

# MOMODa FOUNDATION

Newsletter || December 2025

Volume  
**22**



**MOMODa**  
FOUNDATION

Evidence • Advocacy • Action

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# EDITOR'S NOTE

Year-End Reflections | December 2025

Greetings from MOMODa FOUNDATION!

As we present the final quarterly and year-end edition of our 2025 newsletter, we take this opportunity to reflect on a year defined by learning, collaboration, and meaningful progress. The closing months of 2025 have reaffirmed our commitment to evidence-driven development and inclusive innovation, while further strengthening the partnerships that shape our collective journey.

Throughout the year, MOMODa FOUNDATION expanded its engagement through impactful collaborations, notably with VisionSpring Bangladesh and Bangladesh Legal Aid and Services Trust (BLAST), reinforcing our shared vision for inclusive and people-centered development. Among the year's major highlights were the successful implementation of two international workshops: "EdTech Futures: Bridging Innovation and Impact in Bangladesh," supported by FID and Singapore Management University held on 03 August 2025 at the CIRDAP Auditorium; and "Delay Adolescent Pregnancy: The Role of Practical Reproductive Health Knowledge," supported by IDE-JETRO held on 18 December 2025. These initiatives created important platforms for dialogue, knowledge exchange, and action-oriented learning.

Alongside these milestones, our core programs continued to advance with strong momentum. Our work across climate resilience, education, SRHR RCT outcomes, Real Task Assessment for business startups and freelancing participants, financial inclusion, HRDD compliance, and digital livelihoods progressed steadily. We also deepened our socio-economic impact assessment efforts, including research on tannery pollution, to support evidence-based policy dialogue and promote sustainable solutions.

These achievements would not have been possible without the dedication of our team and the trust of our partners and donors. From field enumerators and supervisors to research assistants, project managers, and coordinators, each contribution has been vital in transforming vision into action. We are equally grateful to our well-wishers and supporters whose continued encouragement strengthens our resolve.

As we close 2025, we move forward with renewed purpose and optimism. Our focus remains steadfast: fostering innovation, promoting inclusivity, and ensuring measurable impact where it matters most. With your continued partnership, we look ahead to new opportunities for collaboration, learning, and meaningful transformation in the year ahead.

With purpose and promise for the year ahead.



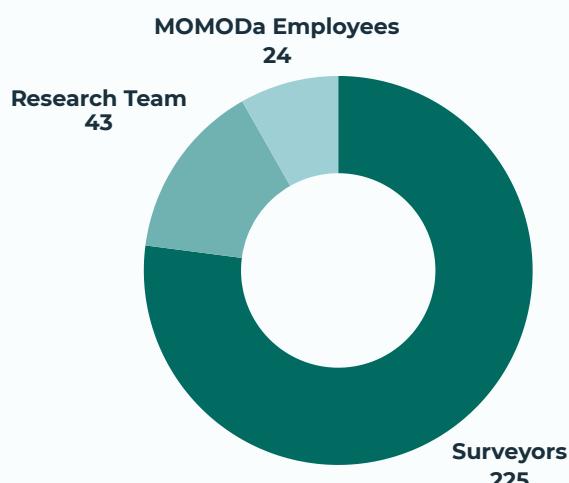
Md Enamul Haque

# MOMODa at a Glance

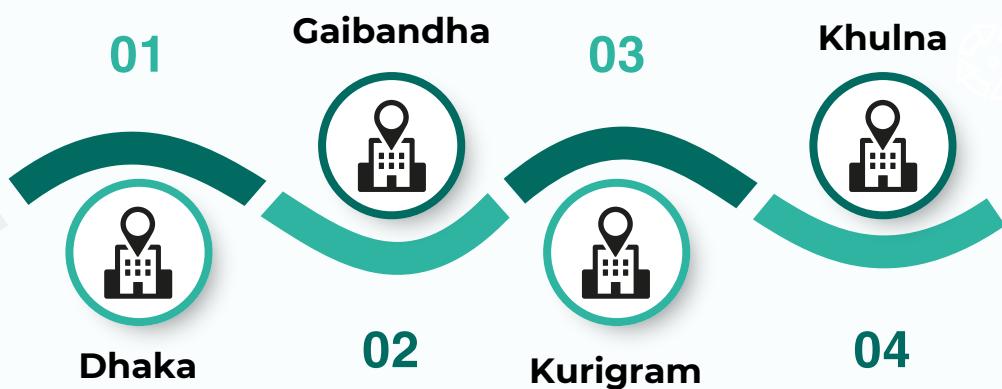
## Projects



## Employees



## Offices



**AFFILIATED  
FUNDING  
ORGANIZATIONS**

**AFFILIATED  
ACADEMIC  
ORGANIZATIONS**

**21**

**21**

**Our activities have impacted  
the lives of nearly**

**82500**

**households in Bangladesh**



Geographical  
Presence of Our

# Partners



BRAC, Dhaka, Bangladesh  
 ADAB, Dhaka, Bangladesh  
 SANEM, Dhaka, Bangladesh  
 MetaKave, Dhaka, Bangladesh  
 VisionSpring, Dhaka, Bangladesh  
 Brac University, Dhaka, Bangladesh  
 World Vision Bangladesh, Dhaka, Bangladesh  
 Bangladesh Legal Aid and Services Trust, Bangladesh  
 Sarah Institute of eGeneration, Gaibandha, Bangladesh  
 Green University of Bangladesh, Narayanganj, Bangladesh



New York University, USA  
 University of Virginia, USA  
 The World Bank, Washington, D.C, USA  
 Harvard University, Massachusetts, USA  
 Women's World Banking, New York, USA  
 SurveyCTO, Cambridge, Massachusetts, USA  
 Florida International University, Florida, USA  
 Stanford University, Stanford, California, USA  
 Massachusetts Institute of Technology: MIT, Cambridge, MA USA



University of Oxford, UK  
 Imperial College London, UK  
 IGC, Houghton Street, UK  
 Southampton University, UK  
 Girls Not Brides, London, UK  
 University of Kent, Canterbury, UK  
 Queen's University of Belfast, Belfast, Northern Ireland, UK



