the elite capture of public land, and the disempowerment of bureaucracies. The organization worked closely with local governments and Members of Parliament to push for greater transparency and equity in land distribution and social protection mechanisms.

Looking ahead, CDA will build on these foundations by expanding cross-sectorial collaborations, fostering youth and digital engagement in land governance, and scaling community-driven innovations. The organization remains firmly committed to promoting Human Rights (Economic, Social, Cultural, Civil, and Political), **gender equality**, **environmental justice**, and **grassroots democratization**—ensuring that development is not imposed from above but driven from below, by and for the people.



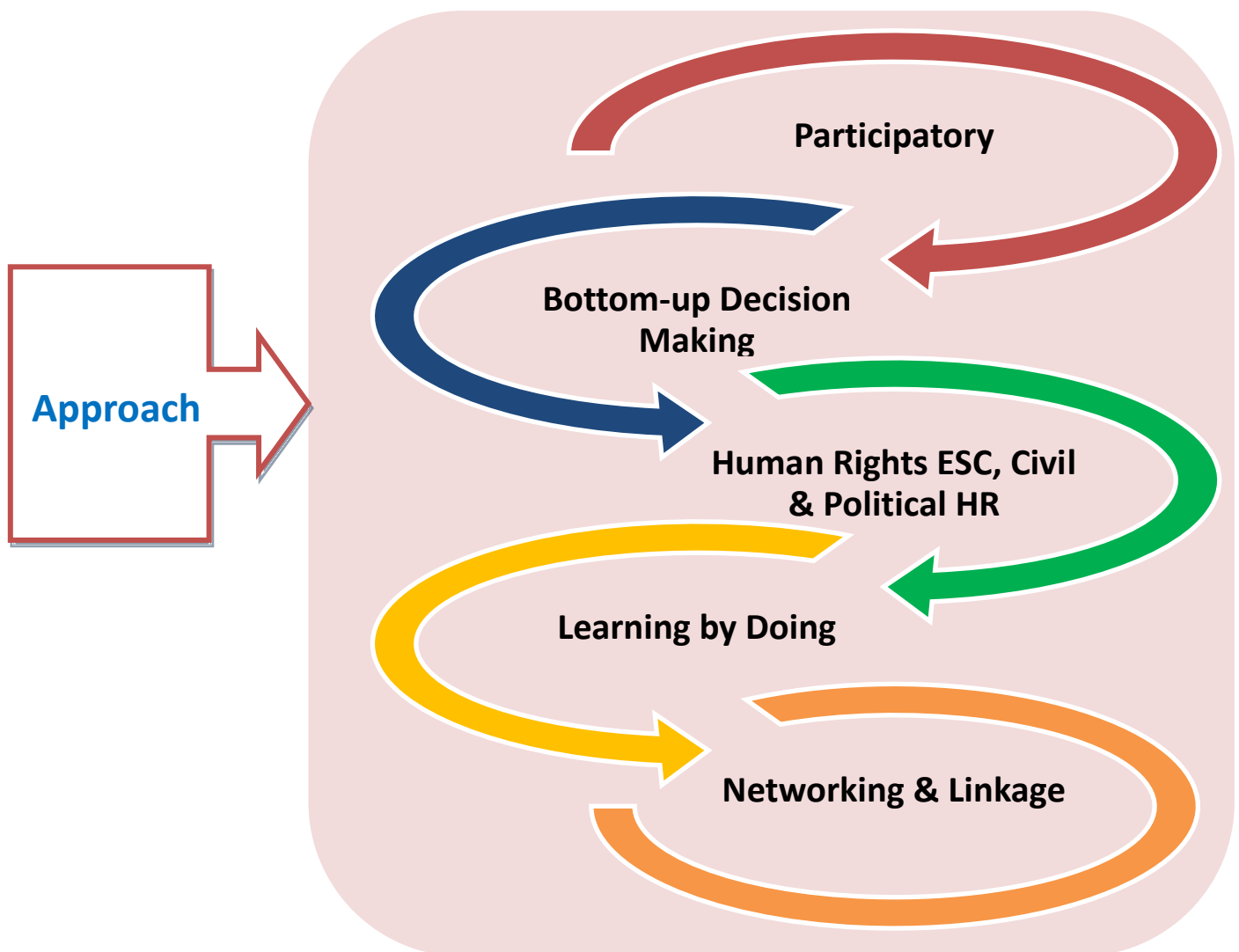
Shared Vision

Just Society with People Centered Democracy, Ecologically balanced and Land Governance, Gender Equality ensuring the Economic, Social, Cultural, Civil and Political Human Rights towards freedom with dignity.

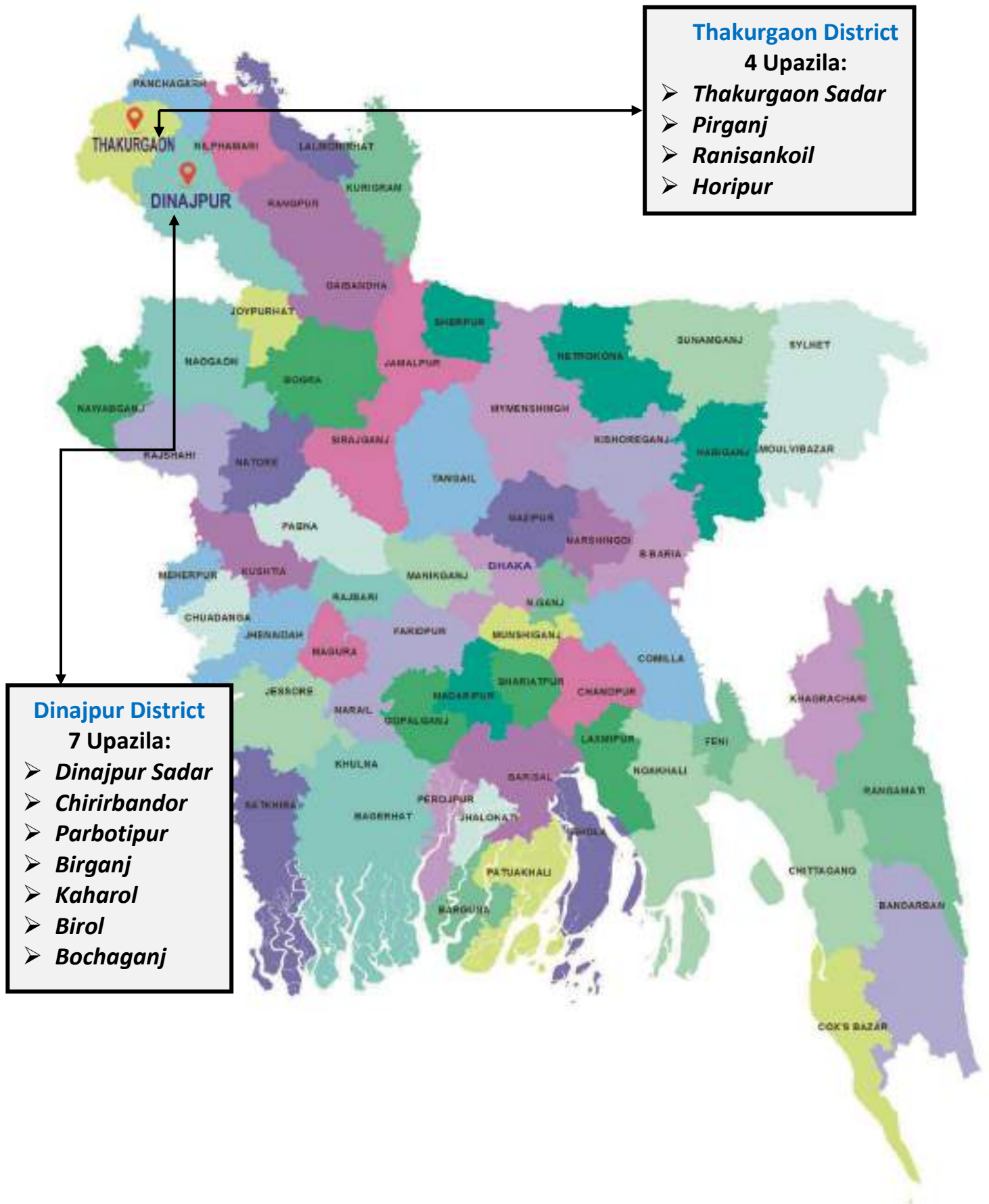
Mission

Building Self-Governed Peoples Organizations by the deprived, oppressed and excluded vulnerable Community People (Landless Men & Women, Children, Youth, IPs, Persons Differently Able, Old age, LGBTQ, and other Ethnic Minorities, including all ill-health, any victimized or induced by disaster and climate injustice).





CDA's Working Area



Strategic Objectives

Empowerment and Capacity Building

Strengthen the capacity of Peoples Organizations (POs) to enhance self-reliance, collective leadership, and decision-making abilities, providing targeted training, mentorship, and resources to enable grassroots communities to take ownership of their development. By fostering inclusive, people-centered leadership, CDA ensures that marginalized groups, including Women and Indigenous Peoples, can actively participate in shaping their futures.

Organic Livelihood Enhancement

Facilitate sustainable livelihood opportunities with a focus on income generation, entrepreneurship, and skills development. Promote access to markets, financial services, and decent work training, ensuring economic empowerment for marginalized communities. Advocate for policies that promote people-centered, human rights-based economic systems to uplift living conditions, reduce poverty, and build resilient local economies.

Social Inclusion and Gender Equality

Promote social inclusion and gender equality as core components of all CDA interventions. Advocate for the rights and meaningful representation of marginalized groups, including Women, Children, and Ethnic Minorities, in decision-making processes. Ensure equitable access to resources, opportunities, and services, empowering those left behind to achieve social and economic justice.

Advocacy and Policy Reform

Conduct evidence-based research and analysis to identify systemic issues impacting the landless, vulnerable, and marginalized communities. Advocate for pro-people policies and reforms at local, national, and regional levels, emphasizing participatory governance, grassroots solutions, and community-driven advocacy to address inequalities and promote social justice.

Partnerships and Collaboration

Strengthen strategic partnerships with Peoples Organizations, government agencies, civil society organizations, and international development partners to leverage resources, expertise, and shared knowledge. Foster collaboration to address common challenges, exchange best practices, and scale up successful initiatives, ensuring greater impact and reliability of CDA's work.

Environmental Sustainability and Climate Resilience

Integrate environmental sustainability and climate resilience into all CDA programs by promoting sustainable agriculture, natural resource management, and ecological restoration. Raise awareness about climate change adaptation and mitigation, disaster risk reduction, and empower communities to adopt nature-based and biological solutions to protect livelihoods and ecosystems.



