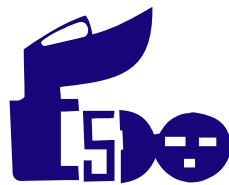


**Draft**

# **STRATEGIC PLAN 2018-2030**

A CARAVAN TO POVERTY ALLEVIATION



**ECO SOCIAL DEVELOPMENT ORGANIZATION (ESDO)**

[www.esdo.net.bd](http://www.esdo.net.bd)

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## Introduction

Since its inception, ESDO has been working towards the aim of achieving an equitable society free from all discrimination. The organization has been doing so by providing access to services including education, healthcare, water and sanitation, food security, agriculture, Technical Vocational Training, technology transfer, micro finance, livelihood improvement, disaster response & climate change adaptation, and at the same time by ensuring good governance, women empowerment, child protection, ethnic minorities rights and entitlement and strengthening local government in combination of demand and supply side for the mostly disadvantaged communities of Bangladesh.

Strategic planning is at the foundation of an organization's activities which sets out where the organization is heading and why it's heading there. ESDO developed its first strategic plan in 2013, which enabled ESDO to contribute toward empowerment of disadvantaged communities and improves quality of lives through implementation of projects in areas such as health, education, sustainable socio-economic development, human right and particularly women rights. In 2013 the organization went through some changes, by improving its efforts with the aim to have more effective, efficient and sustainable results of its interventions through first strategic plan 2013-2017. The main difference was the shift from a single initiative to integrated holistic development to rights driven organization. This change naturally resulted in the wish for a larger target group to reach more vulnerable people, in views of rural and urban setup of Bangladesh.

Taking into consideration the rapid changing environments in terms of the country's economic growth and different socio-economic and environmental challenges and also considering the Government of Bangladesh's Vision 2021 & Sustainable Development Goals (SDGs) ESDO has developed second strategic plan (2018-2030) Inorder to ensure the vision and mission of ESDO, the 2nd Strategic Plan 2018-2030 has been prepared through a participatory systematic process. Considering the ESDO's previous great achievements and lesson learned highlighted the need for extensive review and revision of the plan in order to adapt the right innovative strategies and approaches for the organization to seize the opportunities, overcome the challenges ESDO contributes significantly in helping the communities to achieve lasting positive changes in their lives. This strategic plan was developed with the different stakeholders including representation of program participants, development partners; concern Government representatives, other like minded NGOs & alliances, Staffs, General & Executive Committee members of ESDO. The plan provides ESDO with a five-year roadmap for support services and institutional development.

The rights- perspective changed the way of operations, since the organization became more of a facilitator or co- creator in the development process, instead of an implementing organization that provides, which had resulted in dependency of the target group on the organization in the past. Close working relationship with the respective ministries on district level, as well as with other non- governmental organization, community based organizations, local administrations and the communities themselves were established for better results and sustainability.

Since 2013, ESDO has succeeded in becoming a serious player in the area of rights based programs in its working area. The Strategic Plan 2018- 2030 forecasted this ambition of the organization by setting out strategic interventions to supplement the SDG Goals at the local level ; to build upon and strengthen existing structures in the community and community groups. With this more holistic approach better results will be attained for most vulnerable communities in their quest to fulfill their basic rights to education, health, protection and improved livelihoods and they will grow up as self- reliant and responsible citizens.

The Strategic Plan 2018- 2030 is built upon this holistic approach by focusing on SDGs the localization of the three strategies and intensifying the interventions for maximum effect and coverage.

## **Bangladesh Country Context**

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 (28.2 in 2016 which was 48.2 in 2006, source- WB), children (Under-five mortality rate in Bangladesh has dropped by an annual 5.5% over the last 16 years till 2016, Source United Nations agencies) and women (Maternal Mortality Rate is 170 per 100,000 live births as per UN and WHO estimates -2014. The MMR was 600 per 100,000 live births in 1975 and 574 in 1990) in childbirth in the world. Bangladesh has made tremendous achievement in disaster management. In terms of food security, as the population doubled since independence (65,047,770 in 1970 and 162,951,560 in 2016 Source: World Bank data), food production has more than tripled on a shrinking land area. A remarkable positive change has already been achieved on exports and income from remittance of the country. The country has already made an excellent communication networking in terms of road networking, mobile networking which have reduced rural urban gaps and connected people easily through information communication (ICT) technology. Bangladesh is the number two garment exporter in the world, after China. In mid-2017, Bangladesh was ranked the third most peaceful country in South Asia, faring better than India, Pakistan and Nepal in the Global Peace Index (GPI) 2017 published by the Institute for Economics and Peace (IEP). Moreover the United Nations Committee for Development Policy, on completion of its review of the LDC category, announced that Bangladesh has met the graduation criteria for the first time in 16 March 2018. The UN Committee for Development Policy (CDP) determines the graduation of a least developed country from the LDC category on the basis of its meeting at least two of the three criteria which are Per Capita GNI, Human Asset index (HAI) and Economic Vulnerability Index (EVI).

The above mentioned success have achieved through a series of significant efforts made by Government, Private sector, NGOs and obviously highly dedicated and innovative grass-roots people. People's initiatives, especially women involvement in formal and informal sector is one of the significant results for the rapid development of the country. People's centered initiatives through NGOs also played a vital role. Policy level structural changes of the Government also contributed in achieving tremendous development success in Bangladesh. For example, effective primary education, girl's education with stipends, EPI, Community clinics, social safety net programs, Agricultural research & extension, Water and Sanitation services have created

access to services for the grass-roots people. As a result, through the secondary data (like BSS) Some Success indicators on Moving out of Low Productivity of Bangladesh are: The Gross Domestic Product (GDP) growth at constant price has swelled by 0.14 percentage points to 7.28 per cent in the last FY2017 from 7.11 per cent in the previous FY 2016. GDP Growth Rate in Bangladesh averaged 5.69 percent from 1994 until 2016, reaching an all time high of 7.28 Percent in 2017 and a record low of 4.08 Percent in 1994. Bangladesh's economic growth rate is expected to hit 7.65 per cent in the current financial year. This will be the third time in the country's history over the last 2 decades (since FY2007) that the GDP growth would cross the 7 per cent mark. The per capita income (GNI) of the people has also boosted impressively to \$1,610 in the last FY 2017 from \$1,465 in the previous FY 2016. GDP ranked among countries, Bangladesh is in 142 which were 139 in previous year.

Non-farm activities constitute the dominant component of the economy: Economic census 2001 & 2003 recorded 37.1 million economic units with an employment of nearly 12.4 million. The preliminary report of economic census 2013 has estimated the number of economic units to be 80.8 million. The preliminary report did not use the employment data recorded in the census. However, if we use the average employment size recorded in the economic census 2001 & 2003, the total employment recorded under economic census 2013 is likely to be nearly 28 million. In 2013, this sector employed around 12,100,000 people, which stood at around 12,200,000 in the FY 2015-16, and 12,400,000 in the FY 2016-17.

This implies that more than half of the labor force in Bangladesh is engaged in economic activities outside the farm sector. This underscores the growing importance of the sector in supporting faster growth of the overall economy. There has been rapid growth in total economic units during the past decade: During the inter-census period of 2001 & 2003 and 2013, total economic units increased at an annual compound rate of nearly 8.1 percent, which is faster than the growth rate of 3.1 percent recorded for the previous inter-census period 1986 to 2001 & 2003.

This evidence appears consistent with the faster growth of the overall economy observed during the decade of 2000s compared to the decade of 1990s. It also implies that rapid growth in non-farm activities played a key role in accelerating the pace of overall growth of the economy. Informal sector has been an important component of this growth dynamics: Like the economic census 2013 reported permanent establishment as the dominant category accounting for 56.2 percent of all economic units. However, the share of permanent establishment seems to have declined while that of temporary establishments and economic households has increased during the inter-census period. Since temporary establishments and household economic units often involve informal activities, the increase in the share of these types of economic units in total economic units suggests that the informal sector has expanded quite rapidly during this period. This, points towards the need for formulating supportive policy measures for this component of the non-farm sector. Rangpur and Rajshahi divisions have recorded highest increase in total economic units: This is a significant finding given the fact that during the early years of the last decade, these two divisions suffered from acute seasonal unemployment in the form of Monga. This happened during the agricultural lean month of

Kartik due to lack of alternative non-farm employment opportunities. However, targeted public investment and special credit programme facilitated growth of non-farm activities in these areas, which has eased the problem of *Monga* quite significantly in recent years.

