



ECO-SOCIAL DEVELOPMENT ORGANIZATION (ESDO)



strategic plan 2018/2030

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STRATEGIC PLAN 2018-2030



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Introduction

The Eco Social Development Organization (ESDO) has been working for achieving its vision: equitable society free from all discrimination. We have been continuing for addressing our vision through empowering and capacity building of the most disadvantaged and vulnerable people and communities of Bangladesh including child, adolescent, women, men, elderly, disable and ethnic minorities to access services, resources, and rights. Simultaneously, we endeavor and support to build capacity of relevant persons from Government Departments, Non-Government organizations (NGOs) and many private sector in providing quality services as required by the people. The sectors we work with include; education, healthcare, safe water and sanitation, livelihood improvement, food security and nutrition, agriculture, technical and vocational training, technology innovation and scale out, micro finance, disaster response and climate change adaptation. The key areas as we focus are; ensuring good governance, women empowerment, child protection, ethnic minorities' rights and resources and strengthening local government capacity to deliver services and employment generation. We integrate our efforts under an umbrella referred as our "Strategic Plan". This document contains detail of our "Strategic Plan 2018-2030".

Our "Strategic Plan"-is our roadmap that navigates us all the way to make efforts for achieving success towards our goal. We develop our "Strategic Plan" for long term and short term and align our projects and activities according to strategic plan. Our first strategic plan was develop in 2013 for a period of five years (2013-2017). We have organized our projects and activities according to the strategic plan, which led us to implement projects more efficiently and productively with a clear destination. This has enabled us a paradigm shift in perception to view "development" through a broader lance and to adopt an integrated holistic approach for development to achieve effective development outcomes replacing the practice of working in silo with a single initiative. As a result we are more inclusive than ever, taking up more actors and new horizon on board to reach out poor and vulnerable people and communities in wider areas with our support and services. According to the first "Strategic Plan 2013-2017"we focused to achieve outcomes towards empowerment and rights of disadvantaged and vulnerable people and communities in order to improve quality of their lives through improving their health and hygiene, education, sustainable livelihoods, human rights, particularly for women and ethnic minorities, access to, access to resources, services and new technologies.

This is our 2nd “Strategic Plan 2018-2030” as a continuation the process and also to review and align our programs and activities according to the plan with the purpose of achieving our vision and mission. However, taking into consideration the rapidly changing environment in terms of the country's economic growth and improvement in different socio-economic, justice and environmental indicators we have developed our “Strategic Plan 2018-2030” combining the “Vision 2021 Government of Bangladesh” and “Sustainable Development Goals (SDGs)” of United Nations to synchronize our efforts to national and world development goals.

Process of development of Strategic Plan: The “Strategic Plan 2018-2030” has been prepared applying a simple, but systematic participatory process by engaging a wide range of stakeholders in a series of consultation meeting for incorporating their views and reviews regarding the plan. We have consulted with program participants (beneficiaries), Government and Non-Government development partners & alliances, and ESDO internal peers like experienced staff, General Governing Body & Executive Committee members of ESDO. We have taken into account our experience from the first “Strategic Plan 2013-2017” , achievements, areas of improvement and challenges and incorporated our lessons learned into the current “Strategic Plan 2018-2030” . Finally the strategic plan has been reviewed by external peers.

“Strategic Plan 2018-2030” is now our light house that expected to illustrate all the ways to reach to our Goals set for 2030. In general we have accounted i) Sustainable development, ii) Improved food security and nutrition, iii) Right and justice based approach, iii) Community empowerment, iv) Targeting Children, adolescent and women and ethnic minorities as the major focus of the strategic plan. The details of “Strategic Plan 2018-2030” is outlined later on the document.

Bangladesh: The Country Context

Bangladesh has made tremendous progresses in many sectors, in spite of many upheavals in its history. In the face of ever increasing population and shrinking agricultural land Bangladesh has made significant achievement in food security by tripling the food production over the four decades since independence. Although Bangladesh is the highest densely populated country of the world (65,047,770 in 1970 and 162,951,560 in 2016 (World Bank), the country has achieved substantial reductions in early deaths of infants (28.2 in 2016 which was 48.2 in 2006, source- World Bank), children (Under-five mortality rate in Bangladesh has dropped by an annual 5.5% over the last 16 years till 2016 (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.

A remarkable increase has been achieved on exports and income from remittance of the country. Currently Bangladesh is the number two garment exporter in the world, after China. The country has already made an excellent physical and virtual communication networking in terms of road communication, mobile networking, which have reduced rural urban gaps and connected people easily through information communication (ICT) technology. In mid-2017, Bangladesh was ranked the third most peaceful country in South Asia, placing behind India, Pakistan and Nepal in the Global Peace Index (GPI) 2017 published by the Institute for Economics and Peace (IEP). Moreover, according to the United Nations, Bangladesh moved out from least developed country (LDC) category and progressing towards developing country. The United Nations Committee for Development Policy announced Bangladesh's eligibility for graduation to be Developing country as it met the graduation criteria for the first time in 16 March 2018 on the basis of passing score on Per Capita GNI, Human Asset index (HAI) and Economic Vulnerability Index (EVI).

All these successes and achievement were possible due to a serious and continuous effort made by the Government, Private sector, NGOs and obviously highly dedicated and innovative grass-roots people. People's initiatives, especially women involvement in formal and informal sectors is one of the significant development over the last two decades that contributed considerably in the rapid growth of the country. 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.

According to Bangladesh Bureau of Statistics (BSS) many of the productivity indicators improved significantly leading to a consistent growth rate of 0.14% of the Gross Domestic Product (GDP). The GDP rate was increased from 7.11% in FY 2016 to all time highest 7.28% in FY2017 since 1994, while it was averaged 5.69 percent during 1994 to 2016. At the same time the per capita income (GNI) of the people has also boosted impressively to \$1,610 in FY 2017 from \$1,465 in FY 2016.

The growth in the non-farm sector dominated in the overall economic growth of the country for many years. Economic census 2001 & 2003 data shows a significant increase in total non-farm economic units to 80.8 million units in 2013 from 37.1 million in 2001-2003 over the last decade. Simultaneously, a gradual increase in non-farm employment observed as the estimated employment was 12.1 million in 2013-14, 12.2 million in 2015-16 and 12.4 million in 2016-2017. This implies that more than half of the labor force in Bangladesh is engaged in economic activities outside the agricultural farm sector. This underscores the growing importance of the non-farm sector in faster growth of the overall economy.

Informal sector has been emerged an important component in the growth dynamics. The economic census 2013 reported permanent establishment as the dominant category accounting for 56.2 percent of all economic units. Nonetheless, although the number of permanent establishment was on the rise as about 1.56 million in 1986, 2.99 million in 2001 & 03 and 4.53 million in 2013, the share of temporary establishments and economic households have been increased sharply at against permanent establishment during the inter-census period. This suggests that the informal sector has been expanded quite rapidly during this period.

It is important to note that, Rangpur and Rajshahi divisions have recorded a higher increase in total economic units. This is due to the fact that historically these two divisions had suffered from acute seasonal unemployment commonly termed as Monga during the agricultural lean month of Kartik attributed to lack of alternative non-farm employment opportunities. Targeted public investments and special credit programs facilitated the growth of non-farm employment in these areas, which has eased the Monga situation quite significantly in recent years. Household based economic activities are in the sharp rise. The findings of the Economic Census 2013 reveal that household based economic activities have expanded rapidly over the last decade as it was raised to 3.393 million in 2013 from 0.381 in 2001 & 03 and 0.545 in 1986. It is encouraging to mention that the poverty prone Rangpur Division has experienced substantial growth at micro level economic activities.

Consequently the rural economy has been also boosted over the years. 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%). Following agriculture sector the service sector has played a dominating role in the growth of rural economy. According to Labour Survey 2015 the service sector has constituted 36.9% after agricultural sector 42.7%. According to the results of Economic Census 2013 the service sector activities like wholesale and retail trade including repair of motor vehicles, agricultural machines and motorcycles occupied the highest share of 45.91% and transportation occupies and storage 13.65%.

In spite of many remarkable achievements in many sectors including tremendous economic growth, Bangladesh still faces many hurdles and challenges to ensure an equitable share of income raise, benefits and opportunities for the poor and vulnerable that constitute vast majority of its population. There is a dark abyss behind the decent economic growth. In the face of significant increase of per capita income, it is widely recognized that the “growth is lacking quality” as it has widened the disparity and gap between rich and poor in terms of net income and wealth accumulation. Bangladesh Household Income and Expenditure Survey-2017 shows that Gini coefficient (score ranges: 0-1), which is used to measure income inequality, increased to 0.483 at national level in 2016 from 0.458 in 2010, meaning that the rich became richer while the poor became relatively poor during the period. A much clearer picture of income distribution emerges when income distribution compared between the income share of the poorest 10 per cent (3.85% of total country’s income) and the income share of the richest 10 per cent (26.92). This clearly indicates that very little of the benefits of economic growth has trickled down to the very poor, the people who need it the most. As a result an estimated 63 million of 163 million people still living under the poverty line, earning <\$3 per day. Moreover, one third of them are hardcore poor.