Implementation Strategies

Comprehensive Situational Analysis

Conduct in-depth situational analyses to assess the needs, challenges, and opportunities of marginalized communities, including the Landless, Women, Indigenous Peoples (IPs), and Vulnerable groups. This process will ensure evidence-based program design that reflects the realities of local, national, and global contexts.

People Centered Program Development

Develop targeted, inclusive programs and interventions through participatory approaches that engage community members, Peoples Organizations (POs), and local leaders. Prioritize solutions that address systemic inequalities, promote land rights, and strengthen livelihoods while fostering ownership and sustainability.

Participatory Planning, Monitoring, Evaluation and Learning (PMEL)

Establish participatory monitoring, evaluation, and learning systems to track progress, assess impact, and ensure accountability and transparency. Regular reflection and learning will enable CDA to adapt interventions, share successes, and respond effectively to emerging challenges.

Strengthening Organizational Capacity

Enhance CDA's institutional capacity by investing in staff development, upgrading systems and processes, and promoting knowledge management. Equip staff with the skills, tools, and resources needed to implement people-centered, innovative, and effective solutions.

Promoting Innovation and Adaptive Management

Foster a culture of innovation, learning, and experimentation within CDA by encouraging adaptive management approaches. Embrace new technologies, research-based insights, and nature-based solutions to address climate resilience, livelihood enhancement, and governance challenges.

Multi-Stakeholder Engagement and Advocacy

Strengthen engagement with diverse stakeholders, including communities, government institutions, civil society organizations, donors, and international development partners. Build alliances to advocate for pro-people policy reforms, participatory governance, and equitable resource distribution.

Engaging Local, National and International Networks

Develop and strengthen networks with like-minded public and development organizations to amplify collective efforts in defending the rights of grassroots, vulnerable, and marginalized communities. Facilitate collaboration for shared advocacy, knowledge exchange, and scaling up impactful initiatives.

Promoting Environmental Sustainability and Climate Resilience

Integrate environmental sustainability across all programs by promoting climate-resilient agriculture, sustainable natural resource management, and awareness of climate change



adaptation. Work closely with communities to implement solutions that protect livelihoods and ecosystems for future generations.

Fundraising Initiatives and Donor Engagement

Develop and implement a comprehensive resource mobilization strategy to secure sustainable funding, strengthen partnerships, and explore innovative financing mechanisms to support CDA's mission and programs.



Activities Plan and Achievement Statement: 1st July-2024 to 30th June-2025

Activities	Target	Achievement	Remarks/ Deviation if any
POs tiers base Coordination meeting/ Mass mobilization/Networking			
Quarterly Coordination Meeting of Union Landless Coordination Committee	308	308	
Quarterly Unit Management Council Meeting (30 Unit)	120	120	
Quarterly Coordination meeting of Upazila/ Thana Landless Coordination Committee (UZLCC)	44	44	
Quarterly Coordination meeting of District Landless Coordination Committee (DLCC)	8	8	
Quarterly Coordination meeting of Federation Of Peoples Organization (FPOs)	32	32	
Quarterly Coordination meeting of Women Federation Of Peoples Organization (WFPOs)	32	32	
Quarterly Meeting of Differently Able Federation members in Dinajpur and Thakurgaon Districts.	08	08	
Yearly discussion meeting with Government and Non-Government officials on Disability issue:2 district 2 discussion meeting	02	02	
Arrange NGO Coordination Meeting with Sub District level.	11	10	
Arrange quarterly Coordination Meeting with PLA _{NET} members on poor people's land Rights and policy reform issues.	04	04	
Arrange Monthly Staff Coordination Meeting at Regional office level	60	60	
Arrange Fortnightly Staff Coordination Meeting at Central office level	24	24	
Arrange Mass Gathering of DLCC at District level for Land Rights and Agrarian Reform issues	02	02	
Arrange Mass Gathering of FPOs at Constituency level for Land Rights and Agrarian Reform Issues	08	08	



Facilitate Women Gathering by Women Federation of Peoples Organization (WFPOs) leaders identified the Women Rights issue for Policy Mobilization	02	02	
Half yearly meeting with the panel lawyers in Dinajpur & Thakurgaon Districts.	02	02	
Conduct Training/ Workshop			
Conduct 3 days Training on Policy Advocacy for Women Federation Of Peoples Organization Leaders.	01	01	
Conduct Day long Field based workshop on Small Projects Planning, Accounts Management and Record keeping of Unit level	33	33	
Conduct Day long Workshop on Strategic Planning at POs level	33	33	
Publication & Documentation/ Celebration of Special Day			
Quarterly Publication of CDA Barta-	04	04	
Publication and Materials Development on land Rights, land Rights movement and people centered land governance.	30401	26079	
Disseminate Land Rights as Human Rights & other Issues information through developed video documentary	30	30	
Celebration of National and International/ UN Days to mobilize the People (Rural landless Men-Women, Youth, Disable, IPs) on their rights.	96	95	
Observation land service week	11	11	
Support for Legal Aid, IGA, Agriculture farming			
Provide Legal Aid support to the victims of land Rights defenders.	20	50	As per the need of the victims
POs separation to maintain the Progression ladder of CDA	43	43	



Institution Building: Building Structure for Shifting the Power

Enabling Peoples Organizations (POs) to emerge as democratic platforms for grassroots empowerment and rights-based policy influence.

Institution building remains a central pillar of the Community Development Association (CDA) mission to foster equitable, inclusive, and sustainable

development. Through its long-standing facilitative role, CDA has continued to catalyze the collective agency of landless and marginalized rural communities by deepening their participation in democratic processes, influencing power dynamics, and advancing rights-based policy advocacy. At the heart of this endeavor is CDA's transformative framework-the "Parallelogram"-which has matured into a powerful vehicle for grassroots institution building and local governance.

During the reporting year 2024–2025, the **"Parallelogram Framework"** was further consolidated and expanded, reinforcing its role as a sustainable, multi-tiered structure rooted in the realities of the rural poor. At its foundation, Para-Level Samities have brought together landless individuals to collectively identify local challenges and pursue participatory solutions. These groups act as catalysts for forming inclusive, non-partisan Village-Based Peoples Organizations (POs)-ensuring representation of Women, Indigenous groups, Dalits, and Persons with Disabilities.

Ascending through the structure, Union, Upazila, and District Landless Coordination Committees (ULCC, UZLCC, and DLCC) have coordinated strategic efforts to influence local development planning, claim rights over Khas land and natural resources, and advocate for inclusive governance. These committees serve as a bridge between community institutions and government agencies, fostering convergence for participatory land distribution, social safety net access, and broader agrarian policy reforms.

CDA's institution-building strategy is fully aligned with the International Covenant on Economic, Social, and Cultural Rights (ICESCR) and the Constitution of Bangladesh, both of which uphold the principles of participatory democracy, social justice, and human dignity. The Constitution declares that the Republic shall guarantee fundamental human rights and freedoms, and that democracy is a foundational principle of state policy. CDA's institutional work translates these commitments into action—establishing community-based democratic mechanisms that enable the rural poor to exercise agency over decisions affecting their lives and livelihoods.

Notably, these grassroots institutions have proven pivotal in transforming power relations by shifting decision-making to the community level, particularly among Women and historically excluded groups. The strategic focus on mobilizing around Khas land and natural resources has provided a legally grounded entry point for broader political and social transformation. This approach—fully compatible with national laws and policies-has catalyzed tangible changes in local governance and empowered communities to demand accountability and inclusion in formal state processes.

Through this rights-based institution-building model, CDA is contributing to a vision of a prosperous, peaceful rural society grounded in participatory democracy and land justice. The framework continues to evolve as a lever for deeper agrarian reforms, integrating



social, political, environmental, and gender dimensions into a cohesive and scalable structure of grassroots empowerment.

Steps of Institution Building

CDA's institution-building initiative is anchored in its innovative "**Parallelogram Framework**"—a multi-tiered, sustainable organizational model designed to shift power to the grassroots by empowering local leaders and fostering collective solidarity. This framework has evolved as a strategic response to the structural marginalization of rural communities and reflects CDA's long-standing commitment to participatory governance and rights-based development.



At the foundation of this model, Para-Level Samities bring together landless and marginalized individuals to identify shared challenges and co-develop solutions. These inclusive, non-partisan Samities form the basis for Village-Based Peoples Organizations (POs), which embody principles of democratic participation and social justice by ensuring representation of women, indigenous peoples, Dalits, youth, and persons with disabilities. Ascending through the structure, the Union Landless Coordination Committees (ULCCs), Upazila Landless Coordination Committees (UZLCCs), and District Landless Coordination Committees (DLCCs) serve as platforms to amplify grassroots voices. These bodies coordinate community initiatives, strengthen convergence with local government authorities, and drive advocacy for pro-poor land policies and legislative reforms.

Throughout the reporting year 2024–2025, CDA remained a driving force in organizing, mobilizing, and building the agency of disempowered rural communities. By expanding and supporting POs within the Parallelogram structure, CDA has strengthened community capacities to access and defend their rights over Khas land and natural resources. The model