Thus, targeted policy for expansion of non-farm activities appears as an effective tool for fighting seasonal unemployment. Base of Bangladesh Economy is Getting Stronger and Moving towards Formalization: It is noted that permanent establishments in Bangladesh have been increasing over the period. The number of permanent establishment was 1561949 in 1986 which has risen to 2991238 in 2001 & 03 and to 4534616 in 2013. It shows that the growth in number (1543378) over the last ten years is higher than that (1429289) occurred even of the seventeen years (1986 to 2001 & 03). It implies that the Bangladesh economy is getting sustainable and moving towards formalization. Household Based Economic Activities are in Rapid Expansion: The findings of the Economic Census 2013 reveal that household based economic activities have expanded tremendously over the last decade. The number of economic households is 3039398 in 2013 which was 381055 in 2001 & 03 and 545429 in 1986. The extended definition of economic households may have partly contributed to this expansion. Rural Economy has boosted up with Higher Growth in Northern Bangladesh: Economic Census 2013 depicts that the growth in 2013 over 2001 & 03 in rural areas is significantly higher(150.6%) compared to urban areas (62.9%).It is encouraging to mention that once poverty prone Rangpur Division has experienced substantial growth at micro level economic activities. The total number of economic units in this division was 208135 in 1986 which has increased to 405583 in 2001 & 03 and further increased to 1088255 in 2013. Service Sector Plays a Dominating Role in Growth of Economic Units after agriculture : According to Labour Survey 2015: In agriculture, at 42.7 per cent, followed by 14.4 in manufacturing, and 13.4 per cent in wholesale and retail trade labours are engaged. By main industrial sector, agriculture employed 42.7 per cent of the employed persons, followed by service, at 36.9 per cent, with the smallest proportion in the industry sector, at 20.5 per cent. The results of Economic Census 2013 reveal that the service sector activities like wholesale and retail trade including repair of motor vehicles and motorcycles occupies the highest share of 45.91% and transportation occupies and storage13.65%. On the other hand in manufacturing 11.76% and other service activities 8.48%. The share of most of the activities has been less than 5%; some activities even have less than 1% share.

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 the shackles of poverty and rising above the poverty line. 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. 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.

Head count poverty ratio has declined sharply from close to 60% in the early 1990s to 40% in 2005 to 31.5% in 2016 23.5% and it is expected to reduce in 18.6% by 2020. However, the number of poor people is still large, which is around 50 million. 24.3% are in still below poverty line in 2016. The hard core poor are 12.9 % ( below \$3/day) in 2016 (World Bank 17 October, 2017). This was about 17.6% in 2010, and 25% in 2005. These people need assistance for sustenance. The Government implements a wide range of safety net programmes to assist these people. A large number of CBOs and NGOs have also been contributing, through various programmes, a supportive role to the governmental efforts in poverty reduction. According to the latest HIES based estimates, Extreme Poverty Incidence in Bangladesh is still now a major concern and directly linked with low productivity trap.

Still now the country faces a lot of struggles for betterment of the grassroots people. One of the major concerns is lack of good governance, transparency and accountability. Due to lack of governance mistargetting is common phenomenon. Still now people are deprived in terms of access to services due to geographical dislocation, caste and gender based discrimination and ethnicity. On the other hand, slum dwellers and extreme poor are also discriminated through system, structure and lack of Tracking Vulnerability. Vulnerability monitoring systems need to be established to track changes in the poverty prone areas' food-security status. Information generated from such systems would then be available to inform resource-allocation through safety-net programs, and whether resources should be scaled up or scaled down.

Still now, Bangladesh has one of the highest rate of early marriages (Bangladesh has the fourth-highest rate of child marriage in the world, 29% of girls married before the age of 15 and 65% of girls married before the age of 18, source; UNICEF 2005-2013), gender discrimination prevailed in Bangladesh. Wage discrimination(women earn an average of 21 per cent less per hour than men, source-ILO Asia-Pacific Working Paper Series, 2006-2015), Child labour (4.7 million or 12.6% of children aged 5 to 14 in the work force, source NICEF. June 2010. (Retrieved 24 December 2015.) Scenarios are common problem in the country. Land rights for the ethnic minorities have not yet been properly documented. Access to extension services like extreme poor people initiated farm and non-farm activities are not yet well-functioning. Responsive Duty bearers and Local Government Institutions still now a big question. The poverty stricken pockets of the country need to be given more attention from the policy makers and development practioners. Bangladesh has been crossing an age of dividend period but unfortunately the emerging youth force not yet involved with the productive activities. Demographic dividend is opening now economic opportunities for young population need required skulls to engage themselves in productive activities. But the deficiencies of skill and inadequacies of educational attainment are major factors behind under employment and low earnings in poverty prone area. Well-designed policies to improve the quality of labor force and policies to create matching employment opportunities can provide effective stimulus for a skill-based growth of secondary and tertiary sectors. Enhancing livelihood resilience and reducing

vulnerability of households from poverty prone area will require greater diversification of household income sources. The invisible poor cited income diversity as the most crucial variable of potential income increase. The donors and Government should consider supporting targeted vocational training in communities identified through a participatory appraisal process. The support should also include entrepreneurial and micro-business financial management training. Expansion of flexible micro-credit, especially consumption loan and flexible loan has proven protection weapon for asset erosion of disaster-affected families. NGOs should draw their attention to expansion-flexible micro-credit in poverty prone areas in ensuring proper timing. Marketing is a very important issue in poverty prone areas. Many problems observed in poverty prone -areas in marketing products, it would have been better if presence of marketing linkage, storage and transportation facilities, backward-forward linkage through progressive entrepreneur for successful marketing of products could be ensured. If needed, joint initiatives can be taken. Value chain initiatives should be needed for proper marketing and good benefit to the ultra-poor. There are many GO and NGO activities to combat poverty but unfortunately, there are no functional an effective coordination and communication in-between the programs. Such types of problem have been creating instability and loss of resources. Data bank is one of the good options for successful coordination in-between different programs for combating poverty. Low productivity is a broad horizon encompassing a large number of agro-economic, infrastructure and social issues in addition to health and nutrition issues. Due to lack of information disaggregated, it is sometimes difficult for policy makers to target the neediest. Low productivity is more complex than it seems. It is a phenomenon created by various factors that are partly man-made and partly determined by nature. It is the temporal coincidence of different problems which have a big negative impact on the livelihoods of the poor. The deprivation of female headed households, ethnic minorities, child labour households, char, coastal & slum dwellers and their vulnerability are different from mainstream male headed households.

## **Our Mission, Vision & History**

### **VISION**

We seek an equitable society free from all discriminations.

### **MISSION**

Reduction in income poverty and human poverty of the people in ESDOs working area through undertaking massive integrated development program for the poor and marginalized community through service delivery and rights based approach. Income generation literacy programme nutrition and health programme human rights and good governance programme giving proper importance to environmental protection and regeneration. ESDO firmly believes and is actively involved in promoting human rights, dignity and gender equality through people's social, economic, 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 ultra poor is its main manifesto.



## **HISTORY OF ESDO**

Eco-Social Development Organization (ESDO) 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. Near about three decades of relentless efforts to make this happen, ESDO has embraced new grounds and opened up new horizons to help the disadvantaged and vulnerable 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 adopted by ESDO while consideration was given to the national policy and Sustainable Development Goals (SDGs) as its guiding principle.

ESDO is one of the most dynamic organizations expanding its development interventions across 147 upazilas under 29 districts of Bangladesh covering over 7.10 million poor and vulnerable people.

## **Our Values & Principles**

**Transparency:** We believe in honesty. We want our work to be as visible as possible and maximum access to information regarding the management of resources and the impact of our actions, in pursuit of the highest level of social and economic accountability to encourage everyone to join us in our vision.

**Social commitment:** We seek an equitable society, in defense of human dignity, working together to build relationships based on fairness and solidarity between peoples, individuals and cultures.

