

ESDO seek an equitable society free from all discriminations



Eco Social Development Organisation



Strategic Plan 2013/2017

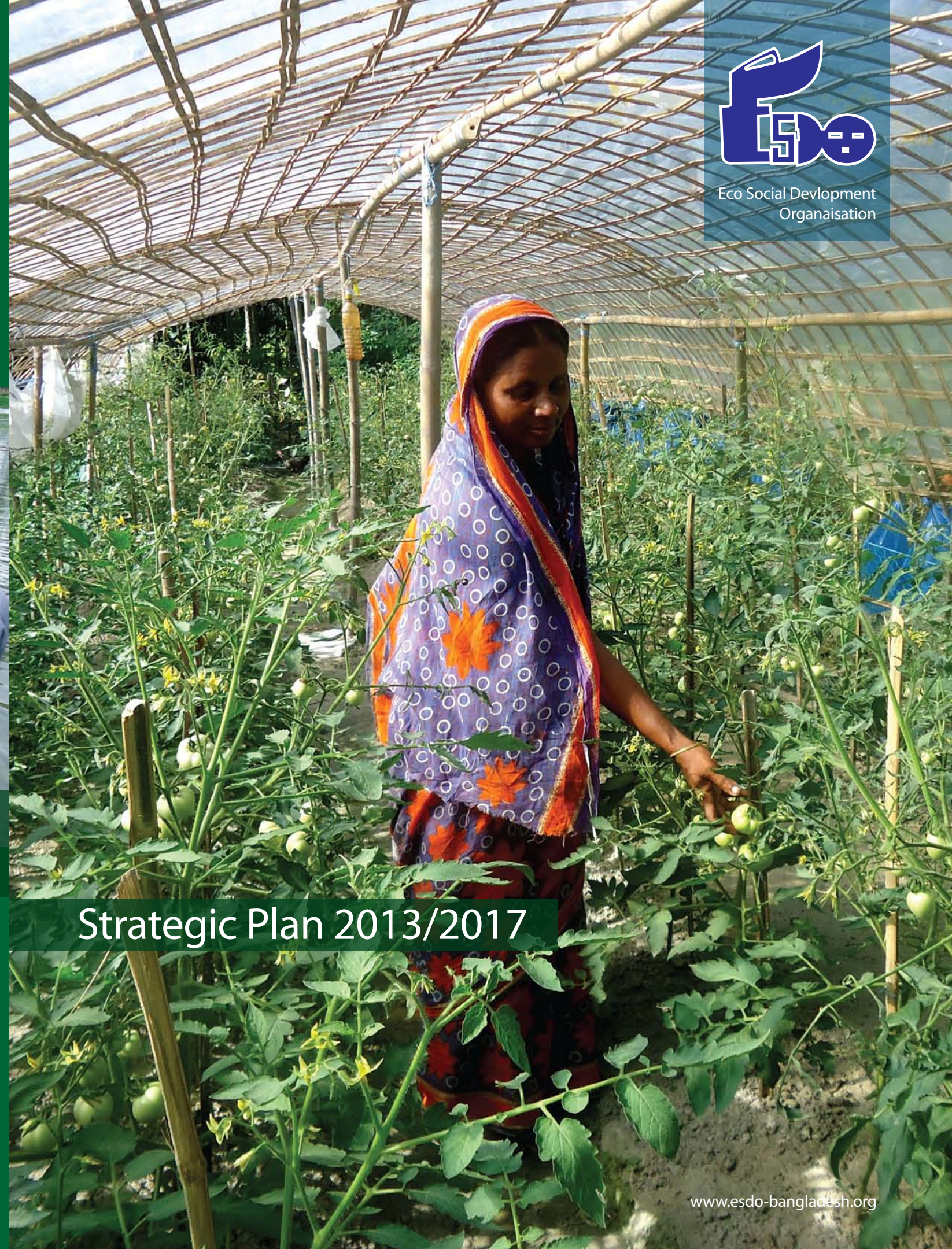
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ESDO Strategic Plan 2013-2017 |



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Contents

Introduction	03
Bangladesh Country Context	04
Background of ESDO	06
ESDO Working Areas	08
Vision	09
Mission	09
Core values of ESDO programming	09
Summary of the Strategic Plan	10
ESDO Programming Goal and Targets for 2017	12
STRATEGIC OBJECTIVES	13
To develop quality human resources targeting children, women and vulnerable people	13
To improve knowledge and capability of the disadvantaged vulnerable poor (especially women and indigenous people) to adapt with the emerging social, economic and environmental shocks.	15
ESDO Strategic Plan Trajectory	16
ESDO strategies and approach to achieve the targets and outcomes	18
Process and steps for measuring outcomes and impact	19
To improve the quality of basic services (health,nutrition, education, agriculture and financial) for the disadvantaged and vulnerable poor people	20
To promote human rights of children and marginalized people.	22
To enhance organizational capacity and leadership for programming excellence.	24
Cross - cutting stragic issues	27
Organizational Review	29

Strategic Plan 2013-2017

ESDO

Introduction

The Strategic Plan 2013-2017 is a longer term outlook for ESDO, an overarching strategy for greater integration and excellence of programming. The strategy has been developed following extensive consultations with communities, staff and different stakeholders, and evaluation of ESDO's exiting programming and lessons learned including analysis of government of Bangladesh and donors' strategy and plan of actions.