Sophia University, Japan  
 IDE-JERTO, Chiba, Japan  
 Kyoto University, Kyoto, Japan  
 The University of Tokyo, Tokyo, Japan  
 National Graduate Institute for Policy Studies, Tokyo, Japan



IFMR-LEAD, India  
 IIT Kanpur, Uttar Pradesh, India



Singapore Management University, Singapore



Grand Challenges Canada, Toronto, Canada



Asian Development Bank, Mandaluyong, Philippines



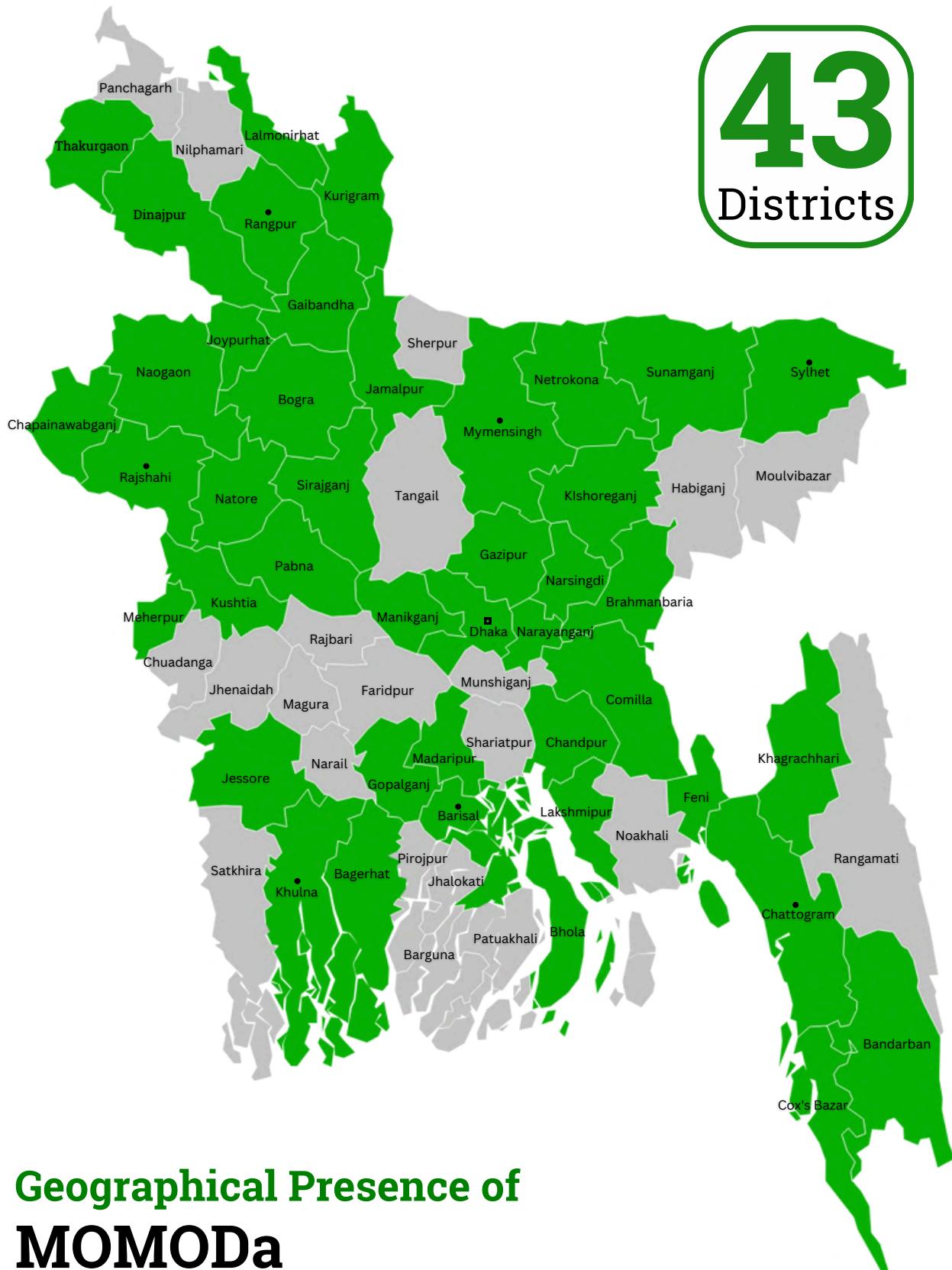
ICIMOD, Kathmandu, Nepal



KOPERNIK, Bali, Indonesia

# MOMODa Projects

# 43 Districts



# Geographical Presence of **MOMODa**



# MOMODa Projects

# Baseline Study for “Promoting Labor Standards for Ensuring Workers' Rights in RMG and Leather Goods Sectors” Project



**Introduction:** This study addresses key challenges related to workers' rights, trade union effectiveness, and labor standards in Bangladesh's RMG and leather goods sectors.

**Objective:** The objective of this study is to empower workers with rights-based knowledge, reinforce the role of trade unions, and support compliance with labor standards and HRDD frameworks.

**Activities & Surveys:** After three days of intensive training, the teams have moved to the field to conduct the surveys. Four teams are working simultaneously across four districts: Dhaka, Gazipur, Narayanganj, and Chattogram. So far, we have completed 100% of the Worker Survey (RMG and Leather Goods), 100% of the FGDs, and 17.5% of the Factory Management Survey. The Key Informant Interviews (KII) are scheduled for January 2026, followed by data cleaning, analysis, and the preparation of a detailed report.



**Sample Size:** 400 Worker Survey (300 RMG & 100 Leather Goods), 40 Factory Representative Survey, 8 KII & 4 FGD

**Type of Research:** Mixed Methods

**Field of Research:** Labor Market

**Stage of the Project:** Baseline

**Partners:** BLAST (Bangladesh Legal Aid and Services Trust)

# Implementing Evaluation Research in Demand Generation Pilot of RGIL Program in Selected Districts of Bangladesh

**Introduction:** This study evaluates a pilot demand generation strategy under VisionSpring-BRAC's Reading Glasses for Improved Livelihoods (RGIL) program in Bangladesh.

**Objective:** To assess the effectiveness, perceptions, and implementation fidelity of revised community mobilization strategies to increase vision camp attendance and uptake of reading glasses.