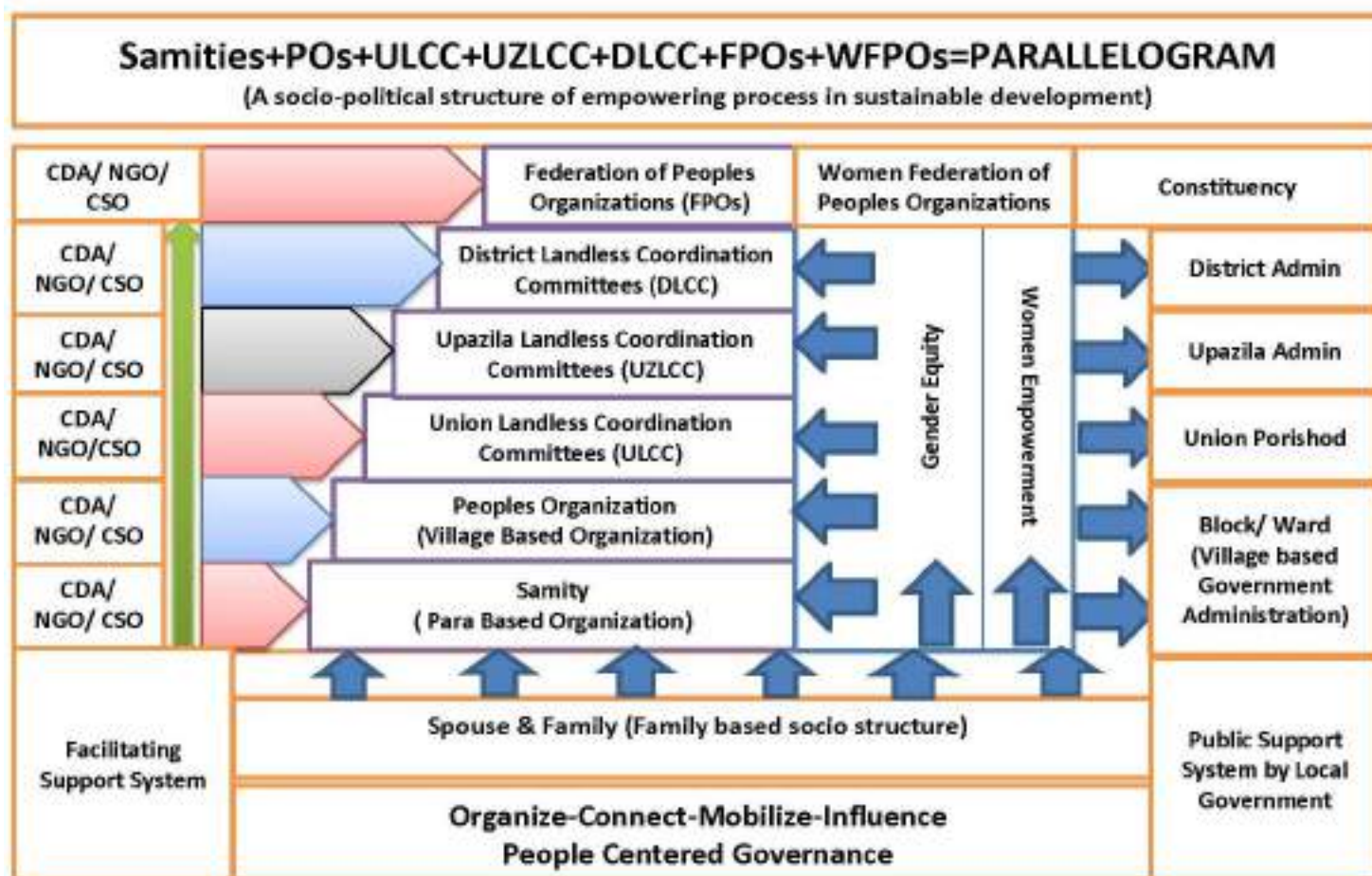
has proven effective in enabling communities to move from the margins to the center of development discourse.

These Peoples Organizations have functioned as effective platforms for bottom-up planning, participatory decision-making, and collective action, allowing members to confidently address socio-economic inequalities and assert their entitlements. As a result, CDA's institution-building strategy continues to contribute to meaningful socio-political transformation—demonstrating that collective grassroots organization can influence local governance, redistribute power, and ensure sustainable, equitable resource access for the most marginalized.

Sustainable Organization, Inclusiveness, and People's Engagement

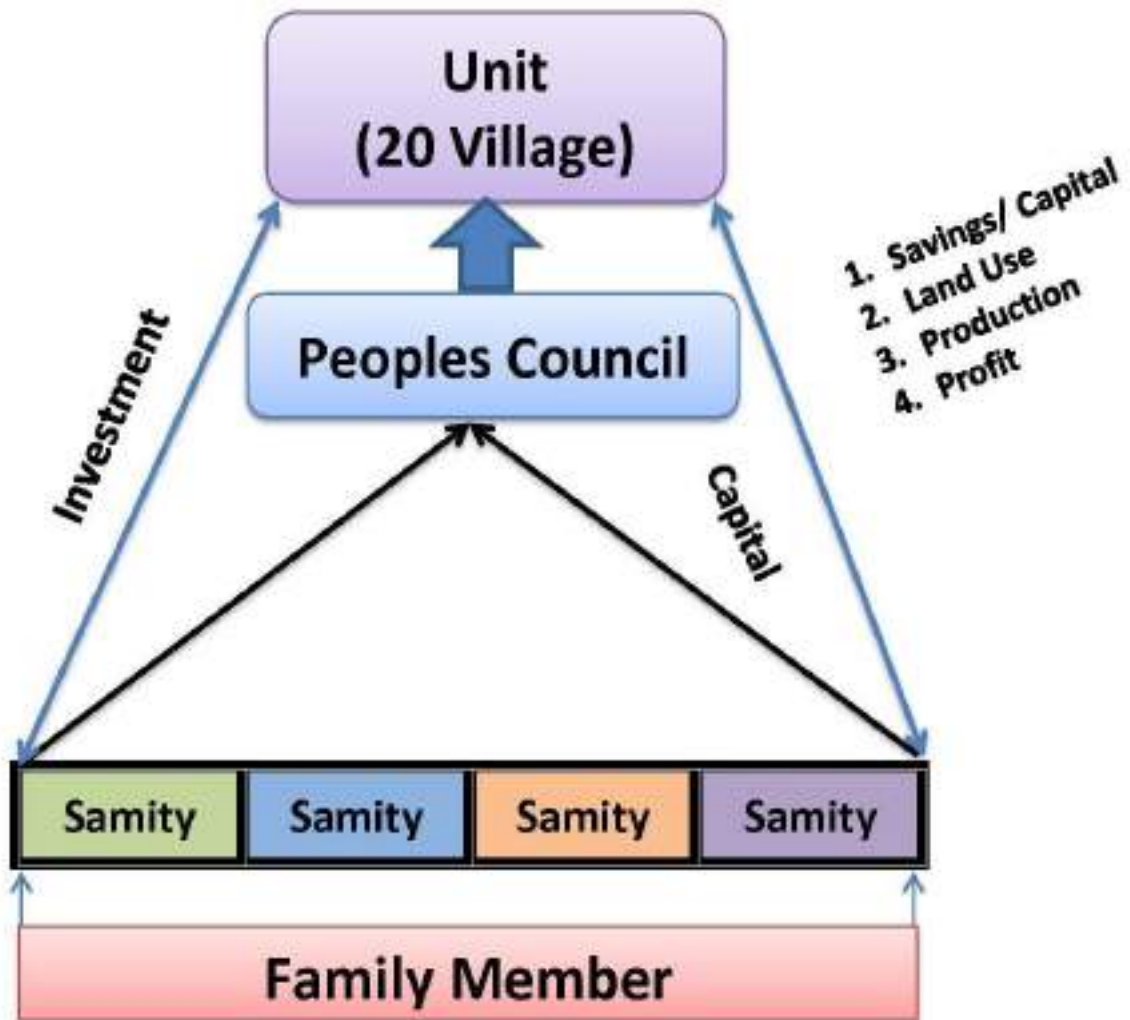
Step: 01

Socio-Political Framework



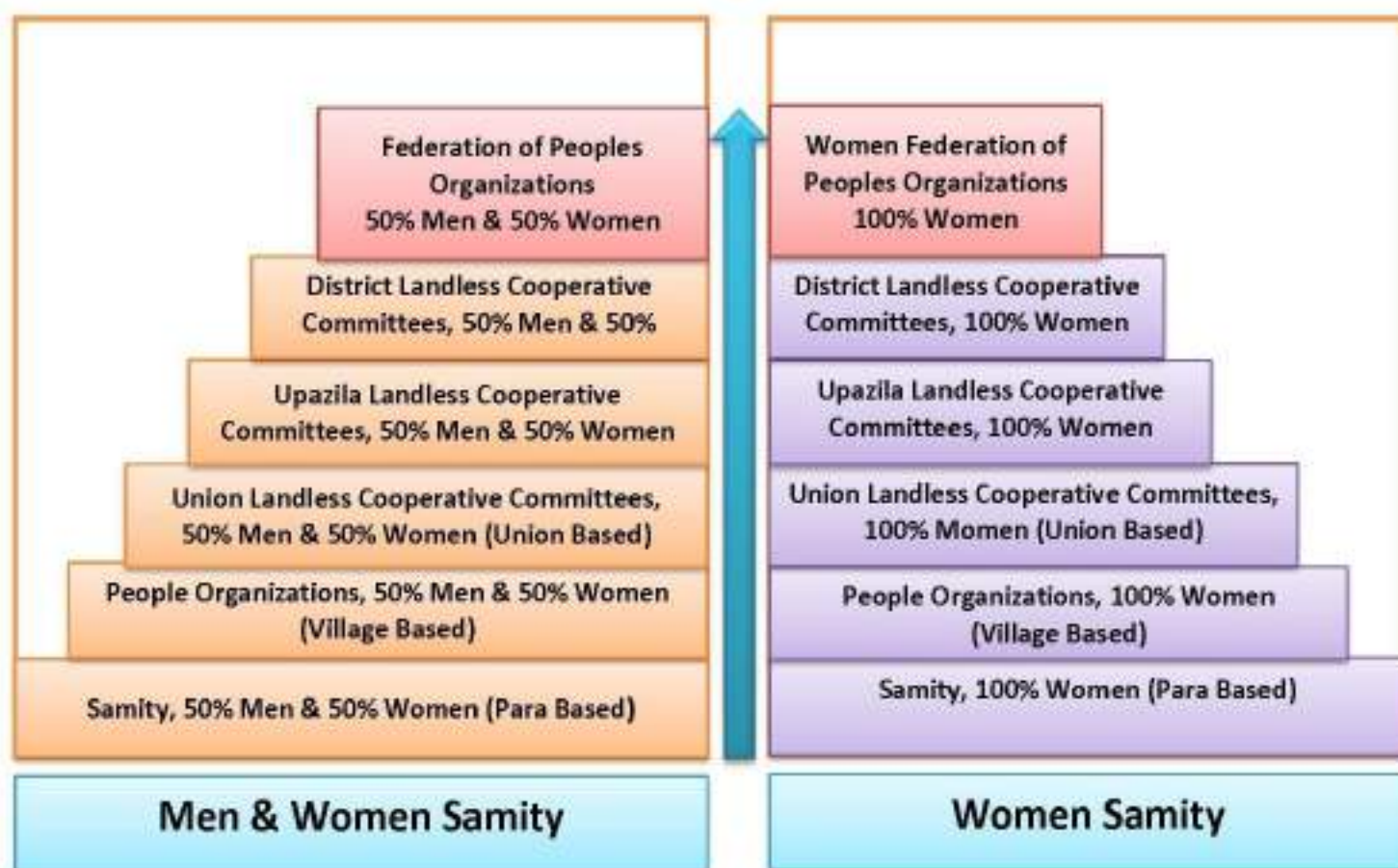
PARALLELOGRAM





Step: 03

Socio Cultural & Gender Equity Framework



Step: 04

Power Shift to Women Socio-Political Framework



The SOLAR Program of CDA (**Sustainable Organization for Land Rights, Agrarian Reform**) has significantly contributed to building sustainable, inclusive, and people-driven organizational structures across grassroots communities. At its core, the program strengthens the capacity of village-based Peoples Organizations (POs) to evolve into independent, democratic institutions that embody transparency, accountability, and local ownership.