The strategy gives direction to ESDO in achieving its goal and also invites others to forge collaborative effort in addressing poverty and marginalization in Bangladesh.

ESDO wants to have full coverage of its programming in the existing working areas as well as gradual expansion to other poverty stricken and vulnerable areas.

ESDO is grateful to all stakeholders for their time and valuable inputs in shaping the strategy.

Bangladesh Country Context

Bangladesh, a country situated in the northeastern portion of the Indian sub-continent, is home to around 155 million people living in an area of 147,570 square kilometers (56,977 square miles). One of the most densely populated countries in the world, Bangladesh regularly falls prey to a series of natural calamities including floods, cyclones, draughts and increasing salinity in soil and water. Since its bloody birth in the 1971, the country has been striving hard to achieve sustainable socio-economic advancements in the face of political instability, corruption and ever-growing pressure of its burgeoning population on the country's limited natural resources. In spite of many upheavals in its history, Bangladesh has made tremendous progresses in different sectors. The country has achieved some of the largest reductions in early deaths of infants, children and women in childbirth in the world. The readymade garments industry, comprising around 4.2 million people, most of whom are women - contributes around 76 percent to the total export earnings and also contributes around 13 percent to the GDP. The country's economy is also boosted by the remittances sent home by approximately 8 to 10 million non-resident Bangladeshis, working as foreign workers all over the world.

However, in spite of many remarkable achievements in human development, women empowerment, education and employment, Bangladesh still faces many hurdles in ensuring sustainable socio-economic development for its vast population. Many of the disadvantaged and marginal groups including women and children, ethnic minorities, people with disability, landless and destitute people, need constant support for breaking free from the shackles of poverty and rising above the poverty line. There are many development challenges, still 84% of the inhabitants survive on less than US\$2 (around £1.30) a day. The population is predicted to increase to 250 million by 2050. Climate change has become another emerging problem in Bangladesh that is largely affecting agricultural productivity, food security and human mobility.

The country has one of the largest concentrations of NGOs and CBOs in the world, and these organizations also need greater coordination among themselves and more support from the government and international partners, if they are to play a more prominent role in ensuring sustainable socio-economic development of the disadvantaged people. Recent trends in pro-poor development activities indicate that, in the near future, the country must put adequate emphasis on areas like agriculture, health, human resource development through technical and education, food security, environmental conservation and women and child rights for creating a just and equitable society. Both government and non-government organizations, therefore, have an important role to play in this regard.





Background of ESDO

Eco-Social Development Organization (ESDO) is a national development organization in Bangladesh started its journey in 1988 with a noble vision to stand in solidarity with the poor and marginalized. Being a peoples' centered organization, ESDO envisioned for a society which will be free from inequality and injustice, a society where no child will cry from hunger and no life will be ruined by poverty. Towards creating a equitable society free from poverty and in-justice, ESDO programming is mandated for holistic development of rural development in the areas of food security, livelihoods, health, education, water and sanitation, nutrition, mother and child care services, women empowerment and human rights promotion. Over two decades of relentless efforts to make this happen, ESDO has embraced new grounds and opened up new horizons to help the disadvantaged and vulnerable poor people to bring meaningful and lasting changes in their lives. During this long span, ESDO has adapted with the changing situation and provided the most time-bound services especially for the poor and disadvantaged. A community focused and people centered approach has been adapted by ESDO while consideration was given to the national policy and millennium development Goal (MDG) as its guiding principle.

ESDO is one of the most dynamic organizations expanding its development interventions across 103 upazilas under 23 districts of Bangladesh covering over 6.5 million poor and vulnerable people.



ESDO Working Areas

- Head Office
- Liason Office
- Field Office

Vision

ESDO seek an equitable society free from all discriminations.

Mission

Reduction in income and human poverty of the people in ESDO's working area through livelihoods, environmental justice, education, health & nutrition and governance initiatives/programs. ESDO firmly believes and is actively involved in promoting human rights, dignity and gender equality through people's social, economical, political and human capacity building. Women in general and children are the core and central focus of its activities. Strengthening the organizational capacity carries importance to ensure quality of its services. Extending its services to the disadvantaged and vulnerable extreme poor is its main manifesto.

Core values of ESDO programming

ESDO maintains the following core values in planning and implementation of programming:

- Transparency
- Accountability
- Quality of services
- Women empowerment
- Welfare of the marginal people
- Honesty
- Participation
- Responsiveness
- Commitment
- Openness
- Social equality
- 'Children First'

Summary of the Strategic Plan

The overarching mission of ESDO is to reduction in income poverty and human poverty envisioning towards creating an equitable society free from all discriminations. To achieve the vision and mission ESDO set a programming goal to improve the quality of life of the disadvantaged and vulnerable poor people (especially women and children). The programming goal sets five strategic priorities towards developing pathways for ending poverty and promoting shared prosperity in a sustainable manner. This includes:

Strategic Objective # 1

To develop quality human resources targeting children, women and vulnerable people;

Strategic Objective # 2

To improve knowledge and capability of the disadvantaged and vulnerable poor (especially women and indigenous people) to adapt with the emerging social, economic and environmental shocks;

Strategic Objective # 3

To improve the quality of basic services (health, nutrition, education, agriculture and financial) for the disadvantaged and vulnerable poor people;

Strategic Objective # 4

To promote human rights of children and marginalized people;

Strategic Objective # 5

To enhance organizational capacity and leadership for programming excellence.