**Activities & Surveys:** The project employed a mixed-methods evaluation, including 522 quantitative surveys with camp participants, 14 qualitative in-depth interviews with Area Managers, Field Officers and Community Health Workers, and 9 structured observation activities (full observations and mystery shopper visits). MOMODA Foundation also conducted enumerator training, field monitoring, data cleaning and analysis. The final baseline report and presentation on key findings have been completed and formally submitted to the partners.



**Sample Size:** 522 camp participants, 14 qualitative surveys, 9 observation surveys

**Type of Research:** Pilot Evaluation (Mixed Methods)

**Field of Research:** Public Health, Jobs & Livelihoods

**Stage of the Project:** Completed

**Partner:** VisionSpring Bangladesh



# Delaying Early Pregnancy in Gaibandha District in Bangladesh

**Introduction:** About 70% of girls in the Gaibandha District get married in very early age, and 64% of them get pregnant before turning 18, which raises serious concerns such newborn and mother mortality. To address this, the MOMODA FOUNDATION is working with IDE JETRO and FIU to execute a project that will delay adolescent pregnancy among those in the 13–19 age range, even in cases where early marriage has place. The program entails distributing information on sexual and reproductive health, delivering kits and pills for contraception, and providing free consultations.

**Objective:** The primary objective of this project are to minimize the school drop-out rate and help girls to continue education at the secondary and higher levels, to improve the level of knowledge and support on reproductive health, to provide information on reproductive health knowledge and contraceptives to adolescent girls aged 13–19 delays their pregnancy, and to enhance the decision-making capacity and autonomy of the girls within the household.

**Activities & Surveys:** Following the successful 1<sup>st</sup> phase of the project, we began our 2<sup>nd</sup> phase in July 2025 in the targeted upazilas of Gaibandha District. Subsequently, we started the 2<sup>nd</sup> phase intervention in September 2025. As part of this process, we completed three important sessions, namely Adolescence and Change, Child Marriage, and Family Planning. Following this, we started Safe Motherhood in our session in the month of December 2025.

In our December session, our principal investigators visited our sessions, we visited three adolescent clubs, and we conducted 2 case studies.



**Sample Size:** 2111

**Type of Research:** RCT

**Field of Research:** SRHR

**Stage of the Project:** Intervention (2<sup>nd</sup> Phase)

**Principal Investigators:**

- Professor Dr. Momoe Makino  
Senior Research Fellow, IDE-JETRO
- Dr. Abu S. Shonchoy  
Associate Professor, Florida International University, USA

**Partner:** IDE-JETRO, Japan

**Intervention Partner:** RHSTEP



# Exploring Farmers' Preferences Towards Crop Farming with Low-Emission Cultivation Practices in Bangladesh



**Introduction:** This study is to contribute to a growing area of research by exploring the effects of incentives and information treatments on farmers' adoption of crop farming with low-emission cultivation practices using original experimental data.

**Objective:** This project wants to address the impact of carbon emissions from crop farming and understand the perception of farmers.

**Activities & Surveys:** The project successfully completed 493 surveys in the baseline, 478 surveys in the endline, 6 Key Informant Interviews (KIIs), and 4 Focus Group Discussions (FGDs), marking the completion of all field-level activities in 2025. A total of 360 farmers received the treatments, among whom 240 farmers were provided with a 50 kg sack of organic fertilizer as part of the incentive intervention. Following completion of the intervention, the endline survey was administered in May 2025. Data analysis has been completed and shared with the Principal Investigator for further review and analysis.



**Sample Size:** 480

**Type of Research:** RCT

**Field of Research:** Climate Change, Agriculture

**Stage of the Project:** Endline Completed. Final Report writing is in progress

**Principal Investigator:**

- Dr. Hafiz Iqbal, Professor, Govt Edward College, Pabna
- Dr. Pallab Mazumder, Associate Professor, Florida International University, USA

**Partners:** International Centre for Integrated Mountain Development (ICIMOD)

# Financing Virtual Migration: Incubation and Income Sharing in North Bangladesh

**Introduction:** The online freelancing program offers training and resources to persons in rural areas, particularly targeting young people, to provide them with the necessary skills and knowledge for remote employment. The effort seeks to provide connectivity between distant regions and the global market, with the goal of generating additional sources of revenue and job possibilities. This will contribute to addressing the issues of rural poverty and unemployment. This program was initiated on February 2021. The initiative, consisting of 8 waves with two batches each wave.

**Objective:** The primary objective of this project are to provide them with the necessary skills and knowledge for remote employment, to provide connectivity between distant regions and the global market, to generate additional sources of revenue and job possibilities, to addressing the issues of rural poverty and unemployment.

**Activities & Surveys:** MOMODA FOUNDATION has completed its 7th wave Endline Survey and completed 6th wave Real Task Assessment during October to December 2025 (where there is a chance to win prize money). Participants who took part in the program are encouraged to engage with the survey, sharing their experiences and perspectives. This survey will delve into various aspects, including economic empowerment, skill development, and social mobility, to provide valuable insights into the program's effectiveness. The findings of this Endline Survey will serve as a cornerstone for MOMODA FOUNDATION's future strategies and initiatives, ensuring continued support and advancement within the realm of freelancing empowerment.



**Sample Size:** 392

**Type of Research:** RCT

**Field of Research:** Digital Job Market and Youth Empowerment

**Stage of the Project:** 7<sup>th</sup> wave Endline Survey Ongoing

**Principal Investigator:**

- Dr. Muhammad Meki, Associate Professor (Economics), University of Oxford.
- Dr. Abu S. Shonchoy, Associate Professor of Economics, Florida International University (FIU), USA.
- Dr. M Mehrab Bakhtiar, Country Representative (Acting), International Food Policy Research Institute (IFPRI).
- Dr. Simon Quinn, Associate Professor, Department of Economics & Public Policy, Imperial College Business School

**Partner:** Oxford Center for Islamic Studies, UK & Imperial College London

# Institutional Arrangements and Its Implications in Energy Choice Mix and Downstream Water Conservation Management: Insights from Rural Bangladesh

**Introduction:** This research project examines how public- and private-led institutional arrangements shape the energy mix used for irrigation pumping, irrigation pricing, and the adoption of conservation technologies for water management across different climatic zones in rural Bangladesh. Grounded in an agriculture-driven water management and energy-use context, the study explores how local governance influences environmental sustainability and resource-use outcomes.