The inequitable economic growth left behind a complex economic paradox and multidimensional challenges for poor and vulnerable people. Different studies confirm that the existing inequity is largely contributed by the deprivation of accessing rights, services and resources by poor and vulnerable people leading to an unequal access to education, health care and employment opportunities, exploitation at workplace, low-wage jobs, and financial services such as investment capital with scant benefits, high rates of youth unemployment. A large body of literature suggests that inequality and deprivation exists between men, women, youth, ethnic minorities in income opportunities, wage rate and share of benefits. It is also critical to highlight another dark side of the economic growth that the income and asset disparity between rural and urban areas has also widened over the years.

The Per capita income per month for rural and urban areas was Tk 3,256 and Tk 5,748 respectively in 2016. In addition, structural changes in rural economy caused by mechanization in agriculture and reduction in access to arable land, widespread rural poverty and unemployment have led seasonal and permanent migration of rural people. This migration is building enormous pressure on over populated urban areas, resulted significant increase in urban poverty and slum dwellers with living in extremely poor conditions.

The above context indicates that a serious effort should be made to eliminate the above inequality and deprivation, through making a highest level investment in generating adequate diversified livelihood opportunities in farm, off-farm and non-farm sectors. We also need to make sure that livelihood opportunities and benefits are equitably shared by men, women, youth and ethnic minorities. Enhancing livelihood resilience and reducing vulnerability of households from poverty prone areas require greater diversification of household income sources. The invisible poor cited income diversity as the most crucial variable of potential income increase. The development partners 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-finance, 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-finance in poverty prone areas in ensuring proper timing. The poverty stricken pockets of the country need to be given more attention from the policy makers and development activists. The emerging youth are unemployed and yet to be involved in productive activities due to lack of skill and required of education. We should target the unemployed youth with specific strategy and policies to improve their skills matching with employment opportunities. Value chain, value addition and marketing of products are critical in all aspects of livelihoods, food security and economic growth, for the poor and vulnerable living in remote areas. Capacity building of poor and vulnerable as well as vertical and horizontal integration of markets is important to facilitate the poor and vulnerable in highly competitive market situation. A pro-poor value chain and marketing approach should be embedded in all livelihood and food security initiatives to ensure that the “input and output markets works for poor”. Proactive participation in innovation and adoption is the key to be success in this regard, which will contribute to achieve SDG 1 (no poverty), SDG 2 (Zero hunger), and SDG 5 (Gender Equality).

Gender discrimination still remains one of the biggest challenges for Bangladesh to address in the future. Although there has been steady progress in reducing gender inequality in different sectors, there is significant inequality exists in many sectors of Bangladesh. Being a highly patriarchal society, gender discrimination is omnipresent in every sphere of life in Bangladesh.

However, education, healthcare, nutrition and employment –are the sectors that women are deprived from their rights. Despite of government’s variety of initiatives introduced to enhance the female education, a considerable gap remains for boys and girls in enrollment and significantly higher girls dropout particularly in higher education. According to Bangladesh Bureau of Educational Information and Statistics (2016) the dropout rate of girls (42.19 %) was much at secondary level compare to boys against (33.88%), while gap was even wider at higher secondary level as per cent of the boys. The presentation also shows that overall dropout rate at was 20.08 per cent and the rate among girls was 23.83% for girls and 16.55% for boys. Moreover, by default there is a gap in-between urban and rural enrolment and dropout for both girls and boys. This is mainly due to early marriage and socio-cultural barriers, which should be addressed as priority basis by increasing investment and thus achieves SGD 4 (Quality Education) and SDG 5 (Gender Equality).

Although Bangladesh has achieved good progress in the health sector and has been successful in rising the average life expectation of its population, female health care remains a big concern. This is particularly true for adolescents (10–19 years of age, girls, and boys) healthcare and hygiene which led multi-dimensional negative consequences especially for girls. Issues surrounding sexual and reproductive health (SRH) and hygiene remain a cultural taboo, especially for adolescents and young unmarried people. Adolescents in Bangla–desh too often enter their reproductive years poorly informed about SRH and hygiene issues, without adequate access to SRH-related information or services. Although government built many structures for healthcare facilities and deployed interventions, there is a clear lack of SRH programs that are exclusively focused on adolescents. We need genuine attention in increasing access to SRH and hygiene by removing socio-cultural barriers as the adolescents constitutes nearly one-fifth of the country’s total population and their health and well-being is critical to the country’s future. As related to health and hygiene, here it is worth mentioning poor sanitation and drinking water, particularly in the slum and rural areas. Safe drinking water is a right and proper sanitation is dignity of the citizens. Over 40 percent of all improved water sources in Bangladesh – that’s water which comes from a manmade structure - are contaminated with E. coli bacterium, a marker of fecal contamination and a cause of diarrheal diseases, 26% of drinking water sources across the nation contain naturally-occurring levels of arsenic above the threshold, only 28 percent have a hand washing station equipped with soap and water. Fecal contamination still infects water bodies. All these will contribute to achieve SDG 3 (Good health and well-being), SDG 5 (Gender equality), and SDG 6 (Clean water and sanitation).

Early marriage is one of the vital barriers to women’s and girls’ that historically limited young women’s access to education and thereby to employment opportunities as well as creating a vulnerable situation to their health.

Still now, Bangladesh has one of the highest rate of early marriages and has the fourth-highest rate of child marriage in the world as 29% of girls married before the age of 15 and 65% of girls married before the age of 18, (source; UNICEF 2005-2013). Study in the southwestern region of Bangladesh, found that 50% of married adolescents (ages 12-19) had been pregnant before, and that 22% gave birth by age 15. Early childbearing is linked with higher maternal mortality and morbidity rates and increased risk of induced, mostly illegal and unsafe abortions. Although child marriage is ban by country's law, but it can't be achieved without socio-cultural, perception and behavioral change of society and communities and parents. Therefore, we should focus to work together to remove all barriers for ensuring wellbeing of future generation. Thus we can make significant contribution to achieve SDG 3 (Good health and well-being) SDG 5 (Gender equality).

Child labor is another in humanitarian aspect to be address in the coming years. According to a survey of the Bangladesh Bureau of Statistics, as of 2015, the country had some 3.45 million active child laborers of which 1.2 million children are still trapped in its worst forms, according to the latest National Child Labor Survey report, published in 2015. Overseas Development Institute found that child laborers living in slums worked an average of 64 hours each week, resulting more than 36% of boys and 34% of girls had experienced "extreme fatigue" on the job. We should take immediate action if it wants to meet its professed target of wiping out hazardous child labor from the country, contributing to SDG 8 (Decent work and Economic growth).

There are 3 million indigenous people belonging to at least 45 different ethnic groups speaking at least 35 different languages, living in certain pockets of geographical location with their distinct language, culture and way of life. They are marginalized and discriminated through "social exclusion" by the state and society, and excluded from a full participation from social, political and economic life, hindering to access services, education, health and resources which are the key factors ensuring their basic rights, dignity and well-being.

The GoB (BCCSAP 2009) has classified the climate change consequences as cyclone, severe drought, surge flash flood, salinity intuition, and cold wave. In addition, GoB has identified some areas are more severally affected than others according to above classification. Bangladesh is one of the most climate change vulnerable country of the world and the climate change consequences are clearly visible through the country. The GoB (BCCSAP 2009) has classified the climate change consequences as cyclone, severe drought, surge flash flood, salinity intuition, and cold wave. In addition, GoB has identified some areas are more severally affected than others according to above classification. The climate change and environmental degradation resulting in above disaster are wrecking many of the countries achievements over the years.

It is critical that Bangladesh prepare to adapt to climate change and integrate a “climate resilient” sustainable development approach in every sphere of development initiatives to ensure sustainability of country’s achievements and growth as well as safeguard future well-being of citizens.

Bangladesh proud to getting out from the United Nation list of “Least Developed Country” and now targets to achieve graduation of “Developing Country” at earliest time. The Government of Bangladesh as placed highest priority to achieve the target. Despite the government priority, lack of good governance, administrative structures, and accountability hinders the timely delivery of quality services to its people. Delivery of public (local) services provided by local government institutions (LGIs) is highly centralized in Bangladesh and strongly controlled by a large administrative system. As per Parliamentary acts assert the public services such as education, health, nutrition, family planning, irrigation, utilities and agriculture should be delivered locally by local institutions, i.e. Union Parishad. However, in practice all such services are largely managed directly by central government. This is mainly because power structure and LGIs lack of authority and capacity in terms human (knowledge and skills), monetary and material resources to deliver services to the people according to their needs and demands. Moreover, there is a wide variation in providing government services between groups and communities such as male-female, rural-urban-slum areas, mainstream-ethnic etc. This situation has opened the opportunity for Non-Governmental Organizations (Local, National and International) and Community Based Organizations as well as private sector has stepped forward to fill the gaps. The country has one of the largest concentrations of NGOs and CBOs in the world and over the years these organization widened their activities in areas such as micro-credit, formal and informal education, training, health and nutrition, family planning and welfare, agriculture, water supply, sanitation, human rights and advocacy and legal aid. It is now well recognized within Bangladesh that the engagement of the NGOs and CBOs in local service delivery is essential for above key services. Moreover, NGOs and CBOs playing a critical role in capacity building of government staff and local institutions in technical aspects, community engagement, resource mobilization and service delivery through their noble approaches. However, factors such as the increase in population, work load and politico-economic challenges have limited LGIs ability to innovate and delivery high-quality services. Therefore, a greater integration and coordination is “must” between government, NGOs and CBOs, and international partners as well as private sectors, if an equitable and sustainable socio-economic development is to ensure. While developing ESDO strategic Plan 2018-2030, we have taken a complete consideration of country background i.e country’s existing situation in achievements, areas of improvement and opportunities as well as broader context of world development through synchronizing our investment and targets to contribute significantly in achieving SDGs.