ESDO wants to make its programming successful and sustainable. The first strategic priority focuses on developing quality human resources for better social, economic and livelihood outcomes. The second strategic priority focuses on improved knowledge and capability of the poor and vulnerable (especially women and indigenous people) to adapt with the emerging social, economic and environmental shocks. The third strategic priority focuses on improving the quality of basic services to develop better social protection mechanism and to promote governance in access and control over common property resources. The fourth strategic priority focuses on promotion of human rights for child protection and for improving human dignity. The fifth strategic priority is an organizational capacity development to facilitate organizational structuring in terms of staffing, systems and processes for knowledge management to consistently implement programming with excellence. The strategic priorities reinforce ESDO commitment to protecting the poor and vulnerable to address their social, economic and environmental shocks to sustain the development gains.

Under each of the strategic objectives ESDO sets targets and outcomes to be achieved in the longer term. The targets have been set from analyzing the country context, trends, risks and opportunities as well as ongoing and past programming experiences. The targets and outcomes will be monitored and evaluated over the period to adopt programming discourse.

ESDO passed through its silver Jubilee in 2013. Over the years it has continuously evolved and adapted need based development programming with the changing social, economic environmental condition. It has served millions of poor and vulnerable people and children for improving food security, improving social position and improving resiliency. The current strategic plan will help ESDO to be more focused in addressing poverty and vulnerability in a more sustainable manner.

STRATEGIC OBJECTIVES

ESDO Programming Goal and Targets for 2017

The goal of ESDO program is to eradicate extreme poverty and improve the quality of life of the disadvantaged and vulnerable poor people (especially women and children). This is to be done through promoting food and nutrition security, health safety; social protection, education and empowerment; developing economic opportunity; and improving resiliency to cope with effects of disaster and climate change. ESDO program will have an impact of the following areas:

- **Better job opportunities**
- **Freedom from discrimination and persecution**
- **Quality education**
- **Equality between men and women and ethnic majority and minority**
- **Access to drinking water and sanitation**
- **Resilience livelihood**
- **Affordable and nutritious food**
- **Responsive governance**
- **Better health care**
- **Social protection for the most vulnerable.**

1. To develop quality human resources targeting children, women and vulnerable people

Outcomes

- Improved quality of education among the students of targeted schools;
- Improved access to information and technologies for women and vulnerable groups;
- Enhanced technical and livelihood skills of the targeted men and women;
- Increased income and employment security of the targeted men and women.

Targets to be achieved by 2017

1. Teachers, school management and local authorities of ESDO targeted communities are capacitated and resourced to implement quality education;
2. Increased enrollment and retention of students (especially children from socially and economically excluded families) in the schools of ESDO targeted communities;
3. ESDO working communities are well equipped with information communication technologies to have access to livelihood information;
4. Women and men from the disadvantaged and vulnerable poor communities developed their market based livelihood skills.

ESDO strategies and approach to achieve the targets and outcomes

Development of human resources for ensuring sustainable socio-economic advancement of the country has been one of the main thrusts of ESDO since its beginning. Accordingly, over the years, a number of initiatives have been taken place to facilitate especially the most vulnerable and disadvantaged communities in attaining knowledge, skills and abilities for improving their livelihood in a sustainable way. A number of ongoing programs of ESDO have education, skill development and knowledge building at their core and ESDO continues to put more efforts to enhance and diversify these programs for developing quality human resources especially targeting children, women and vulnerable people. For example, the 'Pre-school Program for Younger Siblings of Adivasi/Dalit Community of Thakurgaon District', 'ESDO Adolescent boys and girls club', 'Post Literacy and Continuing Education for Human Development

PLCEHD-2 Project, 'Sustainable Education through Community Participation (SECP)', etc. have succeeded in upgrading the quality of education imparted to the disadvantaged people and developing the quality and utility of human resources in different parts of the country. ESDO will continue its effort to develop quality human resources through the following strategic approach:

- i) Continued capacity building and skill development of the staff members;
- ii) Develop and implement innovative programs based on learning from current and past activities;
- iii) Encouraging the development of locally relevant technologies and contents;
- iv) Active engagement with grassroots people, especially social activists, teachers and students, civil society representatives and community leaders;
- v) Networking with relevant and like-minded individuals and organizations for improving the quality of services;
- vi) Advocacy and lobbying with local government bodies, GOs and NGOs;
- vii) Integration with ongoing GO-NGO activities in different regions; and
- viii) Follow a bottom-up approach for ensuring more inclusive and socially responsible program interventions.

Process and steps for measuring outcomes and impact

- a) Collection and analysis of monitoring data and impact assessment on a regular basis;
- b) Intensive coordination and collaboration with stakeholders;
- c) More research and development activities by staff members and network partners, especially on local needs and priorities;
- d) Proper management of organizational knowledge through knowledge sharing, retention of skilled staff members, replication of best practices, job rotation, development of communities of interests, etc.



2. To improve knowledge and capability of the disadvantaged vulnerable poor (especially women and indigenous people) to adapt with the emerging social, economic and environmental shocks.