**Objective:** The objective of the research is to understand the role of institutional arrangements in determining irrigation-related energy choices, pricing structures, and water conservation practices, and how these factors interact with agricultural production systems under varying climatic conditions in rural Bangladesh.

**Activities & Surveys:** The project has employed a mixed-methods approach, including 6 Focus Group Discussions (FGDs), 8 Framed Field Experiments, 80 farmer surveys, 80 debriefing surveys, and 2 workshops with irrigation experts. In total, 80 farmers and 30 irrigation experts participated in these research activities. The upcoming quantitative survey, scheduled for January-February 2026, will involve 900 farmers and 70 pump operators survey. This survey will collect detailed information on irrigation choices, timing, costs, crop yields, and related agricultural practices.



## Sample Size:

**Qualitative Sample:** 80 Farmers and 30 Irrigation Experts

**Quantitative Sample:** 1500 Farmers

**Type of Research:** Framed Field Experiment

**Field of Research:** Irrigation, Energy Choice Mix

**Stage of the Project:** Field Experiment Completed, Quantitative Survey Ongoing

## Principal Investigator:

- Dr. Rafia Zaman, Postdoctoral Fellow Sanford School of Public Policy, Duke University
- Dr. Atonu Rabbani, Professor, Department of Economics University of Dhaka

**Partner:** London School of Economics

# Behavioral Interventions to Address Climate Change-Induced Salinization in Bangladesh

**Introduction:** Bangladesh faces significant challenges due to rising salinity levels in its coastal regions, driven by climate change. In response, MOMODA FOUNDATION is conducting a Randomized Controlled Trial (RCT) in three salinity-prone Upazilas of Khulna-Dighalia, Terokhada, and Batiaghata to better understand and address the impacts of salinity on public health and community well-being.

**Objective:** The primary objective of this project is to evaluate how increased salinity affects key aspects of health and development within vulnerable populations, particularly focusing on pregnant women, children, and adolescent girls. Additionally, the study seeks to explore local preferences and behaviors around accessing clean drinking water, with an emphasis on building evidence that can inform interventions to enhance climate resilience and improve access to essential resources in salinity-affected areas.

**Activities & Surveys:** Baseline data collection began on 28 December 2024 and covered 1,345 households in 156 communities across the targeted upazilas. Comprehensive data cleaning has since been finalized. As part of the intervention, the randomized participants are currently receiving clean drinking water. Drinking water samples were collected from each surveyed household and rigorously tested at the state-of-the-art laboratory of the Soil, Water, and Environment Discipline at Khulna University. The project has now transitioned into the intervention phase, where we are providing free pure drinking water for 3 months, focused on strengthening climate resilience in selected coastal communities.



**Sample Size:** 1345 households, and 156 Communities

**Type of Research:** RCT

**Field of Research:** Public Health

**Stage of the Project:** Intervention Ongoing

**Principal Investigators:**

- Dr. Abu S Shonchoy  
Associate Professor, Florida International University
- Dr. Saravana Ravindran  
Assistant Professor, National University of Singapore
- Dr. Nusrat Abedin Jimi  
Visiting Assistant Professor, Vassar College

**Partner:** Massachusetts Institute of Technology (MIT)

# Socio-economic and Health Impact of Spatial Redistribution of Pollution: Evidence from Industrial Relocation

**Introduction:** The project will examine the socio-economic and health effects resulting from the spatial redistribution of pollution due to industrial relocation in Bangladesh.

**Objective:** This project aims to address the impact of industrial relocation on pollution distribution, and its subsequent effects on health and socio-economic conditions of affected communities.

**Activities & Surveys:** This project is now at the household data collection stage. The 400-household survey data collection is ongoing. Before initiating the data collection, a 4-day-long household data collection training, including 2 field tests, took place at the corporate office of MOMODA FOUNDATION. Dr. Amzad Hossain, Assistant Professor, University of Arkansas, faculty advisor and investigator of the project, joined the training session virtually. Dr. Nirman Saha, Lecturer, University of Surrey, and Investigator of the project, was present throughout the training sessions. Previously, 6 Focus Group Discussions (FGDs) were conducted across Hazaribag and Harindhara with different communities. The checklist focuses on the impact of the relocation of the tannery industry from Hazaribag to Savar.



## Sample Size:

**FGDs:** 80 participants, **KIIs:** 20 respondents, **Household surveys:** 800 households, **Factory surveys:** 155 Factories

**Type of Research:** Mixed Method Study

**Field of Research:** Environment, Public Health, Socio-economics, Industrial Pollution

**Stage of the Project:** Household Data Collection Ongoing

## Principal Investigator:

- Prof Dr. Atonu Rabbani, Professor, University of Dhaka
- Dr. Abu S. Shonchoy, Associate Professor, Florida International University
- Dr. Md Amzad Hossain, Assistant Professor, University of Arkansas
- Dr. Nirman Saha, Lecturer, University of Surrey

**Partner:** London School of Economics

# MOMODa EVENTS



# “DELAY ADOLESCENT PREGNANCY WORKSHOP”

## “Delay Adolescent Pregnancy: The Role of Practical Reproductive Health Knowledge”

A dissemination workshop was held at The Daily Star Center on 18 December 2025 to share the midline findings titled “Delaying Adolescent Pregnancy: The Role of Practical Reproductive Health Knowledge” implemented by MOMODA FOUNDATION in collaboration with IDE-JETRO, Japan, and Florida International University (FIU), USA. The study highlights the significant impact of applied reproductive health education and family planning services in reducing adolescent pregnancy.

The workshop was attended by a diverse group of stakeholders, including representatives from the Directorate General of Family Planning (DGFP), researchers, academicians, and officials from various national and international NGOs. The Director General of DGFP, Dr. Ashrafi Ahmad, ndc, attended as the Chief Guest. Participants highly appreciated the relevance and rigor of the study as well as the platform for evidence-based dialogue. In her remarks, the Chief Guest expressed satisfaction with the initiative and offered constructive suggestions on expanding its scope and strengthening collaboration to further advance adolescent reproductive health, child marriage prevention, and family planning efforts in Bangladesh.