OUR VISION

We seek an equitable society free from all discriminations.

MISSION

Reduction in income poverty and human poverty of the people in our working area through undertaking massive integrated development programs for the poor and marginalized community through service delivery and rights based approach. This includes programs on income generation, improved education, nutrition and health improvement, human rights and good governance. We integrate gender and environmental protection & regeneration as cross-cutting subjects across all the programs. We believe in equity and are actively promoting human rights, dignity and gender equality through building people's social, economic, political and human capacity. Women in general and children are central to our activities. We seek to ensure quality of services through continuous strengthening of our organizational capacity. Extending our services to the ultra-poor is our main manifesto.

HISTORY OF ESDO

Eco-Social Development Organization (ESDO) has started its journey in 1988 with a noble vision to stand in solidarity with the poor and marginalized people. Being a peoples' centered organization, we 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. Over the last thirty years of relentless efforts to make this happen, we have embraced new grounds and opened up new horizons to facilitate the disadvantaged and vulnerable people to bring meaningful and lasting changes in their lives. During this long span, we have adapted with the changing situation and provided the most time-bound effective services especially to the poor and disadvantaged people. Taking into account the government development policies, we are currently implementing a considerable number of projects and programs including micro-finance program through a community focused and people centered approach to accomplish government's development agenda and Sustainable Development Goals (SDGs) of the UN as a whole. ESDO is one of the most dynamic organizations expanding its development interventions across 272 upazilas under 49 districts of Bangladesh covering over 8.60 million poor and vulnerable people.

Our Values and 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

According to ESDO Organogram, General Committee is the highest forum of ESDO. On behalf of General Committee, Executive Committee governs and providing policy guideline to Executive Director. The Executive Director is the Member Secretary of Executive Committee as well as the Chief Executive of ESDO. Executive Director ensuring organizational governance as well as administer the organization for ensuring quality of the service. On behalf of ESDO, Executive Director is the authorized person to contact and contract any MOU or agreement with donors, appointed or terminate staffs according to ESDO service rules and ensuring day to day management. He has also responsible for financial accountability. Human Resources Division, Finance Unit, Internal Audit Unit & Monitoring Unit has been working independently & according to service rules, financial manual, TOR of audit Team and Monitoring Guidelines and these team directly accountable to Executive Director & Executive Committee. ESDO followed participatory coordination mechanisms between central and field offices management system. The decision making flow-chart of ESDO: General Committee ► Executive Committee ► Executive Director ► Central Coordination Unit ► Regional Coordination Unit ► District Focal Team ► Upazila Focal Team.

The Executive Director monitor the program implementation, outcomes and issues through organization's established result based Monitoring, Evaluation and Learning (MEL) system, meetings with different levels of staff and direct visiting programme participants at fields. The progress of project implementation, outcomes and the issues emerged in the previous year are reported and discussed at Executive Committee Meeting. The EC makes decisions and provide future strategic directions to ED. The ED implements the decisions and directions of EC meeting at organization and field level through his staff. Thus a two way decision making and governing process (bottom to up and up to bottom) are maintained in the organization. We organize Annual General Meeting (AGM) in each financial year, where all the members of General Governing Body, Executive Committee and key staff members attend the meeting. All the achievements, outcomes and emerged issues of the previous year and the decisions made at the EC meeting are presented, discussed and reviewed by the AGM participants and finally approved by the GC members. Yearly budget is also reviewed at AGM and the budget for next year is approved in the AGM. Thus a governance accountability of the organization is ensured.

Legal Status

- NGO Affairs Bureau: Reg.No: 694/93 (Renewed-2018), Date: 15/03/1993
- Department of Social Service: Reg.No: DSS/440/88, Date: 14/11/1988
- Directorate of Family Planning: Reg.No: 32, Date: 29/10/2014
- Registered under Join Stock Company Act: Reg.No RAJS-414/2 017 Date: 01/01/2017
- Registered with the BETB, Registration No: 12121
- Micro-credit Regulatory Authority: Reg.No: MRA-0000204, Date:25/03/2008
- Licensed with Directorate of Health Services: Reg.No. 3998 Date: 12/10/2014 (Renewed 2018)
- National Board of Revenue: TIN: 597328140198/Circle-90 (Companies), Date: 27/09/2017
- National Board of Revenue: Value Added Tax Registration Certificate, BIN: 000885483(24/12/2017)
- Potential Applicant Data On-Line Registration (PADOR): BD-2008-EVA-0712824261
- Data Universal Numbering System (D-U-N-S) & Number: 731578014, N-CAGE Code: SVH85

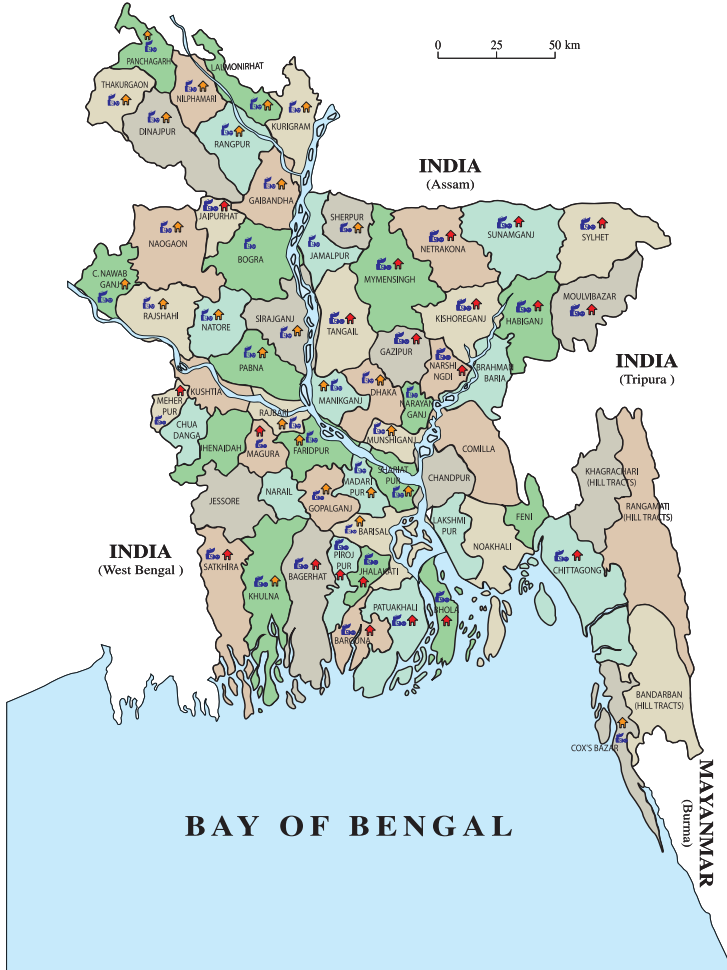
VISION 2030



By the year 2030, reach out to 15 million vulnerable people directly in 51 districts of Bangladesh with development initiatives and quality services.

Target People and Geographical Location of Operational plan

Target people: We work with poor, marginalized and disadvantaged groups and communities, especially with women, children, ethnic minorities and char & slum dwellers as our primary target group in order to improve their livelihoods. We also keen to work with organized communities seeking assistance to uplift themselves in a sustainable manner. We strongly believe in the ability of people and communities to identify their needs and drive their own development agenda. So, we facilitate individuals and communities to develop their capacity to access information, technologies and resources in order to ensure sustainable livelihood improvement through their own efforts. We raise funds from a number of different donors and government to implement projects and programs to reach out the target people and communities with our quality services. We identify our target area, people and communities according to individual project goals and objectives using valid systematic methods and empirical evidence. Taking in to account the individual project provisions, we deliver our services and interventions including micro-finance according to needs of the community through noble approaches.

ESDO WORKING AREA



-  As on 2017
-  Planned up to 2030

Fund-raising strategy

“Achieve impacts at scale by quality program implementation”- is our motto and fundamental to be the “Partner of Choice” and our fund raising strategy. We will continue to upgrade and strengthen our capacity to manage big projects and deliver quality outputs. We will continue to diversify of partners, networks and donor base to sustainable growth of our organization.