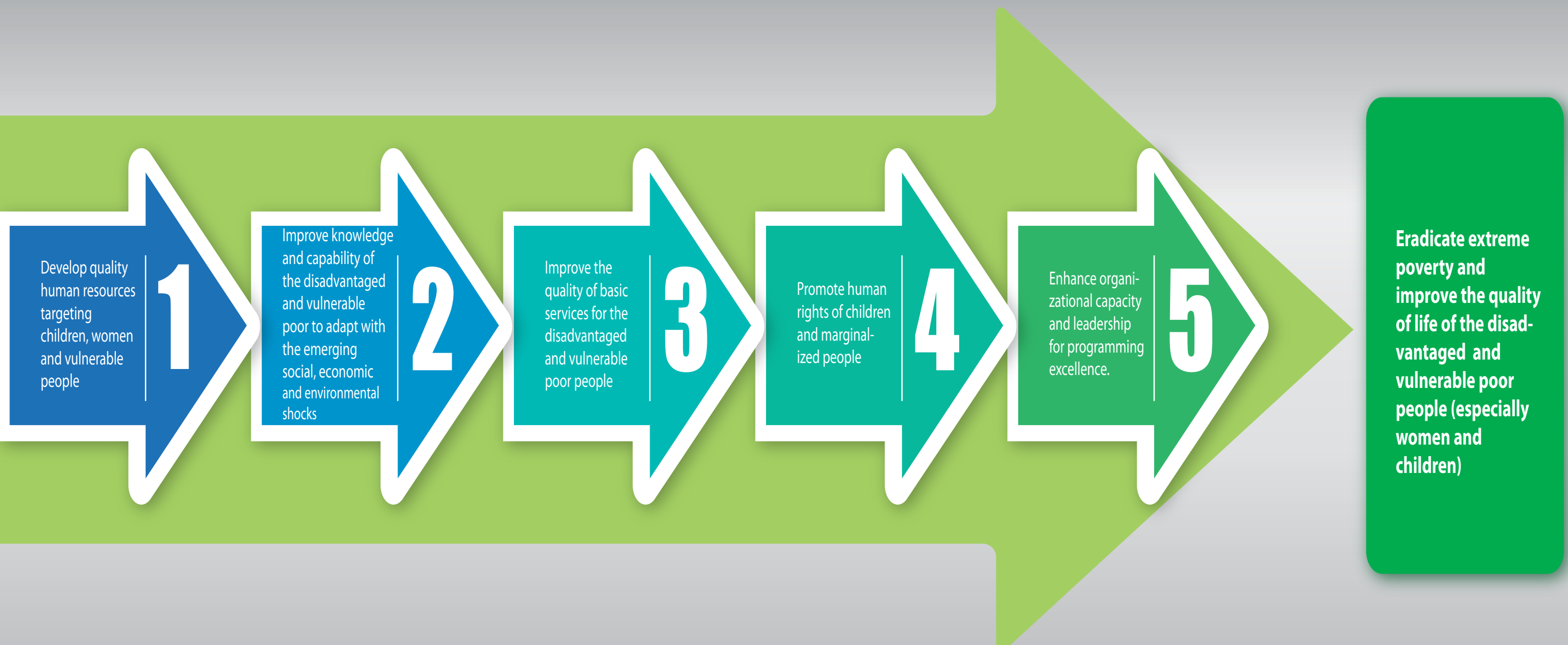
Outcomes

- Increased participation and inclusion of the poor and vulnerable in social and power structures;
- Increased knowledge and skills of the targeted vulnerable men and women to employ adaptation strategies to cope with natural disasters and the effects of climate shocks;
- Targeted households are employing diversified and resilient livelihood practices;
- Increased productivity and economic assets of the targeted men and women;
- Improved household food and income security by the targeted beneficiaries.

Targets to be achieved by 2017

1. Inclusion and participation of the disadvantaged and vulnerable poor people and communities in social, political and administrative institutions is ensured;
2. Men and women from disadvantaged and vulnerable poor communities have the ability to adapt with the impacts of climate change and natural disasters by using the knowledge and skills received from ESDO;
3. Livelihood status of the disadvantaged and vulnerable poor people have improved sustainably through diversified and resilient livelihood practices;
4. Vulnerable people have accumulated tangible economic assets as a result of substantial increase in their productivity;
5. Food security of the disadvantaged and vulnerable poor people is improved through sustainable change in economic and livelihood status.





ESDO Strategic Plan Trajectory

ESDO strategies and approach to achieve the targets and outcomes

Continued changes in the world economy and climate impacting on the livelihoods of people around the globe has made it imperative to come up with adaptation techniques and strategies so that the people most vulnerable to these changes can cope with this and improve their livelihood situation against all odds. Since Bangladesh is one of the countries hardest hit by climate change and the livelihood of a vast majority of Bangladeshis is jeopardized by various natural calamities on a regular basis, ESDO has been relentless in its efforts to follow programmatic approaches to assist people cope with climate shocks and continue their livelihood activities effectively. This is exemplified by ESDO's ongoing program interventions like Char Livelihood Program, the ComASS project, ER program, Food and Livelihood Security project, PRODUCE and SHOUHARDO programs, etc. Through these program interventions, ESDO has sustainably increased the vulnerable people's coping capacity with natural and man-made hazards and their ability to improve their livelihood through diversified and time-tested livelihood practices. These programs have also succeeded in eliminating extreme poverty among most vulnerable and disadvantaged communities which has encouraged replication of similar programs in other areas.

