

# Strategic Plan

(July 2014 - June 2019)



SKS

# **Strategic Plan 2014-2019**



**SKS Foundation  
November 2014**

## Table of Contents

<b>Acronyms</b>	<b>01</b>
<b>Overview of Strategic Plan 2014-2019</b>	<b>02</b>
<b>Executive Summary</b>	<b>04</b>
<b>Section 1: SKS Foundation Strategic Planning</b>	<b>06</b>
1.1 Introduction	06
1.2 Strategic Planning Process for 2014-2019	06
<b>Section 2: Contextual Analysis for the Current Strategy</b>	<b>07</b>
2.1 National Context	07
2.2 Country Strategy/Priority plan of Donors for Bangladesh 2010-2017	08
2.3 SKS Foundation's Strength, Weakness, Opportunity and Threats	09
2.4 An Overview of SKS Foundation Situation under Bangladesh Context and Donor Priority for Future Development as per MDG and BD Vision 2021	11
2.5 Looking at the Previous Strategic Plan and Synthesis of the Current SKS Foundation Situation for Future Direction of Strategic Plan	11
<b>Section 3: Vision, Mission and Strategic Aims</b>	<b>12</b>
3.1 Vision and Mission	12
3.2 Strategic Aims	12
3.3 Strategic Objectives	12
<b>Section 4: Program Strategy</b>	<b>13</b>
4.1 Mainstream Programs and Priorities	13
4.2 Link between MDG, BD 2021 Vision, SKS Foundation Strategic Aims and Priorities	13
4.3 Focus Group	14
4.4 Geographic Focus	15
4.5 Programming Principles and Approaches	15
4.6 Expected Outcomes and Corresponding Indicators for Mainstream Program and Priorities	16
4.7 Comparison of Program Priorities and Outcomes between Strategic Plan 2014-2019 and 2009-2014	18
<b>Section 5: Organizational Strategy and Management</b>	<b>19</b>
5.1 Organizational Aim	19
5.2 SKS Foundation Core Values	19
5.3 Organizational Priorities	19
5.4 Operational Modalities	20
5.5 Organizational Resources	20
5.6 Partnership, Networking and Alliances	22
5.7 Organizational Outcomes	23
5.8 Risk and Assumptions	23
5.9 Organizational Capacity Development	23
5.10 Leadership, Coordination and Communication	24
5.11 Monitoring and Evaluation	24
5.12 Sustainability	24

## Foreword

SKS Foundation is working with disadvantaged hardcore poor people for their quality life and livelihoods since 1987. SKS Foundation started the development works in Bharatkali village and now expanded the program interventions in 11 northern districts covering 42 sub-districts. In line with the growth of the organization and institutionalization process, we initiated and developed the first strategic plan in 2003 for the period of 2003-2007.

After initiating of first strategic plan, every five year, it is reviewed and developed new strategic plan for five years.

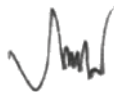
Country and donor priorities, development opportunities and situation are changing. Considering the changing theory we are reviewing the previous strategic plan and developed 'strategic plan' for the period of 2014-2019.

This strategic plan is consist of organizational strategic aspiration, program strategy and approach for future direction.

An external consultant was hired and he was engaged for the assignment. The strategic paper is developed through series of qualitative consultative process with different stakeholder, donors, government, program staff and program participants.

The Strategy was set within the framework of Millennium Development Goals, Bangladesh Vision 2021 and NSARP. So this Plan shows some continuity with the previous strategy in terms of vision, mission and strategic objectives although somewhat adapted to changing context, experience, challenges and opportunities.

I acknowledged the stakeholders, donors, and government officials, staffs who were directly or indirectly support to develop the strategic plan. My Sincere gratitude to the General Council and Executive Committee members of SKS Foundation for their valuable suggestions and participation to prepare and approve the strategic plan.



**Rasel Ahmed Liton**  
Chief Executive  
SKS Foundation

## Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ADR	Alternative Dispute Resolution
BD	Bangladesh
BDT	Bangladesh Taka
CBO	Community Based Organization
DFID	Department for International Development
EC	Executive Committee
EU	European Union
FGD	Focus Group Discussion
GDP	Gross Domestic Product
GO	Government
HR	Human Resources
HIV	Human Immunodeficiency Virus
KII	Key Informant Interview
LDC	Least Developed Country
LRSP	Long Range Strategic Plan
MDG	Millennium Development Goal
MIC	Middle Income Country
MJF	Manusher Jonno Foundation
NGO	Non-Government Organization
NSARP	National Strategy for Accelerated Reduction of Poverty
ODA	Overseas Development Assistance
PKSF	Palli Karma Sahayak Foundation
SDC	Swiss Agency for Development and Cooperation
SMC	School Management Committee
SME	Small and Medium Enterprise
TB	Tuberculosis
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WFP	World Food Program

# এসকেএস ফাউন্ডেশন

## কৌশলগত পরিকল্পনা

(২০১৪-২০১৯)