- Continue and strengthen relationship and engagement with existing donors and networks
- Look for new donors opportunities
- Explore new funding options and stream

Fundraising mechanism:

We will develop a “MIX” of fund raising options to ensure adequate funding and sustainable growth. The options are;

- Major Partners: Major Partners will be the most important funding sources. We will maintain healthy and a high quality relation with major partners. We will stretch full effort to search for calls and submit high quality Project Proposal and/or Expression of Interest (EoI) for funding. This will be the main strategy and source of income over the years in future.
- Corporate sector grant/donation: Funding support from the corporate sector i.e companies to the NGOs and local initiatives is sharply increasing as part of their social and ethical responsibilities know as Corporate Social Responsibility (CSR) or Corporate Citizenship. Our fund raising strategy will include capturing this opportunities by making synergy between our programs and company’s specific products and/or services.
- Individual donor: We look forward to create a portfolio of individual donors developing and nurturing individual donors over time to create a stronger bond and in turn greater financial contributions as well as powerful word of mouth recommendations.
- Social Enterprise: Develop opportunities to generate sustainable funds through social enterprise

Online support: Web- presence and visibility matters for fund raising, particularly in case of the donors from far distance. Our fund raising strategy includes capturing online opportunities to reach a wide variety of audience to inform our strength and achievements to support fund raising through following e-actions;

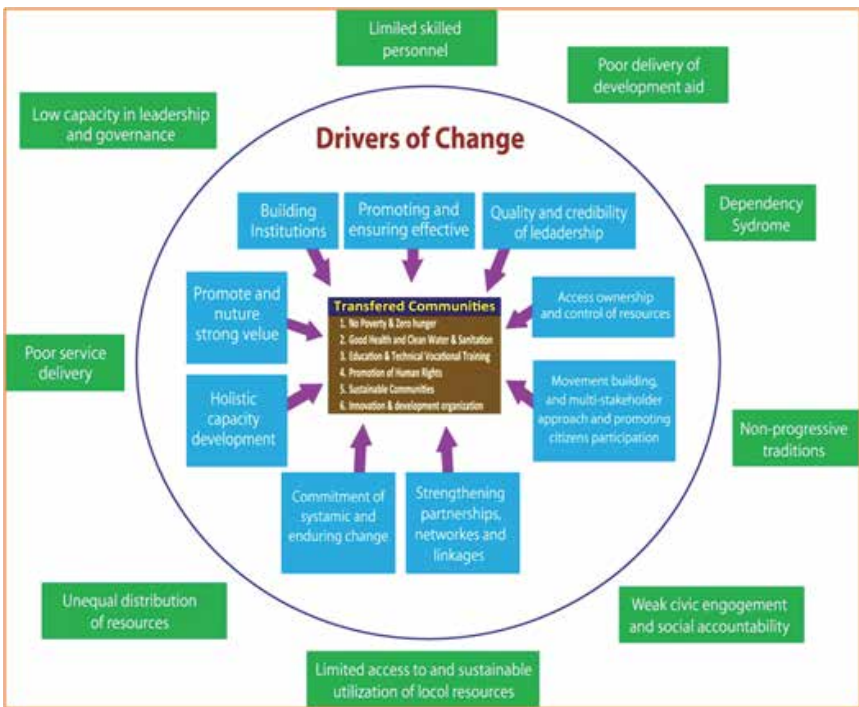
i) Updating our website: We will continue to update and upgrade our website frequently. ii) Include a web version of our regular newsletter, iii) facebook: Continue to post news, views, photos etc. of our programs, activities and achievements.

ESDO's NETWORK (Up to December, 2017)

ESDO's NETWORK			
DONORS	GOVERNMENT	CORPORATE S	OTHER
<ul style="list-style-type: none"> • 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 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) 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> Trust Bank Limited. Uttra Bank Limited Mutual Trust Bank Limited Bank Limited BGMEA AESOIB 	<ul style="list-style-type: none"> • 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

Theory of Change

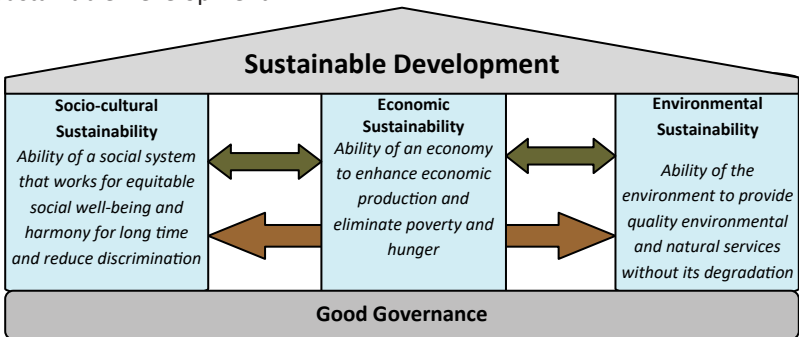
We believe that systemic and enduring change is possible when communities are able to initiate and drive their own development agenda. If their capacity is built they can bring changes in systems to access basic rights and services through working with government and other actors as well as harness and grow their own resources. We therefore, invest in capacity building to enhance community-led initiatives to create a firm basis for sustainable development and social justice. Our theory of change mainly focuses on 2 aspects; i) capacity building of poor people with a particularly attention to women, young and disadvantaged groups and ii) changes in systems that work for poor.



ESDO Strategic Plan 2018-2030

Our strategy of work encompasses achieving both United Nations Development Goals (SDGs) and Government of Bangladesh Development Agenda. The 2030 Agenda of Sustainable Development Goals (SDGs), adopted by the member states of the United Nations in September 2015, which are currently universal set of working goals to frame national policy and development agenda by members states over the 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.

While MDGs aim to reduce 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 SDGs is integrated, indivisible and balance of three dimensions of sustainable development: economic, social and environmental. The goals are global in nature hence, universally applicable. The SDGs comprised of a set of 17 universal goals to end poverty, protect the planet, and ensure prosperity for all. Each goal has specific targets and each target has specific set of indicators, thus there are a total of 169 global targets and 230 global indicators to be achieved by 2030 under current SDGs. While our Vision and Mission squarely fit to the SDGs over arching goals, our primary strategy of work is to make significant contribution to as many SDGs targets and indicators as possible within the scope of GoB policies and development agenda. “Poor people First” is our notion; while we place “poor people and communities” and “Environment” are the central to our efforts and services. We believe if the communities and groups are empowered through building their capacity, they can bring sustainable improvements to their lives and livelihoods by themselves and can adapt with the changing world to prosper. “Quality Service” is our motto, so we make most of our efforts to ensure quality of services, while not undermining quantity and numbers. In general, we account three overlapping and interrelated pillars; Socio-cultural Sustainability, Economic sustainability and Environmental sustainability as the base of “Sustainable Development”.



Combining ESDO's vision and Mission along with SDGs and government development agenda we have developed a set of 6 strategic program priorities termed as “ESDO's Program Goals” (ESDO-PG) and have included in our “Strategic Plan 2018-2030” for persuasion and achieving through our programs and activities. The “ESDO's Program Goals” reflects our notion and strategic program priorities and reinforce our commitment to make significant contribution in sustainable development i.e sustainable improvement in social, economic and environment for the poor and vulnerable to community and people including women, children, adolescent and youth.

In order to demonstrate a clear “impact path”, we have set specific “Outcomes” under each ESDO's Program Goal and then have set “Targets” under each Outcome and finally have set “Strategies” under each Targets. The targets have been set by analyzing our country context (described above), past trends, risks and opportunities as well as our past and ongoing programs experiences and learning. We are committed to achieve the set goals, outcomes and targets in the longer run, but primarily within 2303. The targets and outcomes will be monitored regularly and evaluated time to time over the period through measuring indicators to keep the programs and activities on truck. Thus current “Strategic Plan 2018-2030” is our organizational roadmap that will help us to be focused in achieving “ESDO's Program Goals” in a more sustainable manner. The “ESDO's Program Goals” and the alignment with SDBs is presented in brief in the Table below and details is outlined next to the Table;

ESDO's Program Goals: Our Strategic Impact Pathways			
Goals (Short Form)	ESDO Goals Narrative	Alignment with SDGs	Number of current projects
Goal 01: Eradicate poverty and ensure food security	Eradicate extreme poverty and increase social safety nets, and ensure food security and nutrition through achieving sustainable livelihoods for all people in our working	SDG 1 and SDG 2	18
Goal 02: Good Health, safe Water and Sanitation	Ensure good health and hygiene, availability safe water and improved sanitation for all in our working area.	SDG 3 and SDG 6	7
Goal 03: Education, Vocational Skill and Employment	Ensure equitable education and equitable learning and professional skill development opportunities for productive employment and decent work for all sustainable in a manner in our working	SDG 4 and , SDG 8	13

ESDO's Program Goals: Our Strategic Impact Pathways			
Goals (Short Form)	ESDO Goals Narrative	Alignment with SDGs	Number of current projects
Goal 04: Gender Equality, Child Protection and Human Rights & Justice	Achieve gender equality and empower women and girls, Child Protection in all spheres of live and livelihoods. Reduce discrimination and establish human rights and justice for all, particularly poor vulnerable and disadvantaged communities for peaceful and inclusive societies for sustainable development.	SDG5,SDG10andSDG16	10
Goal 05: Climate Resilient Sustainable Production, Settlements and Communities	Develop climate resilient sustainable industry and agricultural production and consumption model, build safe and resilient human settlements and communities, and achieve access to affordable and reliable energy for all in our working area.	SDG7, SDG 9, SDG11,SDG12and SDG 13	15
Goal 06: Organizational Development, Operation, Quality Service and Innovation	Achieve vertical and horizontal expansion of our organization though strengthening our human and physical resources, and building organizational capacities as a whole.		