There is an emerging threat of climate change and disaster that will hamper the productivity of the poor and marginalized. Agriculture is increasingly becoming a losing concern, the small-holder farmers becoming unproductive. Income opportunity from the agriculture for the poor and marginalized is declining and migration is increasing. ESDO programming will integrate the local adaptation towards improving the resilience of communities to disaster and climate shocks. A focus will be given on developing local knowledge, alternative livelihood skill development for local adaptation. The following strategies will be undertaken to improve knowledge and capability of the poor and vulnerable:

- i) Active engagement with GOs and NGOs, especially local government bodies for ensuring increased participation and inclusion of the most vulnerable communities in their program activities;
- ii) More research and documentation on climate shocks and the impacts of natural calamities with a strong local focus;
- iii) Knowledge sharing on resilient livelihood and sensitization for sustainable use of natural resources;
- iv) Encouraging local level innovation and replication of best practices for increasing agricultural and economic productivity of vulnerable households;
- v) Extensive sharing of information at all levels to bridge information and communication gaps for ensuring food security, improved livelihood practices and better management of disasters and climate shocks;

- vi) Networking and advocacy with GOs and NGOs, local government bodies and community forums on developing resilient pathway for vulnerable communities;
- vii) Develop and implement innovative programs based on learning from current and past activities,

Process and steps for measuring outcomes and impact

- a) Collection and analysis of monitoring data and impact assessment on a regular basis;
- b) Training and skill development of staff members on emerging techniques and technologies;
- c) Free flow of information among staff members, network partners and beneficiaries;
- d) Documentation of indigenous best practices, translation and sharing of relevant best practices from other parts of the world.



3. To improve the quality of basic services (health, nutrition, education, agriculture and financial) for the disadvantaged and vulnerable poor people.

Outcomes

- Improved access to social safety nets services to vulnerable households;
- Improved access to financial services to the poor households;
- Improved access and control over livelihoods resources by the poor and vulnerable people;
- Increased productivity of the targeted people;
- Improved nutrition status of the targeted mother and child;
- Decreased child and maternal mortality;
- Increased school enrollment and completion rate within the children of targeted hhs.

Targets to be achieved by 2017

1. Disadvantaged and vulnerable poor households have greater access to assets, access to external support (safety nets, etc.) and livelihood strategies;
2. Increased access to financial services for disadvantaged and vulnerable poor households;
3. Vulnerable households are enjoying improved access to livelihood resources and have control over livelihood options;
4. Productivity of vulnerable households has increased;
5. Child and maternal mortality of disadvantaged and vulnerable poor people hhs have decreased;
6. Disadvantaged and vulnerable poor households have access to micronutrient rich food;
7. School enrollment and completion among ESDO working communities increased..

ESDO strategies and approach to achieve the targets and outcomes

The ultra poor and marginalized people strive hard to meet even the most fundamental requirements like food and shelter. ESDO's multifarious program interventions have enabled a good percentage of these people in different regions of Bangladesh to break free from the shackles of poverty and get access to basic services like agriculture, health, education, finance, etc. However, the task of freeing the vast majority of underprivileged people from the clutches of poverty still remains a formidable one. ESDO plans to undertake all-out efforts to make that done in the foreseeable future. Many of ESDO's ongoing program activities are either fully or partially focused on improving the quality of basic services for the poor and vulnerable people. This has given ESDO a unique capability to make more contributions for bringing sustainable positive changes in the lives of these people. ESDO's program activities covering livelihood, food security, education, health, human rights, etc. have built-in components to make these programs sustainable in the long run and at the same time, to engage local communities with the planning and implementation of programs. For example, under the 'Community Managed Healthcare Project', has been able to strengthen the rural healthcare systems by strengthening the community clinics with active participation of community people. Similarly, the ER program, implemented in six upazilas of Jamalpur district has succeeded in solving basic livelihood problems of community people through their active engagement. The following strategies will be undertaken to improve quality of basic services:

- i) Development of voluntarism and leadership among community people to take up more community-run, self-managed programs;
- ii) Collection of reliable, up-to-date baseline data and community information on various indicators like health, nutrition, education, agriculture, human rights, etc. and proper documentation and reflection on those data;
- iii) More linkage creation with GO-NGO level service providing agencies to include larger number of vulnerable people under social safety nets;
- iv) Research and innovation on locally relevant techniques and technologies for increasing productivity and crop diversity;
- v) Advocacy and policy lobbying with GOs-NGOs for undertaking more people-friendly services and activities;
- vi) More intensive networking and collaboration activities with network partners and other stakeholders for addressing the most urgent needs of the disadvantaged people.



Process and steps for measuring outcomes and impact

- a) Staff with the correct skill-mix to engage more actively with the local people.
- b) Rethinking and refocusing of programmatic approaches to bring fundamental changes in program design and implementation.
- c) More widespread use of ICT in data collection, analysis, communication and collaboration.

4. To promote human rights of children and marginalized people.

Outcomes

- Strong networks and alliances are developed to raise voices of children and marginalized people;
- Improved voices and rights of the women and marginalized groups in access to critical livelihoods resources;
- Improvement in child rights situation among targeted children;
- Reduction of human rights violation among targeted women, in particular violence against women.