**Participation:** We believe in collective decision making, involving all stakeholders, especially underprivileged people and given the priority to children, ethnic minorities and women without discrimination. We also foster a participatory culture within our organization.

**Equity & Equality:** Our actions aim to achieve greater justice in social arrangements and to promote people's ability to enjoy their freedom. Our commitment to address the inequalities and prevent the poorest and most marginalized people through people centered approach.

**Non-discrimination:** Our work is built upon the belief that all people should have the opportunity to fulfill their rights, irrespective of their or their families' national, ethnic or social origin, language, religion, political opinion, economic position, differences in ability or any other status.

**Respect:** We recognize and defend the richness of human diversity as an essential value for social cohesion, peace and respect for the dignity of all people.

**Integration:** We will work for holistic development for the underprivileged people along with other development actors.

**Commitment & Dynamic Spirit:** We believe in dedication and hard work to achieve our vision. We have the capacity to adapt and be creative in our response, seeking innovation and quality in our action.

Developing Everyone: We believe in empowerment rather than dependency. We try to develop everyone to have the knowledge, attitude and practice they need to become positive change-makers

Innovation: We want to promote change through creative methods, to shine a light on ignored issues. We have a culture of improving ideas from the grassroots. We are resilient and view failure as something to learn from and do better next time

## **Governance**

A General Body governs ESDO. General Body elects a 7-member Executive Committee (EC). EC provides policy guidelines. The Member Secretary of the EC guides the team/staff members in order to accomplish the day to day activities, as Executive Director of the organization. As member secretary of the organization, Executive Director organizes monthly meeting and all agendas including problems of the participants which are collected from field level are discussed in the meeting and the executive committee take decisions on behalf of organization and send to the field for execution In this process two way techniques (Bottom to up and Up to Bottom) are maintained in decision making. Besides, ESDO organizes Annual General Meeting (AGM) in each financial year, where all member of general body attend the meeting. All agendas of Executive committee within the period have reviewed in this meeting. All sectoral head on behalf of the Executive Director, present their yearly progress and provide answer to queries to the general body if required. Yearly budget is also reviewed and budget for next year is approved in the AGM.

## **Legal Status**

- Registered with the Department of Social Service in 1988, Registration No. DSS/440/88
- Registered with the NGO Affairs Bureau in 1993, Registration No. 694/93
- Registered with the Micro-credit Regulatory Authority, No: MRA-0000204
- Registered with the Department of Family Planning in 2000, Registration No. 32
- Licensed with Directorate of Health Services (for Hospital), License No. 1983
- Registered with the BETB, Registration No. 12121
- ESDO PADOR Number: BD-2008-EVA-0712824261
- ESDO: D-U-N-S Number: 731578014, N-CAGE Code: SVH85
- Tax Identification Number TIN) -597328140198/Circle-90
- Value Added Tax Registration Certificate, BIN: 000885483

## **VISION 2022**

By the year 2022,

Reach 10 million vulnerable people directly in 51 districts of Bangladesh



## Fund-raising strategy

### Community Fundraising and Individual Giving

- Engage with individual/ retail donors, both from Bangladesh or overseas, by developing variety of options for them to donate and engage with ESDO

### Grant Fundraising

- Continue and strengthen relationship with existing donors
- Look for other opportunities
- Look for unrestricted donors

### Corporate Social Responsibility

- Develop corporate products that help companies to donate both money and expertise to ESDO

### Social Enterprise

- Develop opportunities to generate sustainable funds through social enterprise

## Theory of Change

“ESDO believes that systemic and enduring change is possible when communities are able to initiate and drive their own development agenda, work with governments and other actors to access basic rights and services as well as harness and grow their own resources. ESDO therefore invests in enhancing organized community-led initiatives to create a firm basis for sustainable development and social justice”

Basically ESDO, in line with using theory of changes, wants transfered communities with focusing areas No pverty zero hunger; Good health; education and technical vocational training; Promotion of rights; sustainable community. Actually these focusing areas have been keeping as goals of alingement with SDGs and creating innovation & development organization is being considered as a organizational development own goal for sustainability purspectives.



From its long implementing experience and analysis, ESDO is observed that some of the driving factors and some controversial / negative influential factors are responsible to change the scenario of a community/group of a country. ESDO would be considered the holistic capacity & access to ownership of control resource approaches that would be contributed to the no poverty & zero hunger, but for this it have to remove the controversial issues like Poor delivery of development aid, limited skill person. ESDO believed that good health, education would be ensured through building institutions, commitment of systemic changes and enduring changes. But here also some of the controversial or negative influence likes poor service delivery, non responsive tradition issues have been observed that should be addressed through community initiatives and stakeholders responsiveness. In case of promoting the rights for disadvantaged vulnerable people, ESDO will consider holistic capacity development of participants, promoting ensuring effectiveness, moving building & multi-stakeholders approaches & promoting citizen participation, quality, credibility & leadership approach. Here also ESDO finds some hindrance like weak civic engagement and social accountability, low capacity in leadership and governance, unequal distribution of resource, dependency syndrome that always be created an obstacle to enhance the promotion of rights of the citizen. As a sustainable community desired from ESDO ultimate goal, ESDO accepted that transferred community would be adaptive and resilience with disaster and able to handle any kind of risk / hazard through taking various initiatives and mobilizing optimum level of their resource. But here also the negative influence is limited resource to sustainable utilization of local resources that should be scale up in case of proper utilization for getting a sustainable community.

## **Summary of the Strategic Plan**

The 2030 Agenda of Sustainable Development (SDGs), adopted by the member states of the United Nations in September 2015 are new universal set of goals, targets and indicators to frame national agenda, development plans and programmes by members states over the next 15 years till 2030. These goals are built and expanded on achievements and learning of Millennium Development Goals (MDGs) that the world leaders adopted at the Millennium Summit in 2000 for a period till 2015.

While MDGs aimed at reducing poverty and inequality, SDGs expand these and other international commitments on ending poverty and achieving equality everywhere, leaving no one behind. The 2030 Agenda for Sustainable Development is integrated, indivisible and balance of three dimensions of sustainable development: economic, social and environmental, and poverty eradication is stated as the overarching goal. The goals are integrated and indivisible, global in nature hence universally applicable. SDGs involve a set of 17 universal goals to end poverty, protect the planet, and ensure prosperity for all. Each goal has specific targets and there are a total of 169 global targets and 230 global indicators to be achieved by 2030.

We continued putting all of our efforts in providing concrete and direct results to the Participants of all of our programs. ESDO is contributing to the Government's 7th Five Years Plan (FYP) which reflects a continuation of the major goals articulated in the 6th FYP. Under the vision and goals of the Perspective 7th FYP, ESDO is basically contributing on the goals- income and poverty; Urban development; Human resource development (Education, health and population); water and sanitation; Energy and infrastructure; Green equality, income inequality and social protection; Environment sustainability and ICT development. Along with this 7<sup>th</sup> FYP

of Bangladesh government, ESDO is also followed the Sustainable Development Goals (SDGs) and considering the SDG goal we addressed in local level through different programs. All of our achievements and significant strides in the field of human and income poverty would not have been as successfully achieved without the active participation of the many actors involved, including the direct participants, duty bearers, development partners, private sector actors, network and alliance members. Through the effective participation, learning sharing, capacity building, proper documentation and appropriate community based monitoring and feedback mechanism ESDO have achieved a great success and significantly contributed in reducing income and human poverty within the working area of ESDO. We have continued to play the role of a catalyst in mobilizing and empowering the marginalized community through increased range of programs and activities to address the root causes of issues like poverty, deprivation, exploitation, and abuse that hamper the realization of their civic and human rights. Considering the SDGs & ESDO's Vision & Mission the programming goal sets six strategic priorities towards developing pathways for ending poverty and promoting shared prosperity in a sustainable manner. This includes:

**Goal: 01:** No Poverty & Zero Hunger (aligned with SDG 1 End poverty in all its forms, everywhere and SDG 2 End hunger, achieves food security and improved nutrition and promotes sustainable agriculture)

**Goal: 02:** Good Health, Clean Water & Sanitation (aligned with SDG 3 Ensure healthy lives and promote well-being for all at all ages, & SDG 6 Ensure availability and sustainable management of water and sanitation for all)