### ভিশন (Vision)

আমরা স্বপ্ন দেখি একটা দারিদ্রমুক্ত সমাজ ব্যবস্থা যেখানে মানবাধিকার ও সামাজিক ন্যায়বিচার প্রতিষ্ঠিত, জেভার বৈষম্য দূরীভূত, স্থানীয় পর্যায়ে সামর্থ্য বর্ধিত এবং জলবায়ুর পরিবর্তন জনিত বিপদ প্রশমিত।

### মিশন (Mission)

স্থানীয় সরকার, সরকারি বিভিন্ন সংস্থা ও প্রশাসন, সুশীল সমাজ, এনজিও, বেসরকারি প্রতিষ্ঠান, উন্নয়ন সহযোগী ও অন্যান্য অংশীদারদের সাথে ঘনিষ্ঠ সহযোগিতার মাধ্যমে সমাজে আর্থ-সামাজিক উন্নতি, জেভার সাম্যতা প্রতিষ্ঠা এবং সমাজের ইতিবাচক পরিবর্তনের লক্ষ্যে এসকেএস ফাউন্ডেশন দরিদ্র জনগোষ্ঠীর সহিত কাজ করে।

### কর্মসূচি কৌশল ও প্রত্যাশা

#### ১. সামাজিক ক্ষমতায়ন সেক্টর (Social Empowerment Sector):

সামাজিক ন্যায়বিচার, শান্তি ও সম্প্রীতি

- সুবিধাবঞ্চিত জনগোষ্ঠী ও তাদের সংগঠনের ক্ষমতায়ন করা।
- নারীর ক্ষমতায়ন ও জেভার বৈষম্য দূরীকরণ।
- আইনগত/সামাজিক ন্যায় বিচার প্রতিষ্ঠা।
- শ্রেণী বৈষম্য দূরীকরণ।

#### ২. পরিবেশগত সেক্টর (Environmental Sector): জলবায়ু পরিবর্তন ও দুর্যোগ মোকাবেলা

- জলবায়ু পরিবর্তনযোগ্য ঝুঁকি মোকাবেলার সক্ষমতা বৃদ্ধি করা।
- দুর্যোগ প্রতিরোধ কর্মকাণ্ডের উন্নয়ন।
- প্রাকৃতিক সম্পদের রক্ষণাবেক্ষণ।
- জীবন রক্ষার্থে দক্ষতা ও প্রযুক্তিতে প্রবেশাধিকার বৃদ্ধি করা।
- জীবনের নিরাপত্তা ও উন্নয়ন করা।

#### ৩. মানসম্মত মৌলিক সেবা সেক্টর (Quality Basic Service Sector):

মানসম্মত স্বাস্থ্য ও শিক্ষা সেবা

- প্রাথমিক স্বাস্থ্য পরিচর্যা ও পয়ঃনিষ্কাশন ব্যবস্থার উন্নয়ন।
- নারী ও শিশুদের পুষ্টির উন্নয়ন।
- প্রাক-প্রাথমিক ও সরকারী প্রাথমিক শিক্ষা ব্যবস্থা উন্নয়ন।
- কারিগরী ও বৃত্তিমূলক শিক্ষা পদ্ধতি উন্নয়ন।

#### ৪. অর্থনৈতিক ক্ষমতায়ন সেক্টর (Economic Empowerment Sector): দক্ষতা উন্নয়ন ও আয় বর্ধন

- দক্ষতা ভিত্তিক মানব সম্পদ উন্নয়ন করা।
- সম্পদ সমাবেশীকরণ ও বৃদ্ধিকরণ।
- কাজের সুযোগ সৃষ্টি করা।
- সামাজিক ব্যবসার সুযোগ সৃষ্টি করা।
- পণ্য বাজারজাতকরণ ও সম্পর্ক উন্নয়ন করা।
- আর্থিক সেবার সুযোগ সৃষ্টি করা।

### প্রাতিষ্ঠানিক লক্ষ্য

সৃষ্টিশীলতা, পেশাদারিত্ব ও কার্যক্ষম বহিঃসম্পর্কের মাধ্যমে প্রাতিষ্ঠানিক সম্পদের সঠিক ব্যবহার করে একটি স্বনামধন্য ও মানসম্মত প্রতিষ্ঠান হিসাবে সংস্থার গ্রহণযোগ্যতা ও সুশাসন ব্যবস্থাপনা সমুল্লভ করা।

### মৌলিক মূল্যবোধ (Core Value)

- শ্রদ্ধাবোধ ও আনুগত্য • অংশগ্রহণ ও প্রতিশ্রুতিশীলতা • জেভার সংবেদনশীলতা • স্বচ্ছতা ও জবাবদিহিতা
- সৃষ্টিশীলতা ও পরিবেশের সাথে খাপ খাওয়ানো • পেশাদারিত্ব ও গতিশীলতা

### প্রাতিষ্ঠানিক প্রাধান্যতা