The Parallelogram Framework under SOLAR ensures multi-tiered participation—from para-level Samities to district-level coordination committees—where Women, Indigenous Peoples, Dalits, and Persons with Disabilities actively lead and shape decisions. This inclusive architecture fosters shared leadership and inter-community solidarity, making organizations resilient and socially rooted.

By placing communities at the center of development and governance, SOLAR cultivates deep civic engagement, enabling people to claim land rights, access public services, and influence local planning. Through this approach, CDA has promoted not just functional institutions, but living movements that reflect the collective aspirations of marginalized populations and sustain democratic practices from the bottom up.

Integration and Collective Efforts towards Social and Human Rights



CDA promotes a holistic and inclusive development model that is grounded in the principles of social and human rights. At the heart of this model are the integration of multiple sectors and the collective strength of marginalized communities to claim, access, and enjoy their rightful entitlements. These efforts are not isolated; rather, they are interconnected and community-driven, ensuring sustainable progress across a broad spectrum of needs and rights.

One of the foundational aspects of this approach is participation—ensuring that landless, poor, and excluded populations have meaningful opportunities to engage in planning, implementation, and monitoring processes related to local development and governance. This includes representation in Peoples Organizations (POs), community assemblies, and local institutions, where their voices can influence policies and decisions that affect their lives.

CDA works to enhance equitable access to essential public and private services such as education, health, and natural resources, and to remove barriers that prevent disadvantaged groups—especially women, indigenous people, and persons with disabilities—from fully benefiting from development initiatives. The focus extends to facilitating access to safety net programs and government support services such as old-age pensions, widow allowances, vulnerable group development (VGD) cards, and maternity benefits. By strengthening linkages between community members and Local Government Institutions (LGIs) like Union Parishads and Upazila Parishads, CDA ensures that communities are better informed and equipped to claim these services.

A critical part of this integrated strategy is securing land rights and land use, particularly access to Khas land and water bodies. Through sustained advocacy, legal assistance, and collective action, POs are supported in claiming land for housing and livelihoods, which is essential for long-term socio-economic security.

Simultaneously, the program seeks to promote socio-economic empowerment through community engagement in cooperatives, fisheries, livestock management, and community forestry initiatives. These sectors not only offer alternative income-generating opportunities but also help communities build resilience, diversify livelihoods, and enhance food and nutritional security. By forming savings groups and cooperatives, communities are able to mobilize internal resources and access external finance or market linkages.

CDA's facilitation role ensures convergence of services and resources from both government and non-government actors (GO/NGO), creating a network of support that complements the self-organized efforts of the people. Such synergy between community organizations and service providers results in more efficient, inclusive, and impactful development outcomes.

Ultimately, CDA's integrated and collective approach reinforces the idea that social and human rights—including the right to land, food, participation, and protection—can only be achieved when communities are organized, informed, and empowered to act together.



Access to Land Rights

Context, Conflict And Data Analysis

Access to land remains a critical issue for landless, marginalized, and indigenous communities in Northern Bangladesh. Despite constitutional commitments and legal frameworks ensuring equitable land distribution, the reality on the ground is marked by entrenched inequalities, weak enforcement, and manipulation by powerful local elites. In many areas, Khas land (state-owned fallow land meant for landless people) is either under illegal occupation or distributed without transparency. Additionally, the digitalization of land records, while promising in theory, has often excluded the poor due to a lack of access, awareness, or legal support.

CDA's data, collected through community-based monitoring and participatory rural appraisal (PRA), shows that a significant portion of landless households (more than 60% in some program areas) either have no access to cultivable land or rely entirely on insecure tenancy arrangements. Women, especially widows and indigenous Women, face structural discrimination in land inheritance and land access. Cases of harassment, legal intimidation, and violence from land grabbers are common when communities assert their rights. These conflicts over land are not merely economic—they represent a deeper struggle over identity, dignity, and justice.



Policy Implications

CDA's field experience and grassroots data highlight several critical gaps in current land governance:

- Lack of implementation of land ceiling laws and Khas land redistribution policies.
- Absence of gender-sensitive frameworks in land allocation and inheritance.
- Delays and barriers in land dispute resolution, particularly for the poor.
- Insufficient participation of landless communities in policy dialogues and land use planning.



Recommendations include

- Transparent and participatory Khas land distribution at union and upazila levels, with public disclosure of land records and beneficiary lists.
- Legal recognition of women's land rights, including joint ownership titles for married couples and inheritance rights for daughters and widows.
- Formation of land tribunals at the local level to expedite land disputes, especially those involving indigenous or poor communities.
- Inclusion of land rights defenders and grassroots leaders in national land policy formulation and monitoring committees.
- Integration of customary land use systems for indigenous communities within formal legal frameworks to prevent dispossession.

People-Centered Mobilization for Advocacy

CDA has nurtured a vibrant network of Peoples Organizations (POs), Women Federations, and Landless Coordination Committees across union, upazila, and district levels to drive community-led advocacy. These structures have mobilized thousands of landless families to collectively identify land injustices, document them, and raise unified voices through peaceful mobilizations, legal channels, and direct dialogue with duty bearers.

Mobilization is rooted in rights awareness, capacity building, and leadership development—especially among Women and Youth. CDA also facilitates legal literacy sessions, land mapping, and para-legal support to help communities understand laws, navigate land offices, and assert claims.



Memorandum Submission and its Reflection

A key tool in CDA's advocacy is the strategic use of memorandum submissions. POs and Landless Committees regularly prepare and submit memorandums to Union Parishads, Upazila Nirbahi Officers (UNOs), District Commissioners, and relevant ministries outlining core land-related demands. These memorandums are not symbolic—they are grounded in community consultations and backed by evidence. Over the years, several submissions have resulted in tangible outcomes:

- **General Reflections:** Increased responsiveness from LGs; acceptance of community-prepared landless lists; inclusion of PO members in land distribution committees.
- **Specific Reflections:** In Ghidob and Mouchousha, memorandums led to the cancellation of illegal leases and facilitated access to more than 18 acres of Khas land for joint farming initiatives.
- Follow-ups, public hearings, and media engagement further strengthen the impact of these submissions.



Event-Based Core Demands: Day Observations, Land Fairs and others

CDA integrates event-based advocacy into its broader land rights campaign. Observances such as International-National Day of the Landless, Women's Rights Day, Human Rights Day and International Indigenous Day serve as platforms to amplify community voices and present core demands to government authorities and civil society.

Key activities include

- **Land Fairs:** Organized to display land records, promote legal services, and create a bridge between landless communities and service providers.
- **Human Chains, Rallies, and Cultural Events:** Used as tools for peaceful protest and awareness-building.
- **Dialogue Forums and Roundtables:** Engaging local officials, land ministry representatives, and civil society actors in structured conversations with landless communities.

These events not only raise public consciousness but also increase pressure on policymakers to address systemic issues in land governance.



Shifting Power to Women

At the core of CDA's gender equality work lays the systematic mobilization of Women through Women Samities and the Women Federation of Peoples Organizations (WFPOs). These structures serve as critical platforms for rural, landless, indigenous, and marginalized Women to build solidarity, share experiences, and collectively assert their rights.

Regular Women Gatherings, organized at village, union, upazila, and district levels, bring together hundreds of Women members for capacity building, policy dialogue, storytelling, and celebration of collective achievements. These gatherings create safe spaces for discussion on gender-based violence, unpaid care work, inheritance rights, access to Khas land, reproductive health, and political participation.

WFPOs are not only symbolic bodies—they are powerful engines of grassroots leadership, enabling women to take active roles in decision-making processes within their families, communities, and Peoples Organizations. They regularly organize campaigns, land hearings, legal literacy events, and facilitate access to government services such as safety nets and health care.

Women's Voice

Through their evolving leadership roles, Women from WFPOs and Samities are raising their voices against patriarchal norms, land injustice, and exclusionary policies. Their advocacy is evidence-based and often grounded in lived experiences. Key issues brought forward by women leaders include:

- Demand for joint land ownership and Women's inheritance rights, especially for widows and unmarried Women.
- Recognition of Women's role in agriculture and collective farming, demanding fair access to inputs, training, and markets.
- Elimination of gender-based violence and harmful practices, particularly in relation to land disputes and forced evictions.
- Ensuring access to safety net programs tailored to Women's needs, such as maternal health, skill development, and income generation.

Women's voices have led to important shifts—such as the inclusion of Women in land selection committees, participation in land fairs, and acknowledgment by local government institutions of the WFPOs as legitimate representatives.

Key recommendations

- Amendments in policy and administrative procedures to ensure gender-responsive land distribution.
- Greater budget allocation for Women-led community initiatives in agriculture and climate adaptation.
- Legal reforms and enforcement to protect women from land-related harassment and dispossession.
- Institutionalized participation of WFPOs leaders in local government planning bodies and committees.



CDA's approach to Women empowerment is not an isolated intervention—it is an integrated, systemic shift that places Women at the center of grassroots transformation. The growing leadership of women within the Peoples Organizations, cooperatives, and advocacy platforms is reshaping power dynamics in traditionally male-dominated spaces.

Today, more than 50% of the Executive Committees of the independent POs are chaired by Women—marking a significant departure from past norms. Women are leading collective farming ventures, managing savings and credit operations, negotiating with authorities, and defending their communities' rights. They are no longer silent participants but are now visible and vocal agents of change.

The “big picture” reflects a profound change in mindset: women are not just beneficiaries of development—they are rights holders, decision-makers, and leaders of social justice movements. Their active role in advocating for land rights, gender equity, environmental resilience, and inclusive governance demonstrates the transformative power of organized Women's movements.



People Development Initiative (PDI)

PDI is a dynamic model of bottom-up development, where communities are not passive recipients of aid but active architects of their own economic and social futures. Its principles align with circular economy values and social justice, proving that local innovation, when nurtured and supported, can create lasting impact.