**Goal: 03:** Education & Technical Vocational Training (SDG 4 Ensure inclusive and equitable education and promote

Life-long learning opportunities for all and SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and SDG9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation)

**Goal: 04:** Promotion of Human Rights (SDG 5 Achieve gender equality and empower all women and girls and Goal 10 Reduce inequality within and among countries, SDG16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels

**Goal: 05:** Sustainable Communities, Climate Action & Promotion of Affordable Clean Energy (SDG7 Ensure access to affordable, reliable, sustainable and modern energy for all and SDG11 Make cities and human settlements inclusive, safe, resilient and sustainable. SDG12 Ensure sustainable consumption and production patterns, SDG13 Take urgent action to combat climate change and its impacts

**Goal 06:** Innovation & Organizational Development

## ESDO's NETWORK (Up to December, 2017)

### ESDO's NETWORK

#### DONORS

- Palli Karma-Sahayak Foundation (PKSF)
- Directorate of Primary Education-GOB
- United Nations Development Programme (UNDP)
- World Food Programme (WFP)
- Plan International Bangladesh
- HEKS-EPER
- WaterAid-Bangladesh
- CARE-Bangladesh
- Save the Children Bangladesh
- Max Foundation-Netherland
- Water & Sanitation for the Urban Poor (WSUP)
- Padma Multipurpose Bridge-Bangladesh Bridge Authority (BBA)- GoB
- International Labour Organization (ILO)
- Manusher Jonno Foundation (MJF)
- Infrastructure Development Company Limited (IDCOL)
- Local Government Division (MOLGRD&C), Asian Development Bank (ADB), Swedish International Development Agency (SIDA).
- Magic Bus-Global (MBG)
- Embassy of Japan in Bangladesh
- Association of Export Oriented Ship Building (AEOSIB) Industries /SEIP
- Bangladesh Garment

#### GOVERNMENT

- NGO Affairs Bureau
- Microcredit Regulatory Authority
- National Board of Revenue
- Ministry of Finance, Education, Primary & Mass Education , Local Government, Health, Family Planning, Agriculture, Land, Livestock, Water Resources, Environment.
- Padma Multipurpose Bridge, Bangladesh Bridge Authority, GoB.

#### CORPORATES

- Trust Bank Limited.
- Ultra Bank Limited
- Mutual Trust Bank Limited
- BGMEA
- AESOIB

#### OTHER

- Association of Development Agencies in Bangladesh (ADAB)
- Campaign for Popular Education (CAMPE)
- Child Labour Elimination Action Network (CLEAN)
- Credit and Development Forum (CDF)
- CSA for SUN- BD
- Early Childhoods Development network (ECDN)
- Educate the Children International
- Food Security Cluster-Bangladesh
- Global Microcredit Summit-USA
- Market Development Forum (MDF)
- Network of Nonmainstream Marginalized Communities (NNMC)
- The World's Children's Prize-Sweden

Manufacturers and Exporters  
Association (BGMEA) /SEIP

- BRAC Institute of Governance and Development (BIGD) ,BRAC University
- International Development Enterprise Bangladesh (iDE-B)
- Grameen Telecom Trust
- Voluntary Services Overseas(VSO),Bangladesh
- Bangladesh Railway
- Thakurgaon Municipality
- Steps Towards Development (STD)

## **ESDO STRATEGIC GOALS: 2018-2030**

ESDO wants to make its programming successful and sustainable. The first strategic priority focuses on No Poverty & Zero Hunger for better socio-economic livelihood outcome. The second strategic priority focuses on Good Health and Clean Water & Sanitation. The third strategic priority focuses on Education & Technical Vocational Training to develop better skill citizen for the country. The fourth strategic priority focuses on Promotion of Human Rights including Gender Equality, Child issues. The fifth strategic priority is Sustainable Communities through planning and implementing climate Action & Promotion of Affordable Clean Energy and the Sixth strategic priority is Innovation & Organizational Development

The strategic priorities reinforce ESDO's 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 more than twenty eight years in 2017. 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 Goal: 01: No Poverty & Zero Hunger**

As on December 2017, the existing some remarkable programmes of ESDO have been aligned with SDG 1 **End poverty in all its forms, everywhere** and SDG 2 **End hunger, achieve food**



**security and improved nutrition and promote sustainable agriculture.** Through these projects (See: Annex-1: SDG wise implemented/ongoing ESDO projects), ESDO has been always focusing on access to social safety, MFI, promoting cultivation of highly prospective commodities, introduce technology to the participants, create diversification of income opportunities, provide various IGA and skill trainings, conduct different nutritional activities, encourage savings, linkage, coordination and collaboration with GO and NGOs, provide various seasonal loan, capacity building of root level farmers, resilience building on lean period, promote lead farmers, financial assistance to the urban poor, build up and foster micro-entrepreneurship for self-employment for rural people, ensure employment of women in Monga period and many others issues that has been already kept a vital role to meet up SDG1 and SDG 2. For the upcoming years and decade, ESDO have been considered the following strategic outcomes intensifying to reach the target of SDG 1 and SDG 2 till the 2030.

### **Outcomes**

- Improved access to social safety nets programmes and others basic services to poor and vulnerable households and groups;
- Increased sustainable productivity and economic assets of the targeted people;
- Improved access, ownership and control over livelihoods resources by the poor and vulnerable people;
- Improved access to financial services and appropriate technologies to the poor households;
- Improved nutrition status of the targeted mother and child;
- Targeted households employed by diversified and resilient livelihood practices;
- Improved significant level of livelihood by lagging behind people and deprived Ethnic minority and lower caste within ESDO working area.
- Improved household food and income security by the targeted beneficiaries.
- Developed small and micro level enterprise in intensifying and increased engagement of Youths in diversifying productivity and marketing of both farming and off-farm sectors;
- Established effective & strong linkage, networking and advocacy for ensuring access to safety net program support for the vulnerable communities.

### **Targets to be achieved by 2030**

- Inclusion and participation of the disadvantaged and vulnerable poor people and communities in social, political, service delivery and administrative institutions is ensured;
- Improving Livelihood status of the disadvantaged and vulnerable poor people sustainably through diversified and resilient livelihood practices;
- Vulnerable people have accumulated tangible economic assets as a result of substantial increase in their productivity;
- Improving Food and nutrition security of the disadvantaged and vulnerable poor people through sustainable change in economic and livelihood status.
- Introducing Research and innovation on locally relevant techniques and technologies for increasing productivity and crop diversity;

- Undertaking Advocacy and policy lobbying with GOs-NGOs in best effective ways for more people-friendly services and activities;
- More intensive networking and collaboration activities with network partners, GO and other stakeholders for addressing the most urgent needs of the disadvantaged people.
- Diversifying productivity ensured through focusing on value chain crops functioning input and supply chains as well as capacity enhancement of the agriculture extension services;
- Promoting fair price devices enabling the producers to get justified return from the sale products in the in-country and international markets;
- Partnership development with green economy and safe food campaigns to develop and integrated approach for sustainable agriculture.

### **Strategies and approach to achieve the targets and outcomes**

- Create access to assets, access to external support (safety nets, etc.) and livelihood strategies; for the Disadvantaged and vulnerable poor households.
- Create increased access to financial services for disadvantaged and vulnerable poor households;
- Create improved access to livelihood resources for vulnerable households and have control over livelihood options;
- Introducing modern equipments and technologies for increased productivity of vulnerable households.
- Access to micronutrient rich food for the Disadvantaged and vulnerable poor households.
- Establish networking and advocacy with GOs and NGOs, local government bodies and community forums on developing resilient pathway for vulnerable communities;
- Develop and implement innovative programs based on learning from current and past activities,
- Establish effective linkages with GO-NGO level service providing agencies for inclusion of larger number of vulnerable people under social safety nets;
- Introduce knowledge sharing on resilient livelihood and sensitization for sustainable use of natural resources;
- Encourage local level innovation and replication of best practices for increasing agricultural and economic productivity of vulnerable households;
- Ensure extensive sharing of information at all levels to bridge information and communication gaps for ensuring food and Nutrition security, improved livelihood practices and better management of disasters and climate shocks;
- Expand ESDO Micro-finance program for appropriate and need based financing.