ESDO Strategic Program Goals 2018-2030: Our Impact Pathways (Outcomes, Targets and Strategies)

ESDO Program Goal 1: Eradicate poverty and ensure food security for all in our working area

Narrative: Eradicate extreme poverty and increase social safety nets, and ensure food security and nutrition through achieving sustainable livelihoods for all people in our working

Our first and top priority (Goal ESDO Program Goal 1) is to make significant contribution to ending all forms of poverty in our working area as well as to ensure food security and improved nutrition through promoting sustainable climate smart agriculture. We have set 5 broad outcomes and 8 targets to achieve the ESDO Program Goal 1 (ESDO-PG1). Being agriculture dominant rural economic, we broadly considered increase in agricultural productivity and marketing and create diversified farm, off-farm and non-farm income opportunities as the key vehicle of achieve ESDO-PG 1.

As a strategy we are currently implementing several projects under ESDO-PG 1, and continue to implant such project and activities in future. The projects includes multidimensional and integrated holistic approach such as increase social safety for poor and vulnerable, increase productivity in agriculture, livestock and fisheries by introducing improved climate smart vertically and horizontally integrated farming systems, promoting cultivation of high value

prospective commodities, create diversification in income opportunities, provide various income generating activities (IGA) and professional skill trainings farmers and unemployed youths, conduct different nutritional security activities, encourage savings, linkage, coordination and collaboration with GO and NGOs for better services, provide various seasonal loan, 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 and urban poor.

Thus “ESDO PG 1” is aligned with SDG 1 and SDG 2. Currently we are implementing 18 projects under ESDO Program Goal 1 will continue to implement above activities such programs to achieve outcomes by meeting the targets of ESDO-PG 1 by 2030.

ESDO Program Goal 1

Sl	Outcomes	Targets	Strategies
1.1	<ul style="list-style-type: none"> Poor and vulnerable programs participants (the beneficiaries ESDO work with) are out of extreme poverty Poor and vulnerable households and communities have improved access to social safety nets and others basic services 	<ul style="list-style-type: none"> Target the poor and vulnerable people (men, women, ethnic minorities) and households to include our livelihood programs with specific poverty reduction strategy and interventions Poor and vulnerable people (men, women, ethnic minorities) and communities have capacity to access different government (GO), public, NGO and private services. Community leadership built to drive their own community development agenda 	<ul style="list-style-type: none"> Generate diversified livelihood options and ensure meaningful engagement the targeted poor and vulnerable people (men, women, ethnic minorities) and households suitable for them. Ensure access to information, technology and resources for sustainable livelihood diversification for poor and vulnerable people Ensure that the community leaders effectively engaged in coordinating with public, NGO and private services and input providers for quality services and organizing community events
1.2	<ul style="list-style-type: none"> Ensured equitable access, ownership and control over livelihoods resources and economic assets by the participating poor and vulnerable people and households in a sustainable manner 	<ul style="list-style-type: none"> Poor and vulnerable people have accumulated tangible economic assets from increased productivity and income 	<ul style="list-style-type: none"> Ensure that the participants invest in intensifying production system, developing asset base and productive resources, modernizing production with efficient equipments
1.3	<ul style="list-style-type: none"> Ensured equitable access to financial services for investing in income generating activities for the poor and vulnerable households 	<ul style="list-style-type: none"> All program participants have easy access to finance with soft conditions for investment in sustainable livelihood diversification and income generating activities 	<ul style="list-style-type: none"> Link the program participants to finance, particularly microcredit and provide skill training on livelihood diversification and income generating activities in order to ensure efficient use of credit

SI	Outcomes	Targets	Strategies
1.4	<ul style="list-style-type: none"> All participants regardless of age, sex and other social classification, including infants are food and nutrition secured. Children male nutrition in ESDO working communities is reduced. Developed diversified climate resilient pro-poor agricultural production systems with since partners and adopted by participating farming households, particularly poor and vulnerable households 	<ul style="list-style-type: none"> Adequate food for daily consumption is available round the year for all members of participating households regardless of age, sex and other social classification, including infants. Pregnant and lactating mother, children, and adolescents have access to required nutritious food round the year. 	<ul style="list-style-type: none"> Ensure required support to participating household to intensify and diversify their farm, off-farm and non-farm income activities in order to substantial increase in productivity and income and subsequently improve food consumption and nutrition status of households. Embed an agricultural component in all interventions, where possible and facilitate participants adopting a nutrition sensitive vertically integrated homestead production system. Establish a crop insurance policy to cove crop risk and reduce income and food vulnerability where applicable
1.5	<ul style="list-style-type: none"> Developed diversified small and micro level enterprise for youths at on-farm, off-farm and non-farm sector Developed pro-poor value chain for participating producers, particularly poor and marginal producers and ensured that markets work for poor 	<ul style="list-style-type: none"> Build capacity of emerging entrepreneurs to ensure well participation of entrepreneurs 	<ul style="list-style-type: none"> Ensure necessary support to advance actors in on-farm, off-farm and non-farm sectors to become small scale entrepreneur. Build their capacity by training on entrepreneurship and linking them to main stream value chain for well participation. Ensure support “Branding” their products to secure marketing of their products. Provide demand driven career skill training to unemployed people, particularly youth with a focus on girls, ethnic minorities and poor & vulnerable. Establish link with different industries for job placement of trained youth. Ensure technical and financial support to the trained youth to be self-employed by establishing own workshop.



ESDO Program Goal 02

SI	Outcomes	Targets	Strategies
2.1	<ul style="list-style-type: none"> Decreased rate of Child and maternal mortality in our working area particularly, for disadvantaged and vulnerable poor people Strengthen the community level public and private health care service systems and functioning to deliver quality services 	<ul style="list-style-type: none"> Target pregnant and lactating mothers and children to increase their easy access to proper health services and information and education on sexual and reproductive health-care and in our working area with a special focus on poor and vulnerable families and communities All community public and private health committees are activated and service systems well functioning to deliver adequate health services to community people, particularly poor and under privileged communities Community level public and private health care service systems strengthen and functioning to deliver quality services 	<ul style="list-style-type: none"> Activate Community Health Clinics (CHC) and Union Health and Family Planning Centers (UHFPCC) to equip the clinic with adequate manpower and facilities, particularly deliver and mother, and child care Activate Union Health Committee (UHC) and Union Nutrition Coordination Committee and build their capacity to perform their responsibilities Build capacity of Union Female Member (UFM) to coordinate with Public Health Department to access service and facilities for her community Expand Static Clinics within the ESDO Working area and increase the number of Satellite Clinic days. Providing service through e-health and m-health (including tele-medicine) across ESDO working areas.
2.1	<ul style="list-style-type: none"> Decreased rate of Child and maternal mortality in our working area particularly, for disadvantaged and vulnerable poor people Strengthen the community level public and private health care service systems and functioning to deliver quality services 	<ul style="list-style-type: none"> Target pregnant and lactating mothers and children to increase their easy access to proper health services and information and education on sexual and reproductive health-care and in our working area with a special focus on poor and vulnerable families and communities All community public and private health committees are activated and service systems well functioning to deliver adequate health services to community people, particularly poor and under privileged communities Community level public and private health care service systems strengthen and functioning to deliver quality services 	<ul style="list-style-type: none"> Activate Community Health Clinics (CHC) and Union Health and Family Planning Centers (UHFPCC) to equip the clinic with adequate manpower and facilities, particularly deliver and mother, and child care Activate Union Health Committee (UHC) and Union Nutrition Coordination Committee and build their capacity to perform their responsibilities Build capacity of Union Female Member (UFM) to coordinate with Public Health Department to access service and facilities for her community Expand Static Clinics within the ESDO Working area and increase the number of Satellite Clinic days. Providing service through e-health and m-health (including tele-medicine) across ESDO working areas.

ESDO Program Goal 03: Education, Vocational Skill and Employment

Narrative: Ensure equitable education and equitable learning and professional skill development opportunities for productive employment and decent work for all sustainable in a manner in our working

Our third priority goal (ESDO-PG 3) is to ensure inclusive equitable education, at least primary education for all with a particular focus on children from poor and vulnerable families in poverty prone areas and ethnic minorities. Doing so, we will reach out children poor and vulnerable families and ethnic minorities for their enrollment in school though increasing awareness and engagement of parents and communities by variety of innovative dynamic approaches. These includes increasing enrolment and reduce dropouts by meeting with parents, community leaders and school management committees as well as school feeding i.e. reduce short time hunger and improving nutrition of school going children through providing High Energy Biscuit (HEB), introducing extra-curriculum activities and sports in school, extend and expand primary education for dropout children (like Urban Slum Children Education Program) with Primary education board etc. We will developed a model on child labor Monitoring system (CLMS) and effectively implement to monitor progress reduction in child labor.