Conducted among 1,200 adolescent girls across 120 villages in Gaibandha Sadar and Saghata Upazilas, the findings reveal substantially lower rates of ever-pregnancy and current pregnancy among adolescents in the intervention group compared to the control group. The intervention also resulted in stronger intentions to delay pregnancy, higher awareness of the legal age of marriage, and improved school retention.

The research synthesis was presented by Professor Dr. Momoe Makino of IDE-JETRO, while key findings were shared by Dr. Abu S Shonchoy of FIU, both emphasizing the role of timely and practical reproductive health knowledge in empowering adolescents. The results provide valuable evidence to inform policy and scale effective adolescent health, child marriage prevention, and family planning initiatives in Bangladesh.



**Empowering Researchers:**  
**MOMODa FOUNDATION** Hosted  
**Dr. Nirman Saha, Lecturer,**  
**University of Surrey** and  
Investigator, **IGC Tannery Pollution**  
**Project**, for a Transformative  
Capacity Development Workshop  
on **Grant Proposal Writing** on 30  
December 2025.



**Research in Action:**  
**MOMODa FOUNDATION** Conducted  
Field Data Collection for the **IGC**  
**Tannery Pollution Project**, visiting 2  
teams across **Harindhara** and  
**Singair** on 23 December 2025.

**DEP in Action:**  
**MOMODa FOUNDATION**  
Hosted PIs **Prof. Dr. Momoe**  
**Makino** and **Dr. Abu S. Shonchoy**  
for a Day-long DEP Field Visit and  
Case Study, successfully completing  
scheduled visits to two adolescent  
girls clubs in Saghata and a girls  
club in Gaibandha Sadar Upazila on  
19 December 2025.



**Project Closing Meeting:**  
**MOMODa FOUNDATION** organized a Project Closing Meeting of **THRIFT PROJECT** with **VisionSpring** and **BRAC JPG (James P. Grant School of Public Health)** at the **MOMODa FOUNDATION** Corporate Office.



**Field Insight:**  
**MOMODa FOUNDATION** hosted **Dr. Abu S. Shonchoy** and **Dr. Nirman Saha**, Investigators of the IGC Tannery Pollution Project, for a Site Visit to Pragati Tannery at the BSCIC Tannery Industrial Area, Savar, on 17 December 2025.

**Organizational Milestone:**  
**MOMODa FOUNDATION** successfully concluded its 9th Annual General Meeting (AGM) on 17 December 2025.



## **Victory Day 2025:**

**MOMODa FOUNDATION** observed the **Victory Day of Bangladesh**, paying solemn tribute to the heroic martyrs and celebrating national sovereignty and pride, on 16 December 2025.



## **Academic Excellence:**

MOMODa FOUNDATION jointly organized a Highly Successful Academic Seminar with Khulna University, Dr. Abu S. Shonchoy was invited as Speaker and he attended the session. The event fostered exceptional engagement among faculty and thesis students from different departments establishing a strong foundation for future research cooperation on 15 December 2025.



## **CCIS in Action:**

### **MOMODa FOUNDATION**

continued to provide safe drinking water under the Salinity-CCIS Project on 15 December 2025.



## Strategic Visit:

**MOMODa FOUNDATION** welcomed **Md. Anwar Hossain, Director of NGOAB**, at the Gaibandha Project Office on 15 December 2025. The visit featured productive discussions on ongoing project activities, highlighting key progress, achievements, and future opportunities.



## Capacity Building:

**MOMODa FOUNDATION**

organized a Household Survey Training Session for the **IGC Tannery Pollution Project** on 10 December 2025. The session focuses on enhancing enumerator capacity to ensure accurate, high-quality data collection for assessing pollution impacts and driving evidence-based policy solutions.



## Partnership for Impact:

**MOMODa FOUNDATION** organized a collaborative meeting with **VisionSpring** on 03 December 2025. The meeting was attended by **Dr. Sonia Pant** and **Michael Cooke** from **VisionSpring**, during which future partnership opportunities were discussed with **MOMODa FOUNDATION** officials.

## Institutional Growth:

**MOMODa FOUNDATION** hosted a Capacity Development Workshop titled **“Project Accounting Process”** facilitated by **Liku Rani Saha, Manager (Accounts & Finance)**, on 01 December 2025.



## Baseline Survey Training:

**MOMODa FOUNDATION** hosted a three-day Enumerators Training & Mock Test Session for the Baseline Survey of the project **“Promoting Labour Standards for Ensuring Workers’ Rights in RMG and Leather Goods Sectors”** from 24–26 November 2025.



## Strategic Partnership:

**MOMODa FOUNDATION** signed a (MoU) with **Light of Hope Ltd.** on 20 November 2025 to facilitate future collaborative work and strategic partnership initiatives.



**Appreciation & Inclusiveness:**  
**MOMODa FOUNDATION** Celebrated **International Men's Day** at its Corporate Office on 19 November 2025, honoring the dedication and positive contributions of the men in our team.



**Capacity Building:**  
**MOMODa FOUNDATION** hosted a Capacity Development Workshop on "**Conducting Randomized Controlled Trials (RCT)**" at the **MOMODa FOUNDATION** Corporate Office on 04 November 2025. Facilitated by **Jahangir Alam, Manager (Research)**.

**Partnership:**  
**MOMODa FOUNDATION** signed a Consultancy Agreement with the **Bangladesh Legal Aid and Services Trust (BLAST)** for **Conducting PLS Base line Survey** on 29 October 2025.



## Focus Group Discussion: MOMODa FOUNDATION

**Six Focus Group Discussions (FGDs)** were successfully conducted under the **IGC Tannery Project** between 22-27 October 2025, focusing on the impacts of the relocation of the tannery industry.



## Facilitating the Intervention: MOMODa FOUNDATION

Successfully distributed Sitting Mats to Field Motivators for **Kishori Clubs** under the **IDE-DEP Project** on 21 October 2025. This initiative ensures a comfortable and organized environment for adolescent girls to gather, learn, and engage in club activities across our project areas.