### **Strategic Goal 02: Good Health and Clean Water & Sanitation**

Aligned with **SDG 3 Ensure healthy lives and promote well-being for all at all ages;** & **SDG 6 Ensure availability and sustainable management of water and sanitation for all,** ESDO has been always focusing on access to health service, institutional sustainability of urban primary health care services; created enabling environment for the poor people to get better services at

their door steps; increase awareness for health service accessibility of marginalized people including Ethnic Minority and Dalit's; provide quality neonatal care and child health services; arrange hygiene session within various levels; provide and encourage to install latrine; No of water point installation with platform by community initiatives; formation various committee related to WASH; create demand for WASH micro finance; gradually scale up water supply, sanitation and hygiene promotion in low service coverage areas; facilitating adaptation of hand-washing and hygiene into school activities in the targeted districts; improving access to safe water, hygiene and sanitation in poorest communities; provide various training on health and WASH in different levels etc through the SDG 3 and SDG 6 related various ESDO implemented and ongoing projects (See: Annex-1: SDG wise implemented/ongoing ESDO projects). For the upcoming years and decade, ESDO have been considered the following strategic outcomes intensifying to reach the target of SDG 3 and SDG 6 till the 2030.

### **Outcomes**

- Decreased rate of Child and maternal mortality of disadvantaged and vulnerable poor people.
- Improved quality of WASH in equity and sustainability perspective within ESDO working area.
- Improved WASH service system through strengthening and functioning existing facilities/systems and practices.
- Increased access to health services from different government sectors by targeted communities.
- Significant % of people suffered less on various diseases within the ESDO working area.

### **Targets to be achieved by 2022**

#### **Health sectors:**

- Ensure essential service delivery (ESD) package for woman and children through field based programmes and institutional service (hospital, maternity centers, etc)
- Providing service through e-health and m-health (including tele-medicine) across ESDO service areas.
- Expanding preventive and curative service for communicable diseases.
- Maintain and operate ESDO's hospitals to provide quality health services.
- Activate Community Clinics and FWCs with the close collaboration of Government of Bangladesh.
- Expand Static Clinics and satellite clinics within the ESDO Working Area.
- Extend inclusion of all components of the integrated health programme
- Grow the number of monthly Satellite Clinic Days
- Increase Trained Community Health Volunteers in both rural and urban setup
- Ensure effective linkages, collaboration and networking with government and other NGO private health service providers
- Special health program for Aged

**WASH sectors:**

- Widen quality to coverage of WASH in rural, urban, slums, communities & Schools
- Promote Solid waste management & Faecal sludge Management
- Providing increased access to safe water and sanitation for household used by diversifying hardware technology and promoting water enterprises at the local level;
- Intensifying hygiene promotion and cleanliness campaign in the schools, communities and townships;
- Encouraging gradual expansion in WASH programmes in new urban settlements, secondary towns and growth centers
- Expansion of SRH program activities

**ESDO strategies and approach to achieve the targets and outcomes**

- Close Collaboration with Government & LGIs
- Community based participatory service delivery approach.
- Using Rights based approach for access to health, SRH & WASH
- Coordinating advisory and consultation services to vulnerable people and consolidating existing linkages between them and service providers

**Strategic Goal: 03: Education & Technical Vocational Training**

**SDG 4 Ensure inclusive and equitable education and promote life-long learning opportunities for all and SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and SDG9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation** are also aligned with some of existing Programs of ESDO (See: Annex-1: SDG wise implemented/ongoing ESDO projects) as on December, 2017. Through these projects, ESDO have been trying to get the benefits from quality inclusive education for most marginalized and excluded students; assist to achieve universal primary education by improving access to basic education of school aged children living in poverty prone areas; reduce short time hunger as well as improving nutritional status of school going children through providing High Energy Biscuit (HEB); increase the enrollment in primary school; reduce dropout rate; improve life skill to cope with transition and change; increase community support for adolescent education and aspirations; withdrawn hazardous child; create conducive working environment; protect children to enter or re-enter into labour market; developed a model on child labour Monitoring system (CLMS), increase skill of rural youth; consult to business supports; provide vocation and TVET training for empowering women and youth for building their careers etc. For the upcoming years and decade, ESDO have been considered the following strategic outcomes intensifying to reach the target of SDG 4, SDG 8 and SDG 9 till the 2030.

**Outcomes**

- Improved quality of education in equitable ways among boys and girls 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 completion rate of pre-primary and public primary education by disadvantaged children
- Increased school enrollment and completion rate within the children of targeted HHS.
- Developed potentiality of children from the geographically & economically disadvantaged areas (like slums, chars and coastal areas)
- Diversified IT based earning (IT Enabling Service) at the local level through skills enhancement and networking of services;
- Increased significant number of youth involvement with productive activities through market based skill development training.
- Safe migration ensured for the aspirant youths from poor and middle income group population and extending possible support.
- Ensure all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy within ESDO working area.

### **Targets to be achieved by 2030**

- Teachers, school management and local authorities are capacitated and resourced to implement quality education within ESDO's targeted communities;
- Increased enrollment and retention of students (especially children from socially and economically excluded families) in the schools of ESDO targeted communities;
- ESDO working communities are well equipped with information communication technologies to have access to livelihood information;
- Developing market based livelihood skills for women and men from the disadvantaged and vulnerable poor Communities.
- Increased coverage of extended primary education of national standard by the children from disadvantaged groups of population in both rural and urban setting.
- Universal access of the parents and caregivers in the targeted family to literacy, life skills and market-oriented livelihood skills compatible with the Equivalency Framework and the National Technical Vocational Qualification Framework (NTVQF);
- Schools improvement in terms of teachers' professional development, community engagement and providing competency based inclusive education to the children in the target areas.
- Standardization of all ESDO courses in line with NTVQF and BTEB requirements.
- Diversifying TVET courses based on market needs (expanding to agriculture technology, information technology, etc.)
- Active engagement with GOs and NGOs, especially local government bodies for ensuring increased participation and inclusion of the most vulnerable communities in program activities;

- Increase the Early Childhood Development Programme
- Increase the number of after school follow-up centers for reducing dropout and providing quality education.
- Prepare schools to continue schooling during emergencies
- Ensure curriculum including awareness of Basic rights, Moral and ethical behavior & Basic hygiene and the need for environmentally friendly practices.
- Increase number of Adult Learning Centers

#### **ESDO strategies and approach to achieve the targets and outcomes**

- Continue capacity building and skill development of the staff members;
- Develop and implement innovative programs based on learning from current and past activities;
- Encourage the development of locally relevant technologies and contents;
- Maintain active engagement with grassroots people, especially social activists, teachers and students, civil society representatives and community leaders;
- Establish networking with relevant and like-minded individuals and organizations for improving the quality of services;
- Maintain advocacy and lobbying with local government bodies, GOs and NGOs;
- Encourage integration with ongoing GO-NGO activities in different regions; and
- Follow a bottom-up approach for ensuring more inclusive and socially responsible program interventions.
- Facilitate on safe migration to the aspirant youths from poor and middle income group population for overseas skills based employment and extend possible support through networking for their living with dignity in the country of destination.
- Develop student's potential through quality education, teaching them character building and awareness of their rights and obligations, and also to provide functional literacy for adolescents and adults.

### **Strategic Goal: 04: Promotion of Human Rights**

**SDG 5 Achieve gender equality and empower all women and girls** and **SDG 10 Reduce inequality within and among countries, SDG16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels** are aligned with some of remarkable existing programs of ESDO as on December, 2017 (See: Annex-1: SDG wise implemented/ongoing ESDO projects). Through these projects, ESDO have been mainly focusing on gender equality and empowerment of women and promoting to create an enabling environment to get entitlement of human rights. Some of mentionable interventions are- awareness build up on child abuse and child marriage; established adolescent corner; taken initiatives for provision of available napkin facilities for girls at school hour; arrange school debate competition; improve adolescent health and well-being; deliver adolescent sexual and reproductive health, family planning, nutrition and life skill orientation to married and unmarried adolescents; assist to develop

gender responsive planning and budgeting; gender responsive media, instructions and laws; Village development committee meeting; Human rights protection committee meetings; functioning Value chain activities; arrange various workshop, events and intersection meetings with GO, NGO, INGO and others stakeholders and duty bearers; arrange legal aid session; lobbying and advocacy with various government and non government institutions; arrange various training on capacity building, leadership, gender, laws, management, health education rights based awareness etc. For the upcoming years and decade, ESDO have been considered the following strategic outcomes intensifying to reach the target of SDG 5, SDG 10 and SDG 16 till the 2030.