Structure and Description

The People Development Initiative (PDI) is a flagship socio-economic empowerment program of CDA, co-created and implemented in partnership with the grassroots community. It is grounded in the belief that sustainable development must be people-centered, inclusive, and locally led, especially in contexts of poverty, marginalization, and landlessness. At its core, the PDI is built on a federated structure of community-based organizations:

- Para-Level Samities form the base, where individuals from the same neighborhood come together to organize savings, share knowledge, and identify local development needs.
- These are federated into village-level Peoples Organizations (POs), which are the primary engines of collective action, decision-making, and economic planning.



- At the union and upazila levels, the POs coordinate through landless coordination committees and Women's federations, ensuring horizontal and vertical linkages, representation, and advocacy.

This structure ensures democratic participation, transparency, gender balance (with at least 50% Women's representation), and accountability at all levels.

Successful Initiatives

PDI has catalyzed several innovative, scalable, and successful grassroots economic initiatives, such as:

- **Collective Farming on Reclaimed Khas Land:** POs have accessed and cultivated formerly unused or illegally occupied Khas land. In cases like Ghidob and Mouchousha, joint farming has led to food security, increased household income, and community cohesion.
- **Women-Led Fisheries and Vermicomposting Units:** Women members have started low-cost, climate-resilient businesses using indigenous knowledge and market analysis.
- **Community-Managed Cooperatives:** Established to pool savings, invest in group enterprises, and negotiate better prices for agricultural inputs and products.
- **Local Employment Creation** through community enterprises in bamboo craft, tailoring, seed preservation, and eco-friendly agro-processing.

These initiatives show how people-centered economic models, when rooted in solidarity and local leadership, can transform fragile communities into hubs of innovation and resilience. Each level supports:

- | | |
|-------------------------------------|--------------------------------------|
| • Savings mobilization | • Leadership development |
| • Collective economic action | • Advocacy and service access |

Designed Savings and Circular Economy

PDI emphasizes designed savings systems that prioritize both individual security and collective growth. Every Samities practice in compulsory and voluntary savings, which they managed through a transparent, community-owned mechanism. The savings are then reinvested in:

- | | | |
|--------------------------|------------------------------|------------------------------------|
| • Emergency loans | • Cooperative capital | • Education or health needs |
| • Farming inputs | • Women's enterprises | |

This rotating and reinvesting model follows the principles of a circular economy, where resources are not extracted and exhausted but reused, reinvested, and redistributed for community welfare. By promoting eco-friendly practices, like organic farming, local seed banks, and waste composting, PDI ensures that economic development is environmentally sustainable and socially just.



People-Centered Economics: Key Features

- Ownership and control by the people through democratic institutions.
- Equality and inclusion, especially for Women, Indigenous groups, and persons with disabilities.
- Profit with purpose, reinvested in community needs.
- Integration with nature, prioritizing sustainability over exploitation.
- Resilience and self-reliance, reducing dependency on external aid or volatile markets.



Agrarian Reform for an Empowered Society

Legal and Policy Framework Development (2024–25)

In the reporting year 2024–25, CDA deepened its commitment to organizing and empowering landless and marginalized communities by reinforcing grassroots leadership and collective action. Through a participatory, rights-based approach, CDA enabled these communities not only to access local resources and services but also to assert their voices in legal and policy reform processes at local, regional, and national levels.

“Shifting Power, Securing Justice: Land Rights at the Heart of Development”

At the center of this strategy is people-centered advocacy, operationalized through the Federation of Peoples Organizations (FPOs) and the Women Federation of Peoples Organizations (WFPOs). These federations—operating across eight constituencies—provided a powerful platform for both Men and Women to lead advocacy for equitable agrarian reform. In 2024–25, they actively engaged with policymakers, government representatives, and local administrations to ensure that the structural issues affecting the landless poor were reflected in policy dialogues and legislative discussions.

CDA’s legal and policy advocacy in this period focused on four strategic pillars:

- **Land Rights as Human Rights:** Recognizing secure land tenure as fundamental to dignity and development, CDA supported grassroots campaigns to promote land as a legal right. This included submissions to policy forums and collaboration with legal aid groups to protect the land claims of PO members.
- **Equal Wage Rights and Gender Equality:** CDA worked to reduce gender-based disparities by promoting equal pay for equal work and advocating for Women's access to Khas land and agricultural services. WFPO-led campaigns in multiple districts demanded gender-responsive budgeting and rural labor protection.
- **Sustainable Livelihoods and Climate Resilience:** With climate change increasingly affecting rural livelihoods, CDA advocated for pro-poor agricultural policies that integrate ecological sustainability. Community dialogues emphasized agro-ecology, sustainable land use, and the protection of forests, rivers, and wetlands.
- **Protection of Land Rights Defenders:** Acknowledging the threats faced by those defending land and environmental rights, CDA collaborated with legal networks and civil society platforms to promote safeguards, legal redress, and solidarity mechanisms.



In 2024–25, FPOs and WFPOs submitted several community charters, participated in district-level land coordination meetings, and mobilized over 3000 PO members in advocacy events marking national days and parliamentary sessions. These actions pressured institutions to revisit outdated land administration policies and recognize customary and community-based tenure systems.

The ongoing collaboration between CDA, community federations, and policymakers continued to gain momentum toward inclusive legislative reform. These efforts not only support an equitable distribution of land and protection of natural resources, but also promote the constitutional and international human rights commitments of Bangladesh.

Looking ahead, CDA will continue to build the organizational capacity of POs, strengthen legal literacy, and advance data-driven policy recommendations. By shifting the focus of development toward justice, equity, and grassroots empowerment, CDA reaffirms its mission to “shift power to the people”—ensuring no one is left behind in the journey toward a fair and sustainable agrarian future.

Differently Able People with Preferred Inclusive Alternatives

Federation Events and Participation

CDA has consistently prioritized the inclusion of Persons with Disabilities (PWDs) within its broader community development and rights-based programs. A key step in this effort has been the mainstreaming of PWD issues into the structures of Peoples Organizations (POs) and the formation of inclusive Samities at para and village levels.

To elevate their collective voice, CDA has supported and facilitated PWD-focused federation events, where differently-abled individuals come together to share experiences, express their needs, and participate in strategic dialogues with local authorities and service providers. These events—often organized in connection with international observances like the International Day of Persons with Disabilities—serve as platforms for advocacy, recognition, and awareness-building.

PWD representatives have increasingly participated in POs, landless coordination committees, and federation assemblies, reinforcing the belief that disability is not inability, and that differently-abled people must be seen as active contributors to social and economic development.

Key Demands Raised by PWD Members

Throughout these engagements, persons with disabilities have articulated clear, rights-based demands. Key issues raised include:

- Access to disability allowances and inclusion in government safety net programs.
- Allocation of Khas land and housing support for PWD-headed families.
- Mobility aids and assistive devices, such as wheelchairs, crutches, and hearing aids.
- Vocational training and employment opportunities for differently-abled youth.
- Inclusion of disability-friendly infrastructure in public institutions and service centers.
- Participation in local governance structures and planning processes.

These demands are formally submitted through memorandums, joint petitions, and direct representation in community development planning.



Highlighted Services Facilitated by CDA

Through its inclusive programming, CDA has enabled access to a wide range of disability-responsive services, often in collaboration with Local Government Institutions (LGIs) and specialized NGOs. These include:

- Linkage to disability registration and ID cards, essential for accessing state services.
- Facilitated applications for disability allowances, successfully increasing coverage in multiple unions.
- Distribution of assistive devices in partnership with district social welfare offices.
- Home visits and counseling, particularly for persons with severe disabilities or social isolation.
- Inclusive education and skills training in areas like tailoring, organic farming, and digital literacy.

CDA also works with families and community leaders to promote acceptance, empathy, and support for persons with disabilities—addressing cultural stigma and social exclusion.

Changes Observed: Inclusion in Practice

Over the years, CDA has observed notable shifts in the perception and participation of PWDs within its operational areas:

- Increased representation of PWDs in PO leadership, including in executive committees and advocacy forums.
- Recognition by local government officials of the specific needs and rights of persons with disabilities.
- Greater inclusion in land distribution processes and livelihood activities, including collective farming.
- Improved household resilience and dignity among PWD families, many of whom now manage small enterprises or receive social protection benefits.

These changes reflect the effectiveness of CDA's inclusive model, which treats differently-abled persons not as passive recipients, but as equal stakeholders in the development process.



Organization, Networking & Alliances



The thoughts/ Ideas of voluntary organizations in the northern environment, ecology, and crisis

PLA_{NET}

Considering the Agro-ecological context of northern part of Bangladesh, both the divisions Rangpur and Rajshahi, 20 likeminded leading organizations from 16 districts of northern part has taken the initiative in 14th October, 2010 to build up a Solidarity namely **PEOPLE, LAND & AGRARIAN REFORM IN NORTHERN ECOLOGICAL TERRITORY (PLA_{NET})** is an alliance of local NGOs to act as a scientifically knowledge hub in the region. The vision of the Federation was a just society with people-centered democracy with citizens' rights equally, and the mission was Building Social Capital (Reformation, Reconstruction, and Social change). The Goal of **PLA_{NET}** is Social Solidarity (Building unity among the like-minded local NGOs, facilitating the grassroots peoples together as an alternative development strategy).

WOMEN_{NET}

Women Organizations for Movement and Empowerment Network in Northern Ecological Territory (WOMEN_{NET}) was formed on 13th June 2023 with the goal of strengthening a local alliance of Women organizations for ensuring Women's rights at the grassroots level. The Executive members of 16 districts in the northern parts of Bangladesh are the members of this women's federation.

On 14th May, 2025, an open discussion was organized by the Northern **PLA_{NET}** and Nari Jote **WOEN_{NET}** on the contemporary thoughts of the executive heads of grassroots-level non-governmental voluntary organizations working on the environment and basic human rights of the people of the region. Executive Directors and representatives of various organizations from 16 districts of the northern region were present in the discussion meeting. Mr. Shah I Mobin Jinnah, Executive Director-CDA, the Chairperson of **PLA_{NET}** and Patron of **WOMEN_{NET}**, will be responsible for presiding over and conducting the meeting. The Co- Executive Directors of various voluntary organizations from 16 districts of the Rajshahi & Rangpur



divisions participated in the open discussion. Four representatives and voluntary organizers from each district of the participant expressed their views on their area -based crisis and the current situation of the state. With the democratic culture and democratic values, it is possible to form a stable society and establish human rights through cooperation. In the socio-economic context of the north, self-organizing organizations called for the formation of the network and federation, and the formation of the collective movement by exchanging financial development and experience. President of **PLA_{NET}** and Executive Director of RULFAO-Rajshahi, and the convener of **WOMEN_{NET}** and Executive Director of COSMOS Nature were also present in the meeting.