## Capacity Development:

**MOMODa FOUNDATION** hosted a Capacity Development Workshop titled **“Organization Policy & Procedure”** on 21 October 2025, facilitated by **Md. Enamul Haque, Executive Director, MOMODa FOUNDATION**



## **Governance & Planning:**

**MOMODa FOUNDATION** hosted the 17th **Executive Committee (EC) Meeting** on 20 October 2025 at the Corporate Office in a blended mode.



## **Educational Innovation:**

**MOMODa FOUNDATION** in assistance with the motivators of **RHSTEP** successfully conducted a session that featured newly adapted teaching methods under the **IDE-DEP Project** on 16 October 2025.

## **Professional Development:**

**MOMODa FOUNDATION** successfully organized a two-day "Refresher Training of Field Motivators" under the **IDE-DEP Project** on 12 and 13 October 2025.



## Climate Action: MOMODa FOUNDATION

launched safe drinking water distribution of a three-month intervention program under the **Salinity-CCIS Project** in Khulna on 05 October 2025.



**Distinguished Visit:**  
MOMODa FOUNDATION had the privilege of hosting **Prof. Dr. Nathan Congdon (Queen's University Belfast)**, **Dr. Munir Ahmed**, and **Dr. Lutful Hosain (Orbis International)** on 29 September 2025. The visit was highly impactful for our organization, providing a valuable platform for opinion exchange and strategic discussions. Our team gained insightful learnings from **Dr. Nathan Congdon**, enriching our understanding and approaches in our ongoing projects and discussed about future collaboration.



**Resilience Building:**  
MOMODa FOUNDATION conducted training for the **CCIS (Climate Change Induced Salinization)** intervention in Khulna on 25 September 2025.



## Research Partnership:

**MOMODa FOUNDATION** signed a Memorandum of Understanding (MoU) with **Khulna University** on 22 September 2025. This partnership is set to facilitate expanded research opportunities, provide access to advanced testing facilities, and open new horizons for collaborative projects.



## Resource Management:

**MOMODa FOUNDATION** signed formal agreements with two water distributors on 21 September 2025. These vendors will distribute the clean drinking water to our CCIS beneficiaries from door to door.



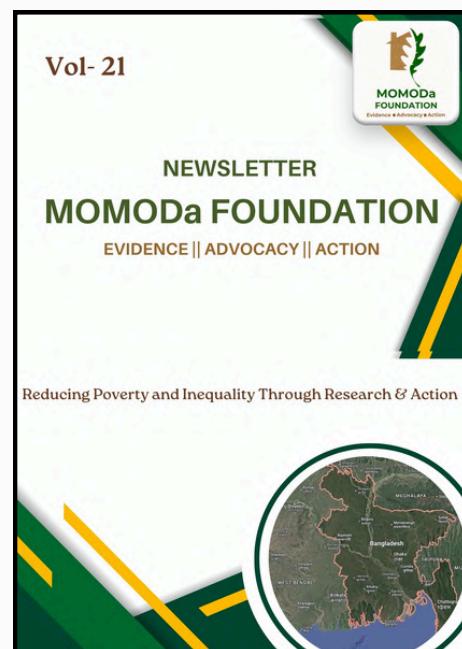
## Empowering Beneficiaries:

### **MOMODa FOUNDATION**

provided new smartphones to two beneficiaries, who lost their phones of the **THRIFT Project** on 19 September 2025.



**Institutional Milestones:**  
The **21st Volume** of the **MOMODa Newsletter** was published in August 2025.



### **Recognizing Excellence :**

The Certificate and Cheque Distribution Ceremony under the **Freelancing Project** was successfully completed at the Gaibandha Project Office on 27 August 2025. This cheque were awarded to the RTA winners.

### **Intervention Partnership:**

#### **MOMODa FOUNDATION**

successfully completed a Memorandum of Understanding (MoU) signing ceremony with the **Reproductive Health Services Training and Education Program (RHSTEP)** for the intervention of **IDE-DEP Project** on 27 August 2025.



**Field Research:**  
**MOMODa FOUNDATION**  
conducted intensive **evaluation research** for the **Demand Generation Pilot** of the **Reading Glasses for Improving Livelihoods (RGIL) Program** from 18 to 23 August 2025.



**Research Partnership:**  
**MOMODa FOUNDATION** and **VisionSpring Bangladesh** successfully held a contract signing ceremony for conducting evaluation research of RGIL program on 12 August 2025.

**Field Progress:**  
**MOMODa FOUNDATION** announced that the **DEP Project Baseline Survey 2025** Completed successfully on 12 August 2025.



**Capacity Building:**  
**MOMODa FOUNDATION**  
successfully completed training  
of the beneficiaries of **THRIFT**  
**Project** on 12 August 2025.



**Capacity Building Workshop:**  
**MOMODa FOUNDATION**  
hosted an insightful workshop titled  
**"AI in Action: Revolutionizing the Way We Work"** on 07 August 2025.  
The foundation welcomed Prof. Dr. ASM Shihavuddin, Professor, Dept. of EEE & Director of CRITS & CRTL at Green University of Bangladesh keynote speaker and facilitator.

**International Researcher Visit:**  
**MOMODa FOUNDATION**  
hosted distinguished guests from  
**Singapore Management University**  
on 4 August 2025, **Prof. Dr. Tomoki FUJII, Prof. Dr. Christine HO.** The meeting involved productive discussions on ongoing projects and potential opportunities for future collaboration.



## **EdTech Futures Workshop:**

### **MOMODa FOUNDATION**

coordinated and hosted the international workshop "**EDTECH FUTURES: Bridging Innovation and Impact in Bangladesh**" at the CIRDAP Auditorium in Dhaka on 3 August 2025. Supported by **FID & SMU**.



## **Opinion Exchange Session:**

**MOMODa FOUNDATION** organized an interactive session titled "**Socio-economic and Health Impact of Spatial Redistribution of Pollution: Evidence from Industrial Relocation**" at BSCIC, Hemayetpur, on 29 July 2025.



## **Field Readiness:**

### **MOMODa FOUNDATION**

conducted the Refresher Training for **Endline Data Collection** under the "**THRIFT" (Transforming Household with Refraction and Innovative Financial Technology)**" project on 14 July 2025.