### **Outcomes**

- Increased participation and inclusion of the poor and vulnerable in social and power structures;
- Strong networks and alliances developed to raise voices of children, women and marginalized people;
- Improved voices and rights of the women and marginalized groups in access to critical livelihoods resources;
- Improved Child rights situation among targeted children;
- Enabling environment created for extreme marginalized and minorities e.g. Ethnic Minorities, Dalits through contextual right based approach.
- Human rights violation reduced among targeted women, in particular violence against women.
- Empowerment of disadvantaged and excluded people, and their organizations
- Women empowerment & reduction of gender disparity
- Legal/social justice significantly increased
- Caste disparity reduced
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

### **Targets to be achieved by 2022**

- Network and alliances with other agencies, organizations and forums are built up that are actively supporting the concerns of children and marginalized people.
- Improve access to livelihood resources for women and marginalized people through greater inclusion and participation of these groups in various forums and networks.
- Reduction in child rights violation is encouraged and vulnerable children are benefiting from improved child rights situation.
- Continuing ESDO initiated Community based Child Rights Monitoring Mechanism & Human Rights Protection Mechanism.
- 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.
- Violence and other forms of abuse against women are reduced and women are benefiting from improved women rights situation.

- Improve governance and increase community engagement in monitoring of inclusive public services to the poor and disadvantaged population;
- Promoting active citizenship in reduction of violence against women and children and increased access to public information;
- Community and institution based services to the victims of violence and vulnerable people for sustainable livelihood and living with dignity.
- Conserve cultural heritage of socially marginalized people

#### **ESDO strategies and approach to achieve the targets and outcomes**

- Consolidate and strengthen the community networks for raising concerns about human rights at the grassroots level; integrating them with the existing network of ESDO;
- Sensitize local government bodies and civil society groups for implementing pro-poor human rights campaigns;
- Build capacity of network partners and stakeholders for carrying out pro-women, pro-marginalized and pro children program interventions;
- Conduct advocacy and policy lobbying at local, regional, national and international level for the protection of human rights, especially children, ethnic minorities and women rights;
- Raise social awareness on human rights issues among targeted groups of people through volunteers and opinion leaders targeting unfavorable social values and customs;
- Strengthen mass media, community information centers and local forums for highlighting locally relevant human rights issues and integrating them with the mainstream human rights campaigns;
- Coordinate advisory and consultation services to vulnerable people and consolidate existing linkages between them and legal service providers.
- Develop voluntarism and leadership among community people to take up more community-run, self-managed programs;
- Collect 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;

#### **Strategic Goal: 05: Sustainable Communities**

SDG7: Ensure access to affordable, reliable, sustainable and modern energy for all and SDG11 Make cities and human settlements inclusive, safe, resilient and sustainable. SDG12 Ensure sustainable consumption and production patterns, SDG13 Take urgent action to combat climate change and its impacts are aligned with some of existing programs of ESDO as on December,2017 (See: Annex-1: SDG wise implemented/ongoing ESDO projects). Some of the major interventions of these projects are- installation and distribution of solar home system; ensuring customer supports and satisfaction; introduce new technologies; improve living condition of urban poor; carrying out waste management activities( collection, transportation, treatment and disposal), enhance the capacity of municipality; improve access to service and adaptation capacity of flood effected shocks for disadvantages and marginalized groups; sharing scenario of victimized people/community with various level government officials;



providing technical information on flood level, flood water velocity and erosion susceptibility; supplying, mobilizing and placing of slope protection materials; ensure access to safe water, basic sanitation and hygiene promotion for the flood affected people; ensure minimum standard of education facilities for boys and girls in flood affected primary schools etc. For the upcoming years and decade, ESDO have been considered the following strategic outcomes intensifying to reach the target of SDG 5, SDG 10 and SDG 16 till the 2030.

### **Outcomes**

- Increased adaptation mechanisms by climate change-affected communities.
- Increased efficient management of risk by disaster vulnerable communities
- Increased resilience of vulnerable families and communities to mitigate the impact of natural disasters.
- Increased knowledge and skills of targeted vulnerable men and women to employ adaptation strategies in order to cope with natural disasters and the effects of climate shocks;
- Enhanced adaptation capacity of the communities;
- Strengthened mitigation measures; and
- Intensified disaster preparedness and rehabilitation schemes.
- Expanding Solar Energy, solid waste management in household and community level expanded.

### **Targets to be achieved by 2022**

- Inclusion and participation of the disadvantaged and vulnerable poor people and communities in social, political and administrative institutions is ensured;
- 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;
- Improving livelihood status of the disadvantaged and vulnerable poor people sustainably through diversified and resilient livelihood practices;
- Increasing adaptation to climate change vulnerabilities significantly within ESDO working area.
- Promotion of disaster resilient activities
- Conservation of natural resources
- Access to life safety skills and technologies
- Provision of livelihoods security and development
- Promotion of solar energy, Biogas ,Solid Waste management, vermin compost at household level, community level & scale up to the large scale.

### **ESDO strategies and approach to achieve the targets and outcomes**

- Collect , analyze and monitor data and conduct impact assessment on a regular basis;
- Maintain intensive coordination and collaboration with stakeholders;
- Encourage more research and development activities by staff members and network partners, especially on local needs and priorities;

- 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.
- Encouraging more research and documentation on climate shocks and the impacts of natural calamities with a strong local focus;

## **Strategic Goal: 06: Innovation & Organizational Development**

### **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.
- Updated all policies of ESDO based on recently practiced /ongoing standard and adopted these policies by the ESDO staffs
- Significant progress in automation system achieved and security and accountabilities in all possible sectors of ESDO developed.
- Promote staffs diversity in ESDO with greater inclusion of various persons like disabilities, women, ethnic and religious minorities, etc

### **Targets to be achieved by 2022**

- 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;
- ESDO staffs more familiar with advance ICT systems and implementing them through adaption.
- Improving livelihood access to poor and vulnerable people through linkage and partnership with service providers and other social, political, legal, human rights and economic agencies;
- Improving efficiency of ESDO staff members at all levels in 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**

- Reorganize organizational structure as per sectors of programming and more focused initiative for developing and retaining of quality staff;

- Develop staff capacities on tracking changes, measuring impact and efficient knowledge management;
- Establishment of an organization-wide knowledge management (KM) system with effective use of KM practices like knowledge audit and knowledge mapping, storytelling, mentoring and apprenticeship, etc.;
- Conduct continued research and development for enhancing organizational learning and providing intellectual inputs to the staff members, network partners and other stakeholders;
- Encouraging innovative practices like job rotation and quality circles to bolster employee confidence and promote wider knowledge sharing in every stratum of the organization;
- Establishment of mechanisms for assessing the effectiveness of communication channels between vulnerable people and employers, market leaders and service providers;
- Strengthening of networking and collaboration activities with partner organizations and other stakeholders to identify emerging concepts and act together to face new challenges;
- Through adoption of ICT tools and techniques at every level of organizational activities for Ensuring effectiveness, transparency and accountability.

## **Cross- cutting strategic issues**

### **1. Promote horizontal knowledge & 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.

Beside this, Free and unhindered flow of information is an important prerequisite for transforming an organization into a learning organization, encourage creativity and constructive leadership and make it capable of working in a progressive manner. In view of this, ESDO has always promoted free flow of information for horizontal learning and improvement of knowledge 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. 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.

### **3. 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.

### **4. 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.

### **5. 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 grassroots people, especially the most marginal and underprivileged people with the planning, designing, organization, implementation, evaluation and promotion of its program interventions.