Women Organizations for Movement and Empowerment Network in Northern Ecological Territory (**WOMEN_{NET}**) was formed in 13 June, 2023 with the goal of strengthening a local alliance of Women organizations for ensuring Women's rights at the grassroots level. The Executive members of 16 districts in northern parts of Bangladesh are the members of this Women federation

The Workshop on Strengthening WFPOs & Women in Land & Gender Equality for **WOMEN_{NET}** was held on 22-24 December, 2024 in Jono-sreejon Institute, Mukundopur, Rampur, and Dinajpur. The Learning of the workshop was Process of Organization Building, Women Psychology, Women Rights, History of Human civilization

203 Participants (beneficiaries & Staffs) received knowledge and capacity development training organized by CDA on different issue based topics.

245 members of Different POs has received knowledge and skill development training organized by GOs & NGOs on different IGAs & Trend.

77 Women leaders from WFPOs Received Workshop on People Centered policy Advocacy & role of WFPOs and they are practicing advocacy from grassroots level.



The staff members of BLRN has received training on Strengthening National Advocacy at the Grassroots Local Government level for Women's Land Rights during 29 September-02 October, 2024 in Jono-Sreejon Institute, Mukundopur, Rampur, Dinajpur with & the learning was strategies & process of Organization building, Women Rights and policies of national & international levels, Parallelogram process and Strategies of communications with local and national government.

The staff members of BLRN has participated a workshop on Land Database and MEAL during four days in 2024 & the learning of the Workshop was Strategies and tools of land database, Monitoring evaluation accountability and learning System.

BLRN/ ILC

Claiming Land Rights for Women through Collective Mobilization

In the lead-up to this historic event, **Stand for Her Land (S4HL)** conducted a research study that examines the gendered implications of the “**Zero Landless Policy**” particularly for Women from marginalized and Indigenous communities. The findings, presented in a policy paper, revealed how current land distribution strategies fail to consider Women's historical and rightful claims to Khas (public) land, leaving them vulnerable and excluded.

During the gathering, Women from diverse communities spoke out, sharing stories of exclusion, resistance, and hope. Their testimonies were accompanied by strong messages from human rights defenders, academics, and coalition partners, all calling for immediate policy reform and gender-inclusive land governance. The speakers denounced the Zero Landless Policy as not only unrealistic but also detrimental to Women's empowerment and social equity.

One of the most powerful outcomes of the event was a collective proposal to replicate such mobilizations in every district—a movement-building strategy aimed at national attention and influence. These grassroots efforts seek to shift the power dynamics that have long silenced women's demands in land governance structures.

As the program concluded, it became clear that the struggle for land is not simply about access to land—it is about restoring dignity, agency, and justice. Land ownership is a catalyst for change, enabling women to participate in decision-making processes, improve their family livelihoods, and lead their communities toward sustainable development.

This mass gathering marked a pivotal moment in the Women's land rights movement in Bangladesh. It reasserted that when women stand in solidarity, they can challenge unjust systems, reshape public narratives, and demand a future where land is not just a resource



but rights. CDA, through the S4HL campaign and its coalition partners, will continue to support and expand this movement to ensure that no woman is left behind in the struggle for land and justice.



Strengthening the Institutional Capacity of Bangladesh Land Rights Network (BLRN) as a National Land Coalition

During the reporting period 2024–25, the Bangladesh Land Rights Network (BLRN), hosted by Community Development Association (CDA) and aligned with the International Land Coalition (ILC), made notable progress in institutional development, strategic alignment, and movement building. With a clear emphasis on rights-based, people-centered land governance, BLRN served as a national platform to elevate the voices of marginalized groups—particularly landless communities, Indigenous Peoples, Women, and Tenant Farmers—within the land rights discourse.

The year's activities were grounded in Bangladesh's ongoing struggles with land inequality, tenure insecurity, land degradation, and the shrinking space for grassroots activism. In this context, BLRN advanced its mandate by linking national efforts to global goals, including SDG 1.4, SDG 15.3, and the UNCCD's Land Degradation Neutrality target. Furthermore, it integrated the 2024 ILC Asia Work plan priorities—defending land rights defenders, promoting gender justice, and strengthening local climate resilience through land governance.

Key Activities and Achievements in 2024–25

- **Enhanced Coordination Mechanism**

Monthly coordination meetings were conducted in Dhaka throughout the year, ensuring consistent member engagement, issue tracking, and collaboration on advocacy and communication strategies.



- **POs Capacity Strengthening**

A training program was conducted in Dinajpur to power shift to the People's Organizations (POs) with tools for grassroots mobilization, legal literacy, and advocacy alignment with BLRN's strategic goals. Participants included landless leaders, Women activists, and Indigenous representatives who are now actively engaging in local advocacy and monitoring.

- **Increased Policy Engagement**

BLRN facilitated several issue-based mobilizations and policy dialogues at both the local and national levels, strengthening the network's role as a credible actor in land governance reform. It also contributed to consultations on national land policy and gender-inclusive land frameworks.

- **Progress and Institutional Development**

In 2024–25, BLRN shifted from foundational planning to implementation and consolidation. The network has strengthened its internal governance, improved member coordination, and increased visibility within civil society and policymaking spaces. CDA, as the host organization, provided technical and administrative support to ensure compliance, strategic coherence, and transparency.

BLRN's role in amplifying the collective voice of land rights actors in Bangladesh has become more structured and impactful. It has positioned itself to actively contribute to national dialogues on land reform, tenure security, and climate-resilient land use, with an inclusive approach rooted in International Land Coalition (ILC)'s 10 commitments and people-led processes.



CDA Conducted Its 19th Executive Council Election in the 40th Annual General Meeting.



The Community Development Association (CDA) conducted its 19th Executive Council Election on Saturday, 19 April 2025, at 2:00 p.m. after the 40th Annual General Meeting (AGM) 2024. The event took place in the conference hall of JON-SREEJON Institute (JSI), CDA's Central Training Centre, situated in Mukundapur village, Kaharole Upazila, Dinajpur District, Bangladesh for next 03 (three) years which has been arranged by a 03 (three) Members of Election Commission are constituted from the Civil Society Members from the locality based on the CDA's constitutional clause no: 14 & sub-clause: 02 followed by a month long election schedule.

During the second session of the AGM-2024 as dedicated to the 19th Executive Committee Election, conducted by an independent three-member Commission led by Professor Tamanna Anjum (Retired Professor, Dinajpur Government College) as the Chief, Ms. Sadika Saeed Akhter Lui (Retired Assistant Professor, Sangeet Degree College, Dinajpur) and Mr. Lawrence Beck (Executive Director, HDRF) functioning as the members of the Election Commission. The Election Commission formally announced the following Names and Positions of the seven (07) newly elected Executive-Members for the 19th Executive Committee of CDA in presence of 26 General Members as voters:

1. Dr. Chowdhury Mosaddequl Isdani – Chairperson
2. Advocate Md. Mizanur Rahman Chowdhury – Vice Chairperson
3. Mr. Md. Ziaul Huda – Treasurer
4. Dr. Farida Parveen Keya – Executive Member
5. Mr. Lutfur Rahman – Executive Member
6. Ms. Shapla Khatun – Executive Member
7. Ms. Khadija Akter Khushi – Executive Member

The Election Commission declared that the newly elected Executive Committee Members will serve as the office bearers for a three (03) years term, with effect from 19 April 2025 to 18 April 2028 in accordance with CDA's Constitution.



Institute, Wing, Services

JONOSREEJON INSTITUTE (JSI): Nurturing Knowledge, Unity, and Empowerment

The Jonosreejon Institute (JSI), CDA's Central Training Centre, stands as a vibrant hub of learning, dialogue, and community empowerment in the northwestern region of

Bangladesh. Nestled in the serene valley of the Himalayas, beside the Dhapa River, JSI is located just 25 kilometers from Dinajpur town. Surrounded by lush greenery and rich biodiversity, the 4-acre campus is thoughtfully designed to reflect CDA's commitment to environmental harmony, inclusivity, and people-centered development.

Purpose and Institutional Role

JSI serves as a multifunctional space for grassroots learning, reflection, and strategic dialogue. It regularly hosts:

- Training programs for grassroots leaders, Women's federations, Peoples Organizations (POs), youth groups, and CDA staff.
- Workshops, strategy consultations, and policy dialogues with national and international NGOs, development practitioners, researchers, and activists.
- Community events and cross-cultural exchanges, reinforcing values of pluralism, equity, and solidarity.

The institute contributes to the institutional sustainability of CDA by offering rental and logistical services to other civil society organizations, networks, and local government entities. It also serves as an incubation ground for new ideas, pilot projects, and participatory research initiatives—such as CDA's planned Public-Centered Knowledge and Research Center, which will be housed within JSI in the coming year.



Facilities and Environment

JSI's infrastructure combines functionality with local aesthetics, offering:

- Residential accommodation for up to 120 guests, with separate facilities for Women and Men.
- Well-equipped training halls and conference rooms, with multimedia support.
- Open spaces for cultural activities, group work, and eco-learning.
- Nutritious food services, sourced largely from local Women's collectives and agro-ecological farms.
- A gender-friendly and faith-inclusive environment, where individuals from diverse religious and ethnic backgrounds—Muslim, Hindu, Christian, Buddhist, Indigenous (Adibashi)—coexist in dignity and respect.

The atmosphere is safe, secure, and intellectually vibrant, making it ideal for immersive training sessions, retreats, and community mobilization events.

Cultural and Historical Relevance

The institute is uniquely positioned in a culturally rich and historically significant region. Within just five minutes' reach are:

- The Kantanagar (Kantaji's) Temple—a celebrated example of late medieval terracotta architecture.
- The Nayabad Mosque—a heritage site reflecting interfaith coexistence.
- A local Museum and Freedom Fighters Memorials, honoring Bangladesh's liberation struggle.
- The nearby Rajbari Compound, which connects to centuries of social movements and agrarian reform.

This cultural proximity deepens the learning experience for participants, allowing them to explore connections between history, identity, and present-day rights movements.

Highlights from 2024–2025

- Over 35 training programs were hosted this year, engaging more than 1,200 participants, including grassroots Women leaders, Youth activists, and partner organizations.
- JSI piloted inclusive digital literacy modules and climate justice learning circles with support from CDA's SOLAR program.
- The center facilitated a cross-border learning exchange with regional land rights networks, enhancing South-South collaboration.
- In partnership with local universities, groundwork has begun for the establishment of a Research and Internship Hub focusing on land rights, gender justice, and ecological resilience.