## Cultural Celebration: MOMODa FOUNDATION

celebrated a **Vibrant Fruit Fest** at its Corporate Office in Dhanmondi. This event brought the team together to promote health, wellness, and organizational unity on 07 July 2025



## Distinguished Visit:

### MOMODa FOUNDATION

welcomed **Mr. Nurul Afsar, the National Technical Advisor for Food Fortification in Bangladesh**, to its office on 18 June 2025. The meeting focused on fruitful discussions regarding future collaborative research programs.



## Sustainable Agriculture:

### MOMODa FOUNDATION

successfully concluded the **Endline Survey** for the **ICIMOD Project in Pabna** on 29 May 2025. This project focused in Low Emission Cultivation practices.



## Strategic Partnership:

**MOMODa FOUNDATION** signed a Memorandum of Understanding (MoU) with **Konika Consulting Services Private Limited** on 25 May 2025. This MoU was established to support future collaborative projects.



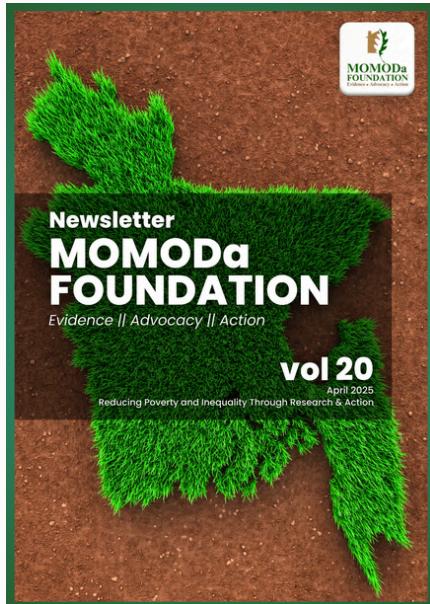
## Collaborative Field Visit:

**MOMODa FOUNDATION** team conducted a field visit to a school operated by **Hashimukh Somaj Kallayan Songstha** as part of their ongoing partnership on 24 May 2025.



## Meeting at CPD: **MOMODa FOUNDATION**

attended a warm and engaging meeting hosted at the **Centre for Policy Dialogue (CPD)** on 7 May 2025. **MOMODa FOUNDATION** presented its work, followed by a productive discussion on potential future collaborative initiatives.



**Institutional Milestones:**  
The **20st Volume** of the **MOMODa Newsletter** was published in April 2025.

## Strategic Partnership:

**MOMODa FOUNDATION** signed a Memorandum of Understanding (MoU) with **Hashimukh Somaj Kallayan Songstha** on 30 April 2025. This MoU is established to facilitate future collaborative initiatives in the field of education.



## Researcher Visit:

**MOMODa FOUNDATION** hosted two distinguished scholars at its office on 24 April 2025: **Dr. Iftekhar Ahmed (Assistant Professor, Newcastle University)**, **Dr. Mohammad Delwar Hussain (Assistant Professor, Green University of Bangladesh)** and discussed about future collaboration in research based Projects.



## নববর্ষ উদযাপন:

মমদা ফাউন্ডেশন গত ১৪ এপ্রিল ঢাকার কর্পোরেট অফিসে এক বর্ণিল আয়োজনের মাধ্যমে বাংলা নববর্ষ ১৪৩২ উদযাপন করেছিল।

## New Year Celebration:

MOMODa FOUNDATION celebrated **Bengali New Year 1432 on 14 April** at its corporate office in Dhaka through a colorful and vibrant program.



## RTA Prize Giving Ceremony:

**MOMODa FOUNDATION** hosted the **RTA Prize Giving Ceremony** for the **Startup Dhaka Accelerator Program at Moar-Dhanmondi** on 9 April 2025.



## Sustainable Agriculture:

**MOMODa FOUNDATION** facilitated an important field activity under the **ICIMOD project**. **Dr. Md. Hafij Iqbal, Assistant Professor, Edward College, Pabna**, and the project's **Principal Investigator**, distributed **organic fertilizers** to local farmers.



## Independence Day 2025:

### **MOMODa FOUNDATION**

**Gaibandha Team** paid a profound tribute to the heroic martyrs of the Great **Independence Day** on 26 March 2025.

## Eid Gift Distribution:

**MOMODa FOUNDATION** organized a charitable initiative to share the joy of the upcoming festival with those in need. The foundation distributed **Eid gift package** to **underprivileged families** in **Gaibandha, Bangladesh** on 24 March 2025.



## Project Closing Meeting:

**MOMODa FOUNDATION** attended the **D-LAB Project Closing Meeting** at the Dhaka DC Office on 5 March.



## শহীদ দিবস:

অমর একুশে ফেব্রুয়ারিতে কেন্দ্রীয় শহীদ মিনারে মমদা ফাউন্ডেশন পরিবারের পুষ্পস্তবক অর্পণ ও শ্রদ্ধাঙ্গলি

## Martyrs' Day:

On the occasion of **Martyrs' Day & International Mother Language Day**, **MOMODa FOUNDATION family** paid tribute and offered floral wreaths at the Central Shaheed Minar.

## Field Training:

**MOMODa FOUNDATION Gaibandha team** conducted an intensive **two-day Midline Survey** Training for the project titled "**Delaying Early Pregnancy in Gaibandha District in Bangladesh.**" on 9 February 2025





# ARTICLES: THE THOUGHTS OF MOMODa PROFESSIONALS

2025

# THE IMPORTANCE OF COUNSELING IN COMMUNITY-BASED PROGRAMS: LESSONS FROM THE FIELD



**H. M. Masudur Rahman**  
Research Coordinator

Effective community engagement requires more than just delivering services, it requires building trust, awareness, and motivation among participants and their relatives. One of the key strategies in social initiatives, such as health camps, surveys, or education projects, is counseling. Counseling plays a critical role in motivating individuals, addressing misconceptions, and ensuring greater participation.



Recent field-level learning demands counselling is an essential communication tool which has a phycological attraction. It was a counselling testament of the project, hopping for more footfalls at camps and more reading glasses on more eyes. In a community visit, we visited a community-based vision initiative in 5 several locations of Bangladesh. The initiative expects community people to receive near vision solutions from community-based vision camps at their doorsteps. Project staff aimed to counsel these individuals prior to the camp, emphasizing the importance of affordable reading glasses, regular eye screening, and improving near vision for better quality of life and livelihoods. In their plan, they could cover age-related vision challenges, personal wellbeing, and livelihoods. People could know about social stigma associated with vision impairment. Practically, counselling was not well optimized, and camps' overall performance was less than expected.