## **STRATEGIC OPERATION PRIORITIES for 2018-2030**

For this five-year period, our strategic priorities will be to strengthen our programmatic focus while strengthening our institutional base. We have identified four strategic priorities:

### **I. Focusing and strengthening on program direction**

During 2018-2022, ESDO will focus on program direction while continuing to strengthen and expand collective action and learning. Collective action and learning has been and will continue to be at the heart of what the ESDO is and does.

- Objective 1: Strengthen ESDO's effectiveness to impact selected community-focused initiatives
- Objective 2: Strengthen and expand collective action and learning
- Objective 3: Create systems and processes through which to more effectively disseminate ESDO initiatives.

### **II. Raising our profile**

We will communicate our expertise to a broader and more diverse audience and disseminate our state-of-the-art products nationally & globally.

- Objective 1: Strengthening branding of ESDO and build our outreach capabilities
- Objective 2: Implement a communications strategy in support of program priorities and initiatives

### **III. Growing and diversifying our funding base**

We will use our enhanced marketing, outreach, and communications capacity to raise knowledge of our organization's accomplishments and key competencies and to strengthen our competitive position for grant and contract funding. We will pursue traditional paths of grant-raising from traditional sources, while also exploring new funding sources and avenues.

### **IV. Strengthening our capacity to achieve organizational goals**

The organization functioned well within a framework in which institutional change occurred incrementally rather than in response to a unifying long-term strategic vision. However, the 2018-2022 Strategic Plan calls for some bold steps that will require not just increases but also shifts in institutional capacity.

- Objective 1: Develop the Board to meet the governance needs and requirements of the future
- Objective 2: Acquire the necessary staff and Working Group leadership competencies to achieve program, fundraising, and communications goals

## **Monitoring, Evaluation and Learning (MEL) system of ESDO**

ESDO followed the Monitoring, Evaluation and Learning (MEL) system is used as a management tool to track ESDO inputs process, outputs and activities to monitor whether these are being in line within the operational guideline and expectation of the ESDO management. Moreover, ESDO has in-house MIS unit to track project progress effectively and efficiently.

### ESDO M&E planning Matrix

Technique of M&E	Data to be collected	Data collected instrument	Frequency	Responsibility
Process Monitoring	Choose observation of all project activities	FGD, Impact Diagram, Process documentation and PRA techniques	Monthly note for records, quarterly process monitoring reports, occasional case studies	ESDO Monitoring Team
Documentation of Lesson Learnt and Good Practices	Capture learning and documented success story	Field visit observation	Continuous process	ESDO Monitoring Team
Beneficiary Assessment	Beneficiaries attitude about the project services, bottlenecks, reason for success or failure, remedy measure required	Workshop, Formal and Informal consultative meeting, group discussion	Quarterly	MIS Coordinator
Impact Evaluation	Baseline survey, Socio-Economic condition, Rural Institutional development, Impact of Accessibility of the Rural poor to service providers	Survey and PRA techniques	Yearly basis	ESDO Evaluation Team/ External Evaluation Team
Special Studies	In-depth information about a specific issue	Sample study, FGD, PRA, Group discussion, Observation, Workshop	As per requirement	ESDO Evaluation Team/ External Evaluation Team
Field visit and Spot checking	Activity of ESDO's ongoing programmes	Checklist, group discussion and observation	Continuous process	ESDO Monitoring Team
Monthly Progress Review Meeting	Monthly progress report	Prescribe reporting format	Monthly	Executive Director
Quarterly Monitoring Workshop	Quarterly status of the different programmes, problems confronted,	Discussion, prescribed reporting formats,	Quarterly	ED, PC, DPC, APC & Monitoring

Technique of M&E	Data to be collected	Data collected instrument	Frequency	Responsibility
	lesson learnt and revision of work plan	work plan		Team
Quarterly Progress Report	-	Prescribed reporting formats	Quarterly	ESDO MIS and Monitoring Team

Learning Mechanism of ESDO: (i) Learning sharing workshop (ii) Exchange visit (iii) Field visit (iv) Presentation of monitoring findings (v) Monthly and quarterly report (vi) Monthly staff coordination meeting (vii) Yearly learning reflection workshop (viii) Preparation of case study (ix) Evaluation report. ESDO Community-Based Monitoring System (ECBMS): ESDO ensured organized process of data collection and processing at the local level and of integration of data in local planning, program implementation and impact-monitoring. Through this way, we ensured evidence-based program implementation while empowering communities to participate in the process. ESDO implementing the ECBMS on the following way: Data collection and field editing ► Data encoding and map digitizing ► Data consolidation and poverty mapping ► Data validation and community consultation ► Database management ► Plan formulation ► Implementation and monitoring ► Advocacy. We have 85 efficient & professional M&E personnel continuing their tasks and assignment.

## ESDO SWOT ANALYSIS 2017

<p><b>PRIORITY STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Team work</li> <li>• Strong management team</li> <li>• Positive donor relations</li> <li>• Pleasant work environment, and Transparency</li> <li>• Qualified and dedicated staff, and donor need</li> <li>• Multiple donors, and high quality services</li> <li>• Staff loyalty</li> <li>• Performance-based promotions</li> <li>• Non-political identity</li> <li>• Established and experienced organization</li> <li>• Well known organization among stakeholders</li> </ul>	<p><b>PRIORITY WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Limited core funds</li> <li>• Manual M&amp;E systems</li> <li>• Limited knowledge management system</li> <li>• Lacks diversity in expertise</li> <li>• Insufficient documentation of success stories and lessons learned</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Qualified staff easily available</li> <li>• Donor interest</li> <li>• Continued International community interest</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Political environment</li> <li>• Short term funding</li> <li>• Programs driven by donor priorities</li> <li>• Donor reluctance to provide institutional funding support</li> </ul>

<ul style="list-style-type: none"> <li>/ involvement</li> <li>• Donor trust</li> <li>• Extensive on-line publicity and networking opportunities</li> <li>• Increase in community demand</li> <li>• Tendency of the government and donors for contracting out projects</li> </ul>	
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## Risk analysis and mitigation strategies

EXPLANATION OF RISK	POTENTIAL IMPACT High/Medium/Low	PROBABILITY High/Medium/Low	MITIGATION MEASURES
<b>EXTERNAL RISKS</b>			
Political, economic and social instability.	Medium	Medium	Monitor closely with local offices and keep donors informed. Scale down operations periodically as required without losing implementation capacity.
Availability of Long term fund	Medium	Medium	Continue to document our work and have credible independent evidence that our model is highly effective. For further partnerships with likeminded organizations for joint initiatives.
Despite high poverty levels, Bangladesh has moved to status as ( developing country ). This is naturally a very positive development, though it may lead to donors cut their funding, diminishing our resources.	Medium	Medium	Gather evidence proving there are still vast pockets of poverty that require attention, and that our programs are effectively designed to support these people to work their way out of poverty.
Material unforeseen events affecting the funding (e.g. natural disaster, humanitarian crises).	Medium	Medium	ESDO have already developed Disaster Management policy and disaster management fund to bridge the need to cover short-term bad



EXPLANATION OF RISK	POTENTIAL IMPACT High/Medium/Low	PROBABILITY High/Medium/Low	MITIGATION MEASURES
			debts/additional disaster financing.
<b>INTERNAL RISKS</b>			
Corruption, impacting the running of programs reputation/fundraising for many years.	Medium	Low	Ensure strong financial controls and audits (internal and external). Maintain constant vigilance through board representation.
Reduced ability for ESDO to mobilize resources for the programs it wishes to support.	High	Low	ESDO to stay up to date with the most effective fundraising practices. Continuously investing in evaluations, bringing out evidence for the effectiveness of programs supported.
Decrease in peer-to-peer introductions	Medium	Medium	Strategic selection of board members; recruitment of fundraising; strengthening donor relations management and communications to increase retention.
Reputation shock as a result of devolved network	Low	Low	HR policies with zero tolerance for corruption; operational audits by reputable firms; training of staffs in crisis communications skills.