Under the ESDO-PG 3 we will also ensure vocational skill development training opportunities for all especially unemployed youths, girls and ethnic minorities in our working areas so that they have a decent livelihoods. We will pursue a demand driven professional skill development training protocol for our target groups so that after the training they get a decent job or can be self employed by establishing own business. For this we shall continue assessing the national and international job markets and business opportunities to find out current demand. Eco Institute of Technology (EIT), ESDO will be expended vertically and horizontally and will play a vital role by introducing more and more demand led courses and significantly increasing number of students. More and different industry sectors will be taken under the umbrella of job placement of EIT trained students. Thus “ESDO-Program Goal 3” is aligned with SDG 4 and SDG 8. Currently we are implementing 13 projects under ESDO “ESDO-PG 3” Program Goal 3 (Annex-1: SDG wise implemented/ongoing ESDO projects) will continue to implement such programs and above activities to achieve outcomes by meeting the targets of ESDO-PG 3 by 2030.

ESDO Program Goal 03

SI	Outcomes	Targets	Strategies
3.1	<ul style="list-style-type: none"> All boys and girls in our working area have equitable and quality primary and secondary education leading to effective outcomes 	<ul style="list-style-type: none"> Ensure all the children, boys and girls are enrolled at pre-school and/or at school in our targeted communities, especially children from socially and economically excluded families and completed primary and secondary education Ensure more area coverage with meaningful program on primary and secondary education, particularly in poor and disadvantaged communities 	<ul style="list-style-type: none"> Build social and parents awareness and motivation to send their children to school Develop trust-worthy linkage among parents, students, teachers, local leaders and government officials through regular meetings and capacity building workshops to create a total learning environment in schools to reduce drop-out Implement innovative and student attractive programs/activities particularly in poor and disadvantaged communities to increase enrollment and class attendance and reduce drop-out Extend program on primary and secondary education in areas, particularly in poor and disadvantaged communities
3.2	<ul style="list-style-type: none"> Safe and healthy learning environment at school and home for children, boys and girls including disabled with proper infrastructure and facilities (as per WASH indicator definition) including for disabled 	<ul style="list-style-type: none"> Ensure teachers, school management committee members and local authorities are capacitated and resourced to implement quality education within our targeted communities Ensure teachers are adequately capacitated to deliver health, hygiene and sanitation (WASH) messages Ensure schools have proper infrastructure and facilities so that students, especially adolescent girls and disabled can adopt best practices regarding health, hygiene and sanitation by the students. 	<ul style="list-style-type: none"> Build awareness and capacities of school teachers on school management for quality education in our working area Integrate health and hygiene education in regular course curriculum Build awareness and capacities of school teachers to deliver health, hygiene and sanitation (WASH) messages Increase accountability and monitoring of school management committee for properly establishing and managing health, hygiene and sanitation infrastructure and facilities for students, especially adolescent girls and disabled Increase the number of after school follow-up learning centers for reducing dropout and providing quality education.

SI	Outcomes	Targets	Strategies
3.3	<ul style="list-style-type: none"> Substantial increase in number of youths and adult men and women in our working area have professional skill including technical and vocational skill for decent employment and entrepreneurship Increase sustainable economic productivity and employment growth through relevant education and technological improvement and diversification, and innovation with a focus on high-value added and labor-intensive sectors in our working area . 	<p>Ensure that the adult men and women particularly unemployed have access to demand driven technical and vocational skills training in our working area</p> <p>Ensure support to technical and/or vocational skill trained men, women and youths to secure employment, job or business after receiving training.</p> <p>Ensure that the domestic and international job markets and business opportunities are assessed frequently to develop and deliver technical and vocational skill training course curriculum accordingly.</p>	<ul style="list-style-type: none"> Create easy access for adult men and women particularly unemployed to demand driven technical and vocational skills training Assess demand of job markets and business and develop training course curriculum according to the demand. Develop proper establishment and facilities for conducting demand driven quality technical and vocational skills training Develop effective linkage with different industry sectors to create access to decent job for trained unemployed youth Provide high level technical and financial support to the trained people to be self-employed Facilitate safe migration of trained youths from poor and middle income families for overseas skills based employment and extend possible support through networking for their living with dignity in other country of destination.
3.4	<ul style="list-style-type: none"> Influence promoting development-oriented policies that support decent job creation, entrepreneurship, creativity and innovation, and access to financial services 	<ul style="list-style-type: none"> Ensure that we have meaningful contribution to policy development through our achievements and learning that enhance job creation and entrepreneurship and innovation. 	<ul style="list-style-type: none"> Properly capture learning from implementing different projects and share learnings with all stakeholders to influence policy development Support research developing innovative diversified technology that generate job and entrepreneurship

ESDO-Program Goal 04: Gender Equality, Child Protection, and Human Rights & Justice

Narrative: Achieve gender equality and empower women and girls, Child Protection in all spheres of live and livelihoods. Reduce discrimination and establish human rights and justice for all, particularly poor vulnerable and disadvantaged communities for peaceful and inclusive societies for sustainable development.

Our forth, but one the most important priority goal (ESDO-PG 4) is to achieve gender equity and empowerment of women and girls at work and workplace in our working communities. In general, we will focus on building awareness on gender and equity at community level. We will support creating an enabling environment sothat all women and girls get equal opportunities in all aspects and access to their rights. We will focus capacity building and equitable access to vocational skill trainings of women to ensure full participation in productive and income generating activities. We will embed and integrate a Gender Transformative Approach (GTA) in all our programs and activities to bring a sustainable change in behavior and practice to achieve meaningful gender equity.

Under the ESDO-PG 4 we will also have strong focus on advocating and establishing human rights protection, justice and significant reduction in discrimination, particularly poor, vulnerable and ethnic minorities. We will support creating an enabling environment and build capacity of people in our working areas so that they get equal opportunities and able to access their rights& justice in all aspects of live and livelihoods. We will activate the right and facility based community groups, committees, and forums regarding all service sectors for sustainable development to ensure living with dignity and peace. We will support building effective community leadership to develop community development and achieve agenda through better networking and coordination with Government, NGO and private sectors. At the same time we will pursue greater integration and coordination between service providers like Government, NGO and private sectors to provide better services to community development. Thus “ESDO-Program Goal 4” is aligned with SDG 5, SDG 10 and SDG 16. Currently we are implementing 10 projects under ESDO “ESDO-PG 4” (Annex-1: SDG wise implemented/ongoing ESDO projects) will continue to implement such and more diversified integrated programs and above activities to achieve outcomes by meeting the targets of ESDO-PG 4 by 2030.

ESDO-Program Goal 04

SI	Outcomes	Targets	Strategies
4.1	<ul style="list-style-type: none"> Reduce all forms of discrimination against all women, girls, ethnic minorities and lower casts in our working communities. Achieve women empowerment in decision-making in political, economic and public life and access to ownership of different types resources 	<ul style="list-style-type: none"> Ensure women, girls, ethnic minorities and lower casts in our working communities are included in our development programs and initiatives Increase women capacity and decision making in household and community level and access to and control over different types of resources. 	<ul style="list-style-type: none"> Include as many as possible women, girls, ethnic minorities and lower casts in our working communities our development programs and initiatives 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.
4.2	<ul style="list-style-type: none"> Reduce all forms of violence and exploitation against all women and girls ethnic minorities and lower casts 	<ul style="list-style-type: none"> Support improving good governance and accountability and increasing community engagement to reduce violence and exploitation against all women and girls ethnic minorities and lower casts in our working communities 	<ul style="list-style-type: none"> Consolidate and strengthen the community networks for raising concerns about human rights at the grassroots level through integrating them with the existing ESDO programs and networks of improving good governance and accountability Coordinate advisory and consultation services to victims and vulnerable people and consolidate existing linkages between them and legal service providers.
4.3	<ul style="list-style-type: none"> Children are safe and protected in every spare of life and eliminate child and early marriage 	<ul style="list-style-type: none"> Reduce in child rights violation and create and monitor a safe and healthy environment for child at home and school through our programs 	<ul style="list-style-type: none"> Promote active citizenship to reduce violence against women and children and increased access to public information Promote community and institution based services to the victims of violence and vulnerable people for sustainable livelihood and living with dignity.
4.4	<ul style="list-style-type: none"> Capacity and voice raised for women and marginalized people to access rights, information and critical livelihoods resources Increased effective participation and equal economic and political, leadership opportunities for the poor, vulnerable and socially excluded men and women Enabling environment created for mainstreaming extremely marginalized and minorities e.g. Ethnic Minorities, Dalits 	<ul style="list-style-type: none"> Increase capacity of women, marginalized and socially excluded people to have equitable access to government, NGO and private services like basic rights, information and critical livelihoods resources Establish strong network and alliances with other agencies, organizations and forums to actively support mainstreaming extremely marginalized and minorities e.g. Ethnic Minorities, Dalits etc 	<ul style="list-style-type: none"> 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 Raise social awareness and advocate and influence policy at local, regional and national level for the protection of human rights, especially children, ethnic minorities and women rights Continuing ESDO initiated Community based Child Rights Monitoring Mechanism & Human Rights Protection Mechanism. Improve access to information, improved technologies and livelihood resources for women and marginalized people through greater inclusion and participation of these groups in various forums and networks.