Targets to be achieved by 2017

1. Network and alliances with other agencies, organizations and forums is built which are actively supporting the concerns of children and marginalized people.
2. Improved access to livelihood resources for women and marginalized people through greater inclusion and participation of these groups in various forums and networks.
3. Reduction in child rights violation is promoted and vulnerable children are benefiting from improved child rights situation.
4. Reduction in violence and other forms of abuse against women is reduced and women are benefiting from improved women rights situation.

ESDO strategies and approach to achieve the targets and outcomes

The state of human rights, especially women and child rights continues to be a cause for concern in spite of many progresses achieved under different indicators. Child labour, women and child trafficking and women abuse are some of the areas which need urgent attention if the state of human rights is to be improved substantially. Human rights, especially children and women rights have been two major focuses of ESDO since its beginning and most of the program activities of ESDO have components aimed at the promotion of human rights. Vulnerable people, especially ultra poor people and minority groups have received special attention so that their basic human rights could be upheld through sustainable social inclusion and empowerment. ESDO's ongoing program interventions like 'Activating Village Courts', 'Adolescent Boys and Girls' Club', 'PRADIP', etc. and its promotion of the CLEAN network – all have made significant contributions in the building of a society free from social injustice and conducive to the realization of human rights for the underprivileged communities. This has also instilled a strong sense of commitment among the ESDO staff members for the protection of human rights and has bolstered their abilities to engage in human rights campaign with a spirit of voluntarism. In the future, ESDO needs to strengthen its rights-based activities to cope with the increasing demands from the grassroots communities and adapt with the socio-political realities of a changing time. The following strategies will be undertaken to promote human rights:

- i) Consolidating and strengthening the community networks for raising concerns about human rights at the grassroots level; integrating them with the existing network of ESDO;
- ii) Sensitization of local government bodies and civil society groups for implementing pro-poor human rights campaigns;
- iii) Capacity building of network partners and stakeholders for carrying out pro-women and pro-children program interventions;
- iv) Advocacy and policy lobbying at local, regional, national and international level for the protection of human rights, especially children and women rights;
- v) Social awareness raising on human rights issues among targeted groups of people through volunteers and opinion leaders targeting unfavorable social values and customs;
- vi) Strengthening mass media, community information centres and local forums for highlighting locally relevant human rights issues and integrating them with the mainstream human rights campaigns;
- vii) Coordinating advisory and consultation services to vulnerable people and consolidating existing linkages between them and legal service providers.

Process and steps for measuring outcomes and impact

- a) Strong and reliable information support systems for assisting human rights campaigns;
- b) Networks of issue-based volunteers for acting expeditiously for preventing all kinds of human rights abuse;
- c) Greater coordination with law enforcers and civil society leaders at all levels.

5. To enhance organizational capacity and leadership for programming excellence.

Outcomes

- Right organizational structure in place to achieve strategic objectives and sectoral priorities;
- Knowledge and learning documented and communicated to wider stakeholders;
- Larger poor and vulnerable communities benefited through collaboration, networking and partnership with diverse stakeholders;
- Enhanced capacity of ESDO staff to deliver quality programme.

Targets to be achieved by 2017

- ESDO staff members and project beneficiaries have forged a synergic relationship based on mutual trust and understanding and ESDO has achieved its strategic objectives through a bottom up approach and fully inclusive, transparent and robust organizational structure;
- Programme and issue-based information materials both in Bengali and English are brought out and distributed among network members and stakeholders at home and abroad;
- Poor and vulnerable people have improved their livelihood through linkage and partnership with service providers and other social, political, legal, human rights and economic agencies;
- ESDO staff members at all levels are fully capable of planning, designing and implementing programs reflecting the real and felt needs of the larger cross-sections of people.

ESDO strategies and approach to achieve the targets and outcomes

The changing socio-political-economic landscapes at home and abroad has made it imperative for ESDO and other development organizations to formulate new strategies for meeting the diversified demands of a changed time. The problems that are faced by the vast majority of people of Bangladesh, especially the disadvantaged and vulnerable groups have added new dimensions, posing new challenges to the policy makers and development activists. ESDO must take this new reality into consideration and rethink and reshape its program approaches accordingly. Largely due to its long experiences of development activism among the most vulnerable and disadvantaged portions of the society, ESDO is uniquely positioned to feel the pulse of this changed time and break new grounds in its quest towards making this society a just and fair place for the most marginalized and vulnerable communities. In an attempt to effectively coping with the formidable challenges lying ahead, ESDO continues to learn from its experiences and put in place time-tested, effective mechanisms for maintaining a high standard of its activities and fulfilling the organizational missions and visions. The following strategies will be undertaken to enhance organizational capacity:

- i) Reorganize organizational structure as per sectors of programming and more focused initiative for developing and retaining of quality staff;
- ii) Develop staff capacities on tracking changes, measuring impact and efficient knowledge management;
- iii) Establishment of an organization-wide knowledge management system with effective use of KM practices like knowledge audit and knowledge mapping, storytelling, mentoring and apprenticeship, etc.;
- iv) Continued research and development for enhancing organizational learning and providing intellectual inputs to the staff members, network partners and other stakeholders;
- v) Encouraging innovative practices like job rotation and quality circles to bolster employee confidence and promote wider knowledge sharing in every stratum of the organization;
- vi) Establishment of mechanisms for assessing the effectiveness of communication channels between vulnerable people and employers, market leaders and service providers;
- vii) Strengthening of networking and collaboration activities with partner organizations and other stakeholders to identify emerging concepts and act together to face new challenges;
- viii) Continued adoption of ICT tools and techniques at every level of organizational activities for ensuring effectiveness, transparency and accountability.