In essence, Jonosreejon Institute is more than just a training center—it is a living institution of empowerment, rooted in community values, learning, and cultural legacy. It reflects CDA's vision of a just society where knowledge is shared, leadership is nurtured, and the voices of the marginalized are amplified.



Technology, Innovation, and Research: Bridging Gaps and Empowering Communities

CDA recognizes the transformative potential of technology, innovation, and research in enhancing the well-being, resilience, and agency of marginalized communities. In alignment with its commitment to inclusive development and rights-based empowerment, CDA has taken significant steps to integrate digital tools and knowledge-driven strategies into its programmatic and institutional practices.

Digital Inclusion for Marginalized Communities

With the rapid evolution of digital technologies, CDA has proactively explored and implemented digital platforms, e-learning solutions, and mobile-based services to bridge information gaps and improve access to rights, entitlements, and development resources for underserved populations. These efforts are particularly targeted at:

- Women and girls in rural areas, who face multiple layers of exclusion.
- Youth and community leaders, seeking technical education and leadership development.
- Persons with disabilities, whose mobility constraints can be addressed through digital outreach.
- Landless and indigenous communities are often excluded from formal service delivery mechanisms.

Through its partnership with POs and community structures, CDA has piloted interactive digital content, SMS-based alerts, and mobile apps to disseminate critical information on land rights, safety nets, legal aid, and climate-resilient farming practices. These platforms also serve as two-way communication channels, enabling community feedback and engagement.

E-Learning for Equitable Education

CDA has launched e-learning initiatives designed to extend technical, legal, and rights-based education to those without access to formal schooling. These programs include:

- Modules on land rights, gender justice, and community mobilization.
- Skills development courses on agro-ecology, entrepreneurship, and cooperative management.
- Mobile-accessible training content for rural youth and women leaders.

The goal is not only to provide knowledge but to equip individuals with the tools to lead change, organize collective action, and participate meaningfully in governance and development.

Innovation through Partnership and Piloting

CDA's approach to innovation is grounded in partnership, experimentation, and adaptation. Over the past year, CDA collaborated with academic institutions, tech-based organizations, and grassroots networks to:

- Pilot tech-enabled grievance redresses mechanisms for landless communities.



- Integrate geo-spatial mapping and participatory research for identifying Khas land.
- Use digital storytelling tools to amplify the voices of Women, Indigenous People, and People with Disabilities.
- Facilitate virtual knowledge exchanges with national and international networks on land, climate, and rights-based advocacy.

These innovations are not only practical but also deeply participatory, ensuring that technology serves people's movements—not the other way around.

A Research-Driven Future

Looking ahead, CDA remains committed to evidence-based innovation. The organization plans to:

- Establish a Public-Centered Knowledge and Research Center at the Jonosreejon Institute (JSI) to promote action research, community-led inquiries, and documentation of local knowledge.
- Expand the use of data analytics and participatory monitoring tools to better assess program impact and guide future planning.
- Foster digital literacy and research mentorship programs for rural youth, especially young Women and Indigenous Students.
- Explore emerging technologies such as AI for social service targeting and remote sensing for land monitoring, with ethical safeguards in place.

CDA views technology not as a luxury but as a critical enabler of justice, inclusion, and dignity. As the organization deepens its engagement with digital tools and research-based strategies, it remains grounded in the values of community participation, human rights, and sustainability. Through collective innovation, CDA envisions a future where all individuals—regardless of geography, gender, or disability—can access the tools and opportunities they need to learn, lead, and thrive.



Comments from the Treasurer

Since its beginning, CDA has worked hard to build and maintain a reputation for transparency. Guided by the principle of “**learning by doing**” we have grown as an organization through bottom-up, participatory management that values the voices of everyone involved.



Our commitment to strong institutional and financial systems has always followed international standards, and this has been confirmed through both internal and external audits. For the period 1st July 1, 2024, to 30 June 30, 2025, every receipt, payment, and financial records were managed according to the required financial manuals and carefully audited by two respected firms: M/S ACNABIN, Chartered Accountants, Dhaka, and M/S Rahman Mustafiz & Co, Chartered Accountants, Dhaka. Their reports provided a clear picture of our finances—covering opening balances, income, expenses, and closing balances—all aligned with our Annual Plan.

Beyond the numbers, the auditors also shared valuable recommendations to help us strengthen the efficiency of our Finance Department. We are deeply grateful to our key donor, ‘**Bread for the World-Germany**’, who’s steadfast support has made it possible to implement the People-Centered Land Governance Program, especially the “**Sustainable Organization for Land Rights and Agrarian Reform (SOLAR)**” initiative in northwestern Bangladesh. We also sincerely thank our other national and international partners—**ILC-IFAD, IIW-FIMI, ANGOC, NIWANO Peace Foundation (Japan), and ALRD**—for their financial contributions, knowledge-sharing, and technical expertise, which have been vital to the success of our work during this reporting period.

Finally, I want to express my heartfelt appreciation to the members of the General Board and Executive Committee (EC) of CDA for their ongoing support. Special thanks also go to our Finance Department for their dedication and accountability, and the Executive Director and the entire CDA team—as well as internal and external auditors—for their outstanding efforts in ensuring the integrity and accuracy of our financial reporting.

Best Regards

Md. Mostaque Hossain Chowdhury
Treasurer, Community Development Association (CDA)



Audited Report



Rahman Mustafiz & Co.

CHARTERED ACCOUNTANTS

**INDEPENDENT AUDITORS' REPORT
ON THE AUDIT OF THE FINANCIAL STATEMENTS**

**"COMMUNITY DEVELOPMENT ASSOCIATION (CDA)"
CONSOLIDATED PROGRAMME**

Opinion:

We have audited the accompanying financial statements of **COMMUNITY DEVELOPMENT ASSOCIATION (CDA)**, which comprises the Statement of Financial Position (Balance Sheet) as at **30th June 2025**, and the Statement of Comprehensive Income (Income & Expenditure Accounts) and the Statement of Receipts and Payments, Statement of Cash Flows and Statement of Changes in Capital Fund for the year ended **30 June 2025**, and a summary of significant accounting policies and explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the program as at **30th June 2025**, and financial performance for the year then ended in accordance with International Financial Reporting Standards (IFRSs) and other applicable laws and regulations.

Basis for Opinion:

We conducted our audit in accordance with International Standards on Auditing (ISAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Bangladesh, and we have fulfilled our other ethical responsibilities in accordance with these requirements of the IESBA Code and the Institution of Chartered Accountants of Bangladesh (ICAB) Bye Laws. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and those Charged with Governance for the Financial Statements and Internal Controls:

Management of the organization is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs and other applicable laws and regulations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.



Address: Plot # 11 (7th Floor), Road # 01, Block # J, Baridhara, Dhaka-1212.



Annual Report: 2024-2025



Rahman Mustafiz & Co.

CHARTERED ACCOUNTANTS

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements:

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ▶ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the Organization's to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the organization's audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



Address: Plot # 11 (7th Floor), Road # 01, Block # J, Baridhara, Dhaka-1212.





Rahman Mustafiz & Co.

CHARTERED ACCOUNTANTS

Report on other Legal and Regulatory Requirements:

In accordance with the Voluntary Activities Regulation Act, 1961, Micro Credit Regulatory Act 2006 & 2010 and other Applicable Laws and Regulation, we also report the following:

- We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and made due verification thereof;
- In our opinion, proper books of accounts as required by law have been kept by the Organization so far as it appeared from our examination of these books; and
- The statements of Financial Position and Statement of Comprehensive Income and Statement of Receipts and Payments for the year then ended dealt with by the reports are in agreement with the books of account;

Place: Dhaka

Dated: 22 December, 2025


Rahman Mustafiz & Co.
Chartered Accountants



Address: Plot # 11 (7th Floor), Road # 01, Block # J, Baridhara, Dhaka-1212.



Annual Report: 2024-2025



Rahman Mustafiz & Co.

**COMMUNITY DEVELOPMENT ASSOCIATION (CDA)
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 30TH JUNE, 2025**

PARTICULARS	NOTES	Amount in BDT	
		June 30, 2025	June 30, 2024
Assets			
Property, Plant & Equipment		7,720,925	7,927,878
Investment			
FDR		3,062,336	16,170,790
Current Assets		7,762,439	37,961,835
Sundry advance		-	2,406,782
Sundry debtors		-	1,451,182
Receivable from project		-	1,662,426
Loan to project		1,034,000	16,461,782
Loan to Staff		-	354,618
Loan to Provident/Welfare Fund		-	84,899
Loan to Nursery		889,540	-
Loan Account		-	6,906,089
Security Deposit		13,000	13,000
Book		134,404	126,156
Mobile Sim		-	29,090
Suspend Account		-	77,063
Advance to project		309,512	173,283
Advance salary		-	54,296
Advance payment		-	(720,676)
Cash and Bank Balance		5,361,983	8,821,275
Total Assets		18,545,961	62,960,463
Fund & Liabilities			
Accumulated Fund		11,629,039	34,433,632
Current Liabilities		6,916,862	27,566,830
Member fund		-	303,630
Gratuity Fund		-	3,198,945
Loan from Training Center		-	1,532,797
Fund Received From Account		50,000	-
Loan from ED		5,000	-
Loan from project		-	4,071,472
Other Fund		475,346	2,572,503
Staff Welfare Fund		-	50,000
Loan from CDA-G		-	4,207,146
Rice Reserved in Godowns		-	28,450
Forefeiture		-	4,012,310
Salary Payable/Provision for Expenses		1,637,361	3,875,498
Provident Fund		4,749,155	3,699,279
Security Money		-	14,800
Total Fund & Liabilities		18,545,961	62,960,463

Finance Manager
CDA Manager (F & A)
CDA-Dinajpur

Signed in terms of our separate report of even date annexed.

Executive Director
CDA Executive Director
CDA-Dinajpur

Dated: 22.12.2025
Dhaka, Bangladesh



Rahman Mustafiz & Co.
Chartered Accountants





ACNABIN
Chartered Accountants

BD/BL, Dhaka (Level-13 & 15)
12 Karam Bazar Commercial Area
Dhaka-1215, Bangladesh.