ESDO-Program Goal 05: Climate Resilient Sustainable Production, Settlements and Communities

Narrative: Develop climate resilient sustainable industry and agricultural production and consumption model, build safe and resilient human settlements and communities, and achieve access to affordable and reliable energy for all in our working area.

Under our fifth goal (ESDO-PG 05) we look forward to achieve the following outcomes;

i) To increase adaptability against climate change and ensure climate resilient sustainable production systems and harvest and consumption. We will support development and adaptation of climate smart production systems in agriculture and industry sectors. We will natural resources management to reduce carbon emission and greenhouse effect. As a strategy we will support building capacity of climate vulnerable local communities and engage them in mitigating climate change consequences and adaptation through using their indigenous knowledge and practices.

ii) To increase access to affordable and safe housing with basic facilities for all, particularly poor and urban slums. We will support to develop substantially reduction in city waste generation, particularly Hazardous waste and significantly reduce their release to air, water and soil as well as manage and recycle them to produce organic fertilizer and bio-gas. In addition, we will make sincere effort to strengthen networks to protect and safeguard cultural and heritage of local area.

iii) Expanded use of Solar Energy in household and community level by installation of solar home system in urban and rural areas. Increase efficient management of risk by disaster vulnerable cities and communities.

Thus “ESDO-Program Goal 5” is aligned with SDG 7, SDG 9 SDG 11, SDG 12 and SDG 13. Currently we are implementing 15 projects under ESDO “ESDO-PG 5” (Annex-1: SDG wise implemented/ongoing ESDO projects) will continue to implement such and more diversified integrated programs and above activities to achieve outcomes by meeting the targets of ESDO-PG 5 by 2030.

ESDO-Program Goal 05

SI	Outcomes	Targets	Strategies
5.1	<ul style="list-style-type: none"> Local climate change actions, and measures and risk reduction integrated into national policies, strategies and planning Strengthen resilience and adaptive capacity of climate change vulnerable communities to climate-related hazards and natural disasters Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning Sustainable reduce in green house gas emissions by agricultural and industrial production systems 	<ul style="list-style-type: none"> Ensure meaningful participation of vulnerable local communities in developing climate change national policies, strategies and planning Increased capacity of local communities, particularly most climate vulnerable communities and institutions to reduce climate hazards, mitigation, resilience and adaptation mechanisms through our programs Ensure climate change issues, mitigation, adaptation, impact reduction and early warning is incorporated in school management and students preparation for risk mitigation Ensure the agricultural and industrial production systems are climate smart and environmentally sound 	<ul style="list-style-type: none"> Implement projects on climate change and effectively engage local communities and institutions in mitigating climate change consequences and adaptation through using their indigenous knowledge and practice Influence policy making to incorporate the lessons learned and local indigenous knowledge and practice to develop climate change national policies, strategies and planning Increased knowledge and skills of targeted vulnerable communities to employ adaptation strategies in order to cope with natural disasters and the effects of climate shocks Build awareness and effectively engagement local communities on sustainable harvest and maintaining quality of natural resources Influence education authority and school management committee to include sessions climate change issues and mitigation Support build capacity of school management committee and teachers to deliver climate change issues and mitigation messages and practical actions and increase preparedness for any disaster Coordinate with relevant organizations to develop climate 5.2 resilient smart agricultural and industrial production systems Support framers and industrialists to adopt develop climate resilient smart agricultural and industrial production systems
5.3	<ul style="list-style-type: none"> Increase access for all to affordable and safe housing and basic services and upgrade slums Strengthen efforts and networks to protect and safeguard cultural and heritage of local area 	<ul style="list-style-type: none"> Ensure support to all, particularly urban slums to build safe house with basic service Ensure people are aware of and making sincere effort to protect local culture and heritage 	<ul style="list-style-type: none"> Coordinate with relevant institutions to provide technical and financial support to urban slums to build safe house with basic services Enhance networking to build awareness on protecting local culture and heritage Take effective initiatives by ESDO and/or with partners to protect local culture and heritage Enrich ESDO Lokayan: The Life Style Museum with more items and diversification Influence relevant authorities and institutions to take initiative to protect and conserve natural resources and eco-systems
5.4	<ul style="list-style-type: none"> Enhance sustainable harvest and production Patterns through developing sustainable management and efficient use of natural resources Substantially reduced waste generation particularly Hazardous waste and significantly reduce their release to air, water and soil Disaster affected people are properly supported in shortest possible time 	<ul style="list-style-type: none"> Ensure natural eco-systems are providing services for long time through sustainable efficient management and use of natural resources Ensure urban wastes collected and efficiently managed recycled and reused through hazardous waste treatment. Expanded Solar Energy in household and community level Ensure the local communities have adequate knowledge, skill and capacity to mitigate natural disasters and climate shocks Ensure proper relief and rehabilitation for disaster affected people as quickly as possible 	<ul style="list-style-type: none"> Collaborate with relevant institutions and implement innovative projects to properly collect and manage and recycled and reused hazardous waste through treatments. Campaign and support urban and rural households to use Solar Energy Increased efficient management of risk by disaster vulnerable communities. Link local communities to a broader platform related to disaster management and climate change Build knowledge, skills and capacities local communities and engage them in disaster management Strengthened adaptive capacity and measures of the communities and develop resilience against disaster and climate change using their indigenous knowledge Intensified disaster preparedness and rehabilitation schemes. Build capacity to make quick response and support for disaster affected people by relief and rehabilitation

ESDO-Program Goal 6: Organizational Development, Operation and Quality Service

Narrative: Achieve vertical and horizontal expansion of our organization through strengthening our human and physical resources, and building organizational capacities as a whole.

Under the ESDO-Program Goal6 (ESDO-PG 6), we seek to reach out 12 million poor and vulnerable people by 2030 with our quality services through vertically and horizontally expanding our organization. For doing this, we will make our most to develop our strength and capacity, in terms of both human and physical resources, for smooth management sothat, we can embers large and remote programs. We will continue to develop a proper organization operational structure and mechanism for smooth functioning to deliver quality services to people in extreme need and achieve impacts at scale. We will make sure that we have all the standard policies and regulations to comply with the government and donor policies and requirements as well as to ensure best practices for quality check and accountability of staff and organization as a whole.

In reality, ESDO-Program Goal6 is completely dedicated to ESDO to become “The Center of Excellence” and set the platform to achieve other 5 ESDO goals (ESDO-PG 1 to ESDO-GP 5), which are contributing achieving 14 of the 17 SDGs as well as the Government of Bangladesh Development Agenda.



ESDO-Program Goal 6

SI	Outcomes	Targets	Strategies
6.1	<ul style="list-style-type: none"> • EDSO is expanded vertically and horizontally in an integrated and holistic ways • EDSO reputation enhanced as being well functioning organization and delivering quality outputs and outcomes • Increased partner and network profile to achieve diversity in program and participants 	<ul style="list-style-type: none"> • Right organizational structure and organogram in place to achieve strategic and program outcomes and targets as well as to achieve EDSO's vision and mission as a whole • All the internal operational units and teams are well integrated and coordinated to deliver quality outputs and outcomes • Ensure physical structure with proper facilities to reach out more poor and vulnerable people • Ensure that more development partners are contacted and contracted to work together 	<ul style="list-style-type: none"> • Upgrade organizational structure and organogram to adapt with the changing world • Shape organizational structure and priorities to synchronize with national and international development demand • Increase internal (intra and inter units) coordination and sharing between units to achieve quality outputs and outcomes • All organizational rules and policies are regularly updated to synchronize with national and international standard • Rules and policies are practiced in day-to-day organizational operations to ensure accountabilities in all possible sectors • Establish EDSO offices at regional, district, Upazila and Union level as required with adequate facilities • Find new areas and innovative ideas of work and submit proposal to new and old development partners for support • Improving efficiency of EDSO staff members at all levels in planning, designing and implementing programs and service delivery as required by stakeholders and participants • Strengthening of networking and collaboration activities with partner organizations and other stakeholders to identify emerging concepts and act together to face new challenges;
6.2	<ul style="list-style-type: none"> • Participants and funders highly satisfied with high quality program implementation and service delivery • Achieve organizational and staff's individual accountability and transparency established at a international and/or national standard 	<ul style="list-style-type: none"> • Well-functioning Monitoring, Evaluation and Learning (MEL) systems effectively supporting to program implementation and service delivery • All staff are capacitated and competent to perform their responsibilities to deliver quality outputs and outcomes • Ensure all types of organizational rules and policies are in place and strongly in practice to ensure accountabilities and transparency 	<ul style="list-style-type: none"> • Establish well-structured and effective MEL system equipped with adequate human and material resources • Ensure MEL system provides regular feedback on findings and leaning to improve quality of on-going program implementation and service delivery • Ensure all MEL data are collected using different types of valid methods/tools and feedbacks are provided • Project implementation and evaluation, and impacts are well documented and learning generated are communicated to wider stakeholders and also incorporated in preparation of future projects • Establish an organization-wide knowledge management (KM) system with effective use of KM sharing practices • Develop all types of organizational rules and policies in written form and update to comply with Government and donor's policies • Strongly monitor the effective practices of rules and policies in day-to-day activities on-job and off-job
6.3	<ul style="list-style-type: none"> • Established trustworthy and transparent financial systems and transactions that accomplishes the compliance of GoB and donors • 	<ul style="list-style-type: none"> • Ensure all staff member clearly understand financial rules and policies and practice in their day-to-day activities and transactions • Establish reliable internal and external financial audit systems at international standard 	<ul style="list-style-type: none"> • Provide foundation training to all newly recruited staff to build clear understanding on organization policies and standard practices with a particular focus on financial matters • Use International Accounting Standards (IAS) for our account keeping and International Financial Reporting Standards (IFRS) for all our reporting.