Process and steps for measuring outcomes and impact

- a) Reliable ICT infrastructure throughout the organization and a competent workforce with correct skill-mix;
- b) Proper application of organizational learning and promotion of best practices;
- c) Reconciliation of the planning, organization, implementation, monitoring, and measurement of key processes and results with the organization's vision and mission;
- d) Promote an environment that enables all resources to be put to their best use;
- e) Foster an atmosphere that promotes creative thinking for program development and problem-solving;
- f) Establish sound financial and operational information systems;
- g) Strengthen organizational structures, systems, policies, procedures, and techniques;
- h) Hire, inspire, and retain qualified staff by building a learning/teamwork environment within the organization and delegating and empowering staff, while demonstrating integrity, enthusiasm, and self-confidence.

Cross-cutting strategic issues

Through wider sharing of views and opinions with beneficiaries, partner organization and staff members, a number of strategic issues have been identified which will be applicable in all the activities and program components. These overriding strategic directions will influence ESDO's overall program focus and sectoral priorities and will be reflected in all its activities irrespective of the nature of programs or projects. These issues are:

1. Free flow of information:

Free and unhindered flow of information is an important prerequisite for transforming an organization into a learning organization, encourage creativity and constrictive leadership and make it capable of working in a progressive manner. In view of this, ESDO has always been promoting free flow of information across the organization and also among partners and stakeholders. This has enabled ESDO to build an open system of communication and collaboration and involve project beneficiaries and network partners with ESDO activities on the basis of mutual respect and understanding.

2. Organizational learning:

ESDO believes in providing an atmosphere for its employees to reach their full potential and clearly grasp their roles in the organization. As a result, employees wholeheartedly take part in knowledge generation, knowledge sharing and knowledge promotion. Organizational learning practices have enabled ESDO and its stakeholders to come up with new and innovative ideas, apply them in real life scenario and bring out new ways and means of performing their tasks. ESDO will continue to focus on knowledge sharing and make effective use of knowledge management practices, so that it can cope with the diverse challenges of the near and distant future.

3. Gender:

In order to contribute in the creation of a just and fair society, ESDO has placed highest emphasis on gender equality. Because of the presence of long-held superstitious beliefs in the society, women face many problems in realizing even their basic human rights. They are routinely subjected to many kinds of discriminations and injustice. All of ESDO's programs activities have a strong gender dimension



which ensures the upholding of women rights. Gender will continue to play a crucial role in the planning and implementation of ESDO's program activities.

4.Utilization of ICT:

Unprecedented advances in the fields of Information and Communications Technologies (ICTs) have fundamentally changed the ways in which we perform various tasks. ICTs have tremendously increased productivity while bringing effectiveness and ease of use to different activities. ESDO has made gainful use of ICTs in its various activities by building up a robust ICT infrastructure across the organization. ICT has enabled the organization to achieve greater transparency and accountability. It will continue to play a vital role in the planning, designing, implementation and evaluation of ESDO activities to make them more effective.

5.Local ownership of projects and programs:

Sustainability of any program or endeavor depends largely on the active participation and involvement of the beneficiaries and local populace. Keeping it in view, ESDO has always strived to make the beneficiaries conscious about the background and the rationale of program interventions. ESDO motivates them to take part in the implementation of the programs so that ownership of the programs could be transferred to the local people and its sustainability could be ensured. This has been facilitated by free exchange of ideas between ESDO and its stakeholders, mutual respect, development of voluntarism and leadership among local populace, etc. Transferring the ownership of program interventions to the beneficiaries and local people will remain a key focus of ESDO's strategy directives as always.

6.Research and documentation:

Without continued research and development, no new ideas or techniques could be brought forth and implemented. In view of this, ESDO has maintained a robust R&D program with particular emphasis on local level innovation, knowledge-based decision making and systems thinking. At the same time, ESDO's strong emphasis on documentation and sharing of its learning outcomes have made it possible to design programs and processes which could be effectively implemented in real life settings. Therefore, research and documentation will remain two of ESDO's core strategies for ensuring wider replication of best practices and sustainable program interventions.

7.Social accountability:

ESDO has unfaltering commitment towards social good and expresses its social accountability through its program activities. This sense of social good and social accountability will always be given highest priority because ESDO greatly emphasizes the importance of involving people from larger cross-sections of the society to its program activities by following an inclusive and holistic program approach. ESDO will carry on with this strategic focus by encouraging active participation of grass-roots people, especially the most marginal and underprivileged people with the planning, designing, organization, implementation, evaluation and promotion of its program interventions.

Organizational Review

ESDO's current program portfolio covers a whole range of projects and initiatives in the areas of food security, agricultural rehabilitation, micro credit, health and nutrition, human rights, good governance, education, self employment creation and disaster management. To better organize its programming portfolio and reorganize organizational structure for programming excellence the future programming will cover four sectors i.e. economic development, social development, health and nutrition, disaster and climate change. A SWOT analysis has been completed to understand ESDO's relative strengths to run programming in the four identified sectors.