Telephone: (+88-02) 410 20030 to 35 (Level-13)
(+88-02) 410 10382 to 84 (Level-15)
Facsimile: (+88-02) 410 20036
E-mail: acnabin@bangla.net, Web: www.acnabin.com

Independent Auditor's Report To the Executive Director of Community Development Association (CDA)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Project No. N-BGD-2022-0145 entitled "Sustainable Organization for Land Rights & Agrarian Reform" (hereinafter called the "Project" or "SOLAR"), which comprise the statement of financial position as at 30 June 2025, statement of income and expenditure and statement of receipts and payments for the period from 01 July 2024 to 30 June 2025, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Project as at 30 June 2025, and of the result of its operations and its receipts and payments for the period from 01 July 2024 to 30 June 2025 in accordance with the basis of accounting as described in note no. 2.1 to the financial statements.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Project in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), together with the ethical requirements that are relevant to our audit of the financial statements in Bangladesh, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

Without modifying our opinion, we draw attention to the fact as disclosed in Note # 2.4 to the financial statements, which describes the matters related to the going concern in preparing the financial statements of the Project as these matters indicate that there is an uncertainty regarding going concern of the Project as the organization is yet to obtain necessary approval (fund clearance) from the NGOAB and the signing off formalities of the new Cooperation Agreement is under process.

Other Information

Management is responsible for the other information. The other information comprises all of the information other than the financial statements and our auditor's report thereon. The other information is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover other information and we do not express any form of assurance conclusion thereon.



Branch Office: Jahan Building No.7 (1st Floor, North Side), 99 Agrahar Commercial Area, Chanogram-4100, Bangladesh.
Tel: (+88-011) 333117352, Fax: (+88-011) 333117353, E-mail: acnabin.org@acnabin-bd.com, Web: www.acnabin.com



In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance the basis of accounting as described in note no. 2.1 to the financial statements and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the project's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the project or to cease operations, or has no realistic alternative but to do so as disclosed in note no. 2.4.

Those charged with governance are responsible for overseeing the Project's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Community Development Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Evaluate the overall presentation, structure, and content of the project's financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Project's ability to continue the project as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Project to cease to continue as a going concern.
- Evaluate whether the funds are utilized efficiently and effectively on project related activities and all the expenditures are incurred properly for project implementation purposes that is the project activities funded by the donors.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

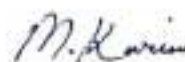
We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements

We also report that the financial statements comply with the Foreign Donations (Voluntary Activities) Regulation Act, 2016, rules of notification no. 03.09.2690.070.22.018.18 (part 1)-56 dated 27 February 2025 circulated by the Chief Advisor's Office, and other applicable laws and regulations.

Dhaka,

Signed for and on behalf of
ACNABIN
Chartered Accountants



Md. Mominul Karim, FCA
Partner
ICAB Enrollment No. 0934

DVC: 2512030934AS701913

NGO Affairs Bureau Enlistment/Renewal memo no. 03.07.2666.657.43.253.17-2458 dated 24 December 2023. (Sl. # 11).

Sustainable Organization for Land Rights & Agrarian Reform (SOLAR)
 Implemented by Community Development Association (CDA)
 Funded by Bread for the World (BfW)

Statement of Financial Position
 As at 30 June 2025

	Note	30.06.2025 Taka	30.06.2024 Taka
ASSETS			
Non-Current Assets			
Fixed Assets (Property, Plant and Equipment)	4	425,656	542,200
		984,000	3,202,894
Current Assets			
Cash and Bank Balances	5	28,393	3,202,894
Receivable from Donor	6	955,607	-
TOTAL ASSETS		1,409,656	3,745,093
FUND AND LIABILITIES			
Fund		425,656	3,649,260
Donor Unutilized Fund	7	-	3,107,060
Fixed Assets Fund	8	425,656	542,200
Non-Current Liabilities			
		984,000	95,833
Current Liabilities			
Provision for Audit Fee	9	-	95,833
Loan from Community Development Association	10	984,000	-
Total Liabilities		984,000	95,833
TOTAL FUND AND LIABILITIES		1,409,656	3,745,093

The annexed notes from 1 to 16 form an integral part of these financial statements.


 Manager (F&A)
 CDA-Dinajpur


 Executive Director
 CDA-Dinajpur
 Executive Director
 CDA-Dinajpur

This is the statement of financial position referred to in our separate report of even date.

Dhaka,

03 DEC 2025

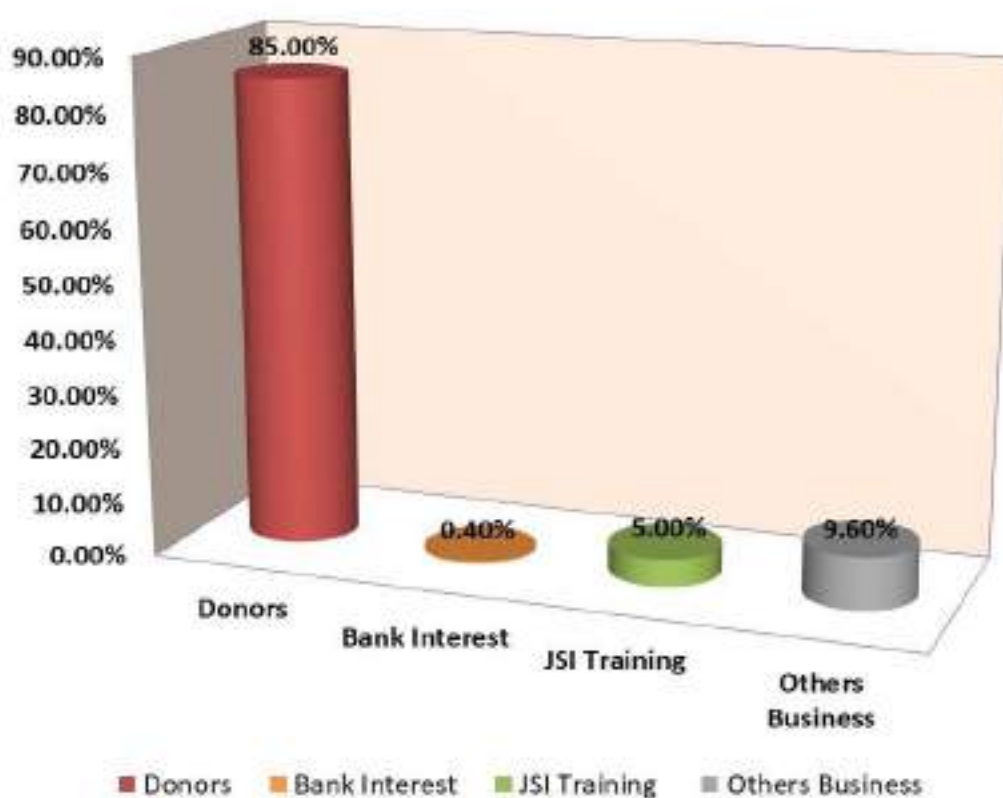
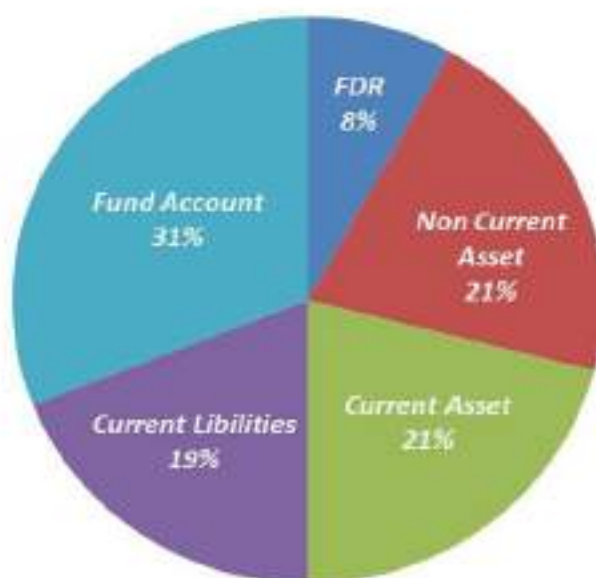
Signed for and on behalf of
ACNABIN
 Chartered Accountants


 Md. Mominal Karim, FCA
 Partner
 ICAB Enrollment No. 0934

DVC : 2512030934AS701993

Economic Growth

Community Development Association (CDA) Consolidated Statement of The Financial Position For The Year Ended June-30, 2025



General Board Members of CDA

				
Professor Dr. Halida Hanum Akhter (PhD) Researcher: Harvard University. Health Scientist & Development/ Health Activist	Professor Dr. Rahman Nasir Uddin (PhD) Anthropologist-Chittagong University. Development/ HR Activist	Professor Dr. Eshani Chakraborty (PhD) Department of History. Dhaka University. Women Activist	Professor Dr. Saiful Huda (PhD) Head of Department Ag. Extension, HSTU. Agriculture Scientist. Development/ HR Activist	Dr. Chowdhury Mosaddequl Isdani General Secretary of Eye-Hospital, Dinajpur. Development/ Health Activist
				
Dr. I.F.M. Shahidul Islam Khan Eye Specialist, Freedom Fighter, Cultural/ Health Activist	Advocate Md. Azizul Islam Lawyer & Development/ HR Activist	Rashida Khatun Founding Member, Women Activist, Development Practitioner	Shah I Mobin Jinnah Founding Executive Director/CEO/ Member- Secretary, Development/HR Activist	Md. Monowarul Islam Farmer & Development/ HR Activist
				
Md. Mostaque Hossain Chowdhury Banker, Development/ HR Activist	Shefat-E-Jahan Banker, Development/ Cultural Activist	Md. Moshi-Ur-Rahman Ex. Chief Engineer (Water Board) Development & Education Activist	Syeeda Chowdhury Development/ Women Activist	Advocate. Mizanur Rahman Chowdhury Income Tax Lawyer, Development/HR Activist
				
Shah Md. Abdul Kayyum Freedom Fighter, Development/ Social Activist	Md. Samsul Karim Ex-Lecturer-Sociology, Development/ HR Activist	Selina Begum Lecturer-Philosophy, Women Activist	Md. Abed Ali Farmer & Development/ HR Activist	Md. Khorshad Alam Farmer & Development/ HR Activist
				
Professor Dr. Mohammad Saiful Alam Community Medicine Specialist, Health Activist		Meherun Nessa Chabi Development / Women Activist		

Executive Committee of CDA



ADVOCATE MD. AZIZUL ISLAM
Chairperson



MD. MONOWARUL ISLAM
Vice-Chairperson



SHAH I MOBIN JINNAH
*Founder, Member Secretary/
Executive Director*



**MD. MOSTAQUE HOSSAIN
CHOWDHURY**
Treasurer



RASHIDA KHATUN
Founding Member



PROFESSOR DR. SAIFUL HUDA (PhD)
Member



SELINA BEGUM
Member



SHEFAT- E- JAHAN (SHEU)
Member



CDA's Organogram