## **Annex-1: SDG wise implemented/ongoing ESDO projects**

### **SDG 1**

- Enhancing Resources and Increasing Capacities of Poor Households towards Elimination of their Poverty (ENRICH) Funded by Palli Karma-Sahayak Foundation (PKSF)
- Strengthening Women's Ability for Productive New Opportunities (SWAPNO) Funded by United Nations Development Programme (UNDP)
- Strengthening Household Abilities to Respond to Development Opportunities (SHOUHARDO) III Funded by USAID and GoB through CARE Bangladesh
- Social and Economic Transformation of the Ultra-Poor (SETU) Funded by CARE Bangladesh, EEP Shreee (UKaid/SDC/GOB)
- Uplifting the Lives of Elderly People Funded by Palli Karma -Sahayak Foundation (PKSF)
- BUNIAD (Ultra Poor Program) Funded by Palli Karma -Sahayak Foundation (PKSF)

### **SDG 2**

- Access to Finance for Agricultural Machinery in CSISA III Project Funded by International Development Enterprise Bangladesh (iDE-B)
- Learning and Innovation Fund to Test New Ideas (LIFT) Funded by Palli Karma –Sahayak Foundation (PKSF)
- Promoting Agricultural Commercialization and enterprises (PACE) Project Funded by Palli Karma –Sahayak Foundation (PKSF)
- Food Security 2012 Bangladesh-Ujjibito Project Funded by Palli Karma –Sahayak Foundation (PKSF)/European Union
- SWITCH Asia/Promoting Sustainable Consumption and Production of Jute Diversified Products Project Funded by EUROPEAN UNION, Technical assistance by CARE Bangladesh Funded by Government of the Peoples Republic of Bangladesh (GoB) and World Food Programme (WFP).
- Enhancing Resilience to Natural Disaster and the effects of Climate Change (ER) Funded by Government of the Peoples Republic of Bangladesh (GoB) and World Food Programme (WFP).
- Where the Rain Falls Project (WtRF)-Phase-II Funded by Prince Albert II of Monaco Foundation/CARE-Bangladesh,
- JAGORON (household-based enterprise development) Funded by Palli Karma-Shahayak Foundation (PKSF)/ European Union
- AGROSOR (micro-entrepreneurship for self-employment of the rural people) Funded by Palli Karma-Shahayak Foundation (PKSF)/ European Union
- SUFOLON (farmers' access to financial Services) Funded by Palli Karma-Shahayak Foundation (PKSF)/ European Union
- Amader Bazar (an Enterprise for providing permanent place for floating Micro Entrepreneurs) Funded by PKSF and ESDO
- Aroni Handicrafts Funded by ESDO
- Aroni Mustard Oil Funded by Grameen Telecom Trust

### **SDG 3**

- Urban Primary Health Care Services Delivery Project (UPHCSDP) Funded by ADB, SIDA, UNFPA & GoB
- ESDO Mother and Child Hospital (40 bed hospital) Funded by Embassy of Japan in Bangladesh & ESDO Micro Finance Program

### **SDG 4**

- Quality Inclusive Education and Skill Development Program (QIESDP), Developing a Model of Inclusive Education (DMIE) and Integrated Community Development Project (ICDP) Funded by Plan International Bangladesh
- School Feeding Programme under Country Programme Funded by World Food Programme (WFP)
- School Feeding Programme in Poverty Prone Areas Funded by Directorate of Primary Education (DPE) Government of the People's Republic of Bangladesh. Technical support World Food Programme (WFP)
- Urban Slum Children Education Program: reaching out of School Children (ROSC) phase-II Project Funded by Directorate of Primary Education (DPE) Government of the People's Republic of Bangladesh. Technical support : Save the Children.
- Childhood to Livelihood Programme Funded by Magic Bus Global (MBG)
- ESDO Training and Resource Center (ETRC) Funded by ESDO's different development partners
- Inclusive Protection and Empowerment Project for Children with Disabilities (IPEP) project Funded by Save the Children Bangladesh
- Skills for Employment Investment Program (SEIP) Funded by Palli Karma-Sahayak Foundation (PKSF)/ADB/Bangladesh Government Finance Ministry/ BGMEA, AEOSIB
- Pre-Vocational Training Program: reaching out of School Children (ROSC) phase-II Project Funded by Directorate of
- Primary Education, Government of the Peoples Republic of Bangladesh.
- LOKAYAN- The Livelihood Museum

### **SDG 5**

- Advancing Adolescent Health (AAH) Project Funded by Plan International Bangladesh
- USAID-Advancing Adolescent Health (A2H) Funded by USAID (Lead Partner Organization Plan International Bangladesh)
- Strengthen Movement to Advance Women's Rights and Gender Equality Funded by Steps towards Development
- Sports and Cultural Program Outcomes Funded by Palli Karma Sahayak Foundation (PKSF)

### **SDG 6**

- South Asia WASH Result Project (SAWRP) Funded by WaterAid Bangladesh
- South Asia Wash Result Programme (SAWRP-II) Funded by WaterAid Bangladesh
- South Asia Wash Result Programme (SAWRP) Funded by Water and Sanitation for Urban Poor (WSUP)

- Wash in School (WinS) project Funded by WaterAid Bangladesh
- Microfinance Institutions Lending for Improved Rural Sanitation (MILIS) Funded by World Bank/Palli Karma Sahayak Foundation (PKSF)

#### **SDG 7**

- Solar Home System Project Funded by Infrastructure Development Company Limited (IDCOL)

#### **SDG 8**

- Child Labour Elimination Actions for Real Change in Urban slum areas of North-western Bangladesh (CLEAR) Funded by Manusher Jonno Foundation (MJF)
- Child Labour Monitoring System (CLMS) Pilot Project Funded by International Labour Organization (ILO)

#### **SDG 9**

- Business Support Service (BSS) Funded by Voluntary Services Overseas (VSO), Bangladesh.
- ECO Institute of Technology (EIT) Funded by Bangladesh Technical Education Board (BTEB)

#### **SDG 10**

- Promotion of Rights of Ethnic Minority and Dalit for Improvement Program (PREMDIP) Funded by HEKS/EPER

#### **SDG 11**

- Sustainable Urban WASH Programme (SUWP)-Rangpur City Corporation Funded by Water and Sanitation for the Urban Poor (WSUP)
- Max WASH in Urban Slum in Kurigram Municipality (MWUSP) Funded by Max Foundation, the Netherlands
- Planning and Implementation of Income and Livelihood Restoration Plan (ILRP) & Implementation of Resettlement Action Plan (IRAP) Under Padma Multipurpose Bridge Project (PMBP) Funded by Bangladesh Bridge Authority, Ministry of Road Transport and Bridges, Government of the Peoples Republic of Bangladesh,
- Encroachment Removal and Voluntary Relocation Funded by Government of Peoples Republic of Bangladesh, Office of the Director General, Bangladesh Railway
- Low Income Community Housing Support Project (LICHSP) Funded by Palli Karma Sahayak Foundation (PKSF)/World Bank

#### **SDG 12**

- Sustainable Solid Waste Management Programme (SSWMP) Funded by Thakurgaon Municipality

#### **SDG 13**

- Enhancing Resilience and Livelihood Protection of Extreme Marginalized Community from flood hazards through integrated Community based Approach (CCCP) Funded by Palli Karma-Sahayak Foundation (PKSF)
- Early Recovery Facility (ERF) Emergency Shelter Assistance for the most vulnerable households affected by

Cyclone Roanu in Bangladesh Funded by United Nation Development Programme (UNDP)

- Early Recovery Facility Side Slope Stabilization work in selected river erosion prone clusters under Kurigram and Gaibandha Districts in response to NW Flood in 2016 Funded by United Nation Development Programme (UNDP)
- Emergency assistance for families affected by floods in Bangladesh'2016 Funded by Plan International Bangladesh
- Emergency assistance for families affected by floods in Bangladesh'2016 Funded by Plan International Bangladesh
- UN Joint Programme on Support for North West Bangladesh Floods (WASH, Food Security and Nutrition) Funded by World Food Programme (WFP)
- SAHOS (Disaster Management Fund) Funded by Palli Karma -Sahayak Foundation (PKSF)

### **SDG 16**

- Activating Village Courts in Bangladesh (AVCB) Project Phase-II Funded by United Nations Development Programme (UNDP)
- Component of Public Procurement Reform Project–II Funded by BRAC Institute of Governance and Development BRAC University.
- ESDO Popular Theater