SWOT Analysis of ESDO

Sector	Strengths	Weakness	Opportunities	Threats	Challenges
Economic Development	<ul style="list-style-type: none"> Recognized Microfinance Programme Skilled staff Long working experience in development sector Well established training center 12,000 microfinance groups with XXX members Microfinance operational policy Good relationship with donors (PKSF, Care, WFP, EU) Networking ability and relationship with the Government and other stakeholders Long working experience with community platforms Local entrepreneur and enterprise unit Experience in research Experience in working with LGI? Recognized as one of the lead development NGOs 	<ul style="list-style-type: none"> Lack of own funding/resources Poor market linkages Excess overdue in microfinance Short term projects Use of modern technology & software Less experience in market promotion Poor coordination across ESDO's programming Poorly organized sectoral programming structure 	<ul style="list-style-type: none"> Contextual needs Donor relationship Available funding Available beneficiary target Donor and government political commitments 	<ul style="list-style-type: none"> Migration (short and long term) Lack of awareness Unwillingness of accepting new technology Overdue in microfinance Staff drop-out 	<ul style="list-style-type: none"> Selection of right enterprises Political unrest Natural Disasters (flood, cold wave, river erosion, draught) Uncertainty in climatic condition

Sector & Nutrition	Strengths	Weakness	Opportunities	Threats	Challenges
	<ul style="list-style-type: none"> Established hospital community Experienced in implementing health & nutrition projects Significant coverage of health & nutrition project implementation Area wise trained persons (CHV, Village Practitioner and TBAs) Own land and building for establishing health facilities Legal status to operate health services Support from Executive Committee Support from relevant stakeholders 1.5 million student under school feeding programme Active member of SUN (Scaling Up Nutrition) Network 	<ul style="list-style-type: none"> Lack of donor for community hospital and medical college Lack of Nutritionist for remote areas Non-availability of qualified Nutritionist Not enough medical instruments for community hospital Lack of communication between community and Doctors Short term projects Gap in mainstreaming nutrition in food security projects Branding of ESDO expertise in health & nutrition Referral services 	<ul style="list-style-type: none"> Opportunity to expand land for medical college and child hospital Available IEC and BCC materials Networking with GO, NGO and other service providers 100% sanitation and safe drinking water coverage within working areas Balanced food & nutrition for project beneficiaries Supplementary food support school students to achieve mental growth Political commitment from GOB and donors 	<ul style="list-style-type: none"> Short projects Government policy of discontinuation of technical staff (Doctor, Nutritionist) Lack of awareness on health & hygiene Lack of linkages and follow-up Disasters and climate change 	<ul style="list-style-type: none"> Geographic isolation of some of the areas where services are poor Modern technology adaptation Distance management with isolated areas Natural disaster Political unrest

Sector Social Development	Strengths	Weakness	Opportunities	Threats	Challenges
	<ul style="list-style-type: none"> Good Networking/Linkage with GoB and Donors Capable Staff Experience in implementing different projects (Child Rights, Adivashis etc.) Experienced in Empowering Women Group Social Development Policies are available. Social Institutions (Echo Pathshala, College) Advocacy experience Clean Network Museum Community acceptance Developed community platforms Good working relationship with local government institutions Good reputation among civil society and different social actors 	<ul style="list-style-type: none"> Lack of senior female staff in social development sector. Lack of long-term fund. Lack of research works Donor-driven project Inadequate research, documentation, and publication dissemination Lack of publicity in national level 	<ul style="list-style-type: none"> Organization/Donor interest Positive Attitude of local GoB/ Administration. GoB priority area Existing sector of ESDO Skilled staff Scope for integration with other programming 	<ul style="list-style-type: none"> Natural disasters Skilled staff dropout. Social barriers. Poor Governance of participation, transparency, accountability) Political influence 	<ul style="list-style-type: none"> Political unrest GoB policies. Fund unavailability. Social and cultural norms

Sector	Strengths	Weakness	Opportunities	Threats	Challenges
Disaster and Climate Change	<ul style="list-style-type: none"> Long programmatic experience (ER, EMOP, CFW, FFW, Core shelter, Sidr, CLP) Long partnership with UNDP, WFP, Unicef with highest geographical coverage Skill and trained workforce Contingency plan and disaster management fund for 11 districts Infrastructures and logistic support (warehouse, vehicle) Working experience in coastal belt Enough IEC materials on DM Facilitating DM with 35 UDMC Member of the food security cluster 	<ul style="list-style-type: none"> No infrastructure in southern belt Limited river based transport Limited knowledge on climate change Poor expertise on climate change 	<ul style="list-style-type: none"> Have scope to expand disaster management and climate programming in the southwest and char areas Capitalization of knowledge and experiences with UNDP, WFP and Unicef programming Capitalization of strong partnership and working relationship with local government and civil society Scope for integration of disaster and climate change in other programming (food security, agriculture) National and international priorities on Climate change Growing momentum in favor of environment and climate; Favorable media Political willingness 	<ul style="list-style-type: none"> Risk of life and assets Worst geographical areas and communication difficulty 	<ul style="list-style-type: none"> Other NGOs consider threat for ESDO expansion and Staff placement and continuation in southern areas (Patuakhali, Bhola, Khulna, Barisal) Regular monitoring and management support from office head (due to distance) Tidal wave