This lesson highlights the critical importance of effective counselling to clearly communicate real benefits, whether in community and public health or other development initiatives. An effective implementation can significantly reduce social stigma, making it almost negligible.

Ideally, we cannot say counseling is only about providing information rather more about helping people in taking their decisions. In many cases, people are not clear about an initiative and feel hesitant to participate. It may either misconceptions, fears, or social influences. In this place, counseling is effective social capital even as an ice-breaker for the change-makers to break down all kinds of barriers by building trust through correcting wrong beliefs and it exposes right perception in population.

Observing the community vision camp lesson, we can argue that effective counseling can convince target audiences to undergo screening. Similarly, effective counselling can motivate the unaware guardians to continue their children's schooling. Therefore, it is an obvious argument is, for social surveys counselling is an encouragement tool for the interviewers in getting highly quality data.

# "WATER ALL AROUND, YET I'M THIRSTY"



**Syed Riaz Mahmud**  
Manager (Research)

**Water**, the basic element of earth and life. Due to its geographical location, the availability of water in Bangladesh is unquestionable. In that context, the two words water and struggle should be opposites to each other. But unfortunately, when these two words intersect, it brings up the name of the coastal region of Bangladesh. Although it sounds artistic, the reality is terrible.

**Main Reasons for Surface Water Salinity:** Through the combined "killing mission" of climate change and human mismanagement, the future of safe drinking water for the people of southwestern Bangladesh is rapidly fading. Both groundwater and surface water sources are becoming increasingly unfit for consumption due to the actions of multiple stakeholders, like reduced freshwater flow from upstream, sea-level rise, cyclones and storm surges, tidal dynamics, saltwater intrusion, over-extraction of groundwater, vertical seepage, shrimp farming, polder management failures, and insufficient dry-season rainfall.

During the dry season (October to May), the flow of freshwater from the river system decreases significantly. This is exacerbated by the Barrages in India, which divert water upstream, leaving less pressure to push back the seawater. As global sea levels rise, the "saline front" (the line where saltwater meets freshwater) moves further inland, in some areas, more than 100 km from the coast. Frequent tropical cyclones push massive walls of seawater over embankments, flooding inland freshwater ponds and rivers with salt. Daily high tides naturally bring saltwater into the delta through various estuaries. Without enough freshwater "push" from the rivers, this salt remains trapped inland for longer periods. As sea levels rise and freshwater pressure in the rivers drops, seawater literally "seeps" sideways into the underground aquifers from the ocean.

Excessive pumping of freshwater from tube wells for drinking and irrigation creates a "vacuum" effect (lower water table), which pulls nearby saline water into the freshwater zone. During the hot, dry season, evaporation pulls salty moisture upward from the water table to the soil surface, further concentrating the salt in the upper layers of the earth. To increase profits, many farmers have converted rice paddies into shrimp "ghers." This involves intentionally breaking or bypassing embankments to bring saline water into the land, which eventually contaminates the surrounding soil and groundwater. The system of embankments (polders) designed in the 1960s to protect land has often failed due to poor maintenance or intentional breaching for shrimp farming, allowing salt to bypass natural barriers. Climate change has led to more erratic rainfall. Without monsoon rains to "flush" the salt out of the system, salinity levels peak dangerously during the winter and summer months.

## **The Human Cost: A Public Health Emergency**

The hydrological crisis, at its core, is a health crisis. Recent research has highlighted a terrifying link between water salinity and maternal health.

- **Hypertension & Pre-eclampsia:** Coastal residents, particularly women, are forced to consume up to 16 grams of salt per day through drinking water, more than triple the WHO recommended limit. This has led to a surge in gestational hypertension and pre-eclampsia among pregnant women in the southwest, with rates significantly higher than in non-coastal regions (Dialogue Earth, 2023).
- **The Behavioral Trap:** There is an urgent need for behavioral interventions to discourage "saline normalization", the dangerous trend of local populations adapting to brackish water consumption because no other options exist.

**Scientific & Affordable Solutions:** Fragmented interventions have historically failed. A long-term, integrated approach is required, focusing on technologies that are both scientifically sound and community-manageable. Managed Aquifer Recharge (MAR), Tidal River Management (TRM), Household Rainwater Harvesting (RWH), Improved Pond Sand Filters (PSF), Solar Powered Reverse Osmosis (RO) can be affordable and effective solutions based on the location and community characteristics.

**Conclusion:** Safe water is more than a technical problem—it's a social and moral imperative. Until science, policy, and local communities work together, the paradox remains: water surrounds us everywhere, yet thirst persists.

# SMART PLANNING VS. HARD WORK IN THE DIGITAL AGE



**Md Enamul Haque**  
Executive Director

For generations, hard work has been seen as the key to success. Long hours, constant effort, and persistence were considered the ultimate measures of productivity. In the digital age, however, productivity is no longer defined by how much time we spend working, but by how intelligently we plan our work.



Smart planning means setting clear goals, prioritizing tasks, and using digital tools to work more efficiently. With the support of technology, AI, data dashboards, cloud-based collaboration, and automation, teams can now achieve better results with fewer resources and less repetition. Planning allows organizations to focus on outcomes rather than activities.

Hard work still matters, but without a clear plan, it often leads to burnout, duplication, and inefficiency. In contrast, smart planning helps teams identify what truly matters, allocate time wisely, and monitor progress in real time. It enables better coordination, reduces errors, and improves accountability, especially in research, field operations, and development programs.

In the digital age, productivity is not about doing more, but about doing the right things at the right time. A well-designed plan supported by digital tools transforms effort into impact. It empowers professionals to make evidence-based decisions, adapt quickly to change, and maintain a healthy work-life balance.

At MOMODA FOUNDATION, we believe that combining thoughtful planning with dedicated effort leads to sustainable productivity. By embracing smart systems, data-driven workflows, and continuous learning, organizations can maximize their impact while valuing people's time and well-being.

Smart planning does not replace hard work, it makes hard work meaningful, focused, and effective.

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