Strategic Cross- Cutting Issues

We refer the cross-cutting issues to those we make sincere consideration in planning, designing, implementing, monitoring and evaluation across all programs and activities and organization as a whole seeking improvement of those issues. The followings are our priority strategies cross-cutting issues over the period 2018-2030.

Gender equity: “Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance” (Kofi Annan)

Gender equity is our one of the top priority cross-cutting issues. Gender equity is the process of being fair to women and men, according to their respective needs. Men and women must have equal rights and opportunities in all areas of society and the economy if sustainable development is to be achieved. To ensure fairness, we will take effective strategies and measures to compensate for women’s historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. Therefore, through our programs, we will focus women empowerment through their meaningful engagement in social and economic development and ensure fair share of benefits. We will continue to upgrade our gender policy with the changing situation and put into effective practice at organization and program level. We will integrated and deploy gender transformative approach (GTA) in all our current and future programs and activities to bring sustainable change in behavior and practice at household and community level to significant reduction in gender discrimination. We will make sure equal opportunity in the recruitment process for all projects.

Environment:

Environment is our another top priority cross-cutting issue. Natural environment in which we live provides most important eco-system services for humans and all other species that are essential to our health, quality of life and survival. Protecting environment is critical for survival of human and other living organisms and the planet as a whole. We will continue to integrate environment as a cross-cutting issue in all our current and future programs and activities to sustainably minimize potentially negative environmental impacts of individual intervention, but more importantly as an attempt to support for pro-active environmental improvements through protection and restoration conservation. In collaboration with partners, we will particularly focus to develop “no” or “low” carbon emersion environment friendly climate smart agricultural and industrial technologies and support adopting those by practitioners.

Community engagement

We firmly believe that collaborate and maintained networking among the sector agencies, alliances, community allies, professionals, government agencies, local government agencies and sectoral and trans-sectoral stakeholders is the top priority mandate of ESDO for ensuring rights and services for the target audience. The focusing interest of ESDO is to help creating favorable environment for under-privileged communities. ESDO maintains a continuous and uninterrupted chain of strong advocacy, networking, and service delivery combining it with dissemination of relevant, comprehensive, and up-to-date sectoral and organizational information. ESDO facilitates strong service delivery, advocacy, and information services among various cross sections of people and focused on ultra poor households for ensuring their betterment and creating an enabling environment for them. ESDO has been continuing close collaboration with different GO-UN organization- International donors - LGIs from the inception of the organization.

Community mobilization on ESDO's Understanding:

- Fostering collective power
- Sustained engagement with the community
- Systematic
- Multi-faceted
- A process
- A struggle for social justice
- About fostering activism
- Requiring a range of people, groups and institutions
- Going beyond individuals to influence groups
- Building social networks or capital
- Fostering alternative values
- Stimulating critical thinking
- Holistic and inclusive
- Based on principles of human rights
- Positive and supportive
- Democratic
- Changing norms
- Collective: everyone must work together for change
- Benefits-based
- Focused on root cause (power imbalance)

ESDO's guiding principles for community mobilization

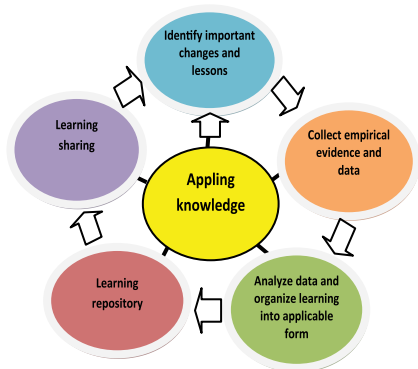


Research and Innovation:

Research and development is the “Heart” of ESDO that plays a critical role in the innovation process. We can’t think of development without research and innovation. It’s essentially an investment in technology and future capabilities which is transformed into new products, processes, and services. Research and innovation is the key to face emerging challenges. We embed “Research in Development (R in D)” concept/approach in our programs and activities, though which we seek exciting ideas and innovations while implementing development programs. We value and place particular emphasis on new ideas, local level innovation, indigenous knowledge and experience based systemic thinking, along with institution based structured research. So, we sincerely capture new ideas, local level innovation and indigenous knowledge through a multiple systemic methods and apply them into our program design, implementation, technology dissemination and MEL system. Therefore, research and innovation will remain our core strategy to achieve broader development impacts at scale. We will continue to strengthen our “Research Unit” through building our capacity in research and innovation in both social and technical aspects and extend our research networks and collaborations to become the “Partner of Choice in Research and/in Development”.

Knowledge and learning sharing:

We believe good work environment is the key to staff working at their full potential to achieve effective outputs and outcomes. We seek to provide a good pleasant atmosphere at workplace so that they clearly understand their roles and responsibilities in the organization and work at their full potential to deliver quality outputs. 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 long 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 programs, organization as a whole 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.

Local ownership and leadership of development initiatives:

Ownership matters. We believe, sustainability of program initiatives and results to achieve impacts at scale largely depends on the level of ownership of local people and community, meaning that, the level of engagement of participants (beneficiaries and others actors) in decision making and effective participation in development initiatives. Likewise in the past, we will ensure effective engagement and participation of local community people in our program initiatives and activities by developing awareness, motivation and perform their role and responsibilities. We will build capacity to pursue a community engagement model called Community Life Competency Process (CLCP) through which the community people will develop their own development agenda and work together to achieve sustainable improvements in their livelihoods and wellbeing. Community leadership is the key to success in community engagement. We will deploy the CLCP for community development. The CLCP includes, but limited to i) organize the community people in developing CCRD agenda by them, ii) building capacity of community to raise their voice for establishing rights, accessing resources and services. iii) Linking community people with concern institutes and stakeholders and market actors and iv) Organize to implement interventions, monitor progress and deploy an exit strategy.

We will continue to identify emerging leaders and build their capacity to access required support to create and trigger “The Movement” to drive the community development agenda for achieving sustainable improvements. Thus our commitment to our target people and communities will remain central to our focus and program services through building local community ownership and leadership.

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. We have made significant structural change to effectively use of ICTs in our various activities by building up a robust ICT infrastructure across the organization. ICT has enabled the organization to achieve greater efficiency, transparency and accountability. We will continue to use ICTs based planning, designing, implementation, monitoring and evaluation systems for more effective outputs and outcomes.

STRATEGIC OPERATION PRIORITIES for 2018-2030

Our organizational operational strategic priority during 2018-2030 is to strengthen our capacity to adapt with the changing situation to ensure sustainable growth of the organization. Through programmatic focus while strengthening our institutional base. We have identified four strategic priorities:

I. Focusing and strengthening on program direction

During 2018-2022, we will focus on program direction while continuing to strengthen and expand collective action and learning. We have a collective action and learning system and this will continue to be at the heart of what the organization 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, lesson learnt and revision of work plan	Discussion, prescribed reporting formats, work plan	Quarterly	ED, PC, DPC, APC& Monitoring Team
Quarterly Progress Report	-	Prescribed reporting formats	Quarterly	ESDO MIS and Monitoring Team

ESDO SWOT ANALYSIS 2017

<p>Key STRENGTHS</p> <ul style="list-style-type: none"> • Team work • Strong management team • Positive donor relations • Pleasant work environment, and Transparency • Qualified and dedicated staff, and donor need • Multiple donors, and high quality services • Staff loyalty • Performance-based promotions • Non-political identity • Established and experienced organization • Well known organization among stakeholders 	<p>Key WEAKNESSES</p> <ul style="list-style-type: none"> • Limited core funds • Manual M&E systems • Limited knowledge management system • Lacks diversity in expertise • Insufficient documentation of success stories and lessons learned • Few research project and low level research capacity
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Qualified staff easily available • Donor interest • Continued International community interest / involvement • Donor trust • Extensive on-line publicity and networking opportunities • Increase in community demand • Tendency of the government and donors for contracting out projects 	<p>THREATS</p> <ul style="list-style-type: none"> • Political environment • Short term funding • Programs driven by donor priorities • Donor reluctance to provide institutional funding support



Risk analysis and mitigation strategies

EXPLANATION OF RISK	POTENTIAL IMPACT High/Medium/Low	PROBABILITY High/Medium/Low	MITIGATION MEASURES
EXTERNAL RISKS			
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 debts/additional disaster financing.
INTERNAL RISKS			
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.



We seek an equitable society free from all discriminations.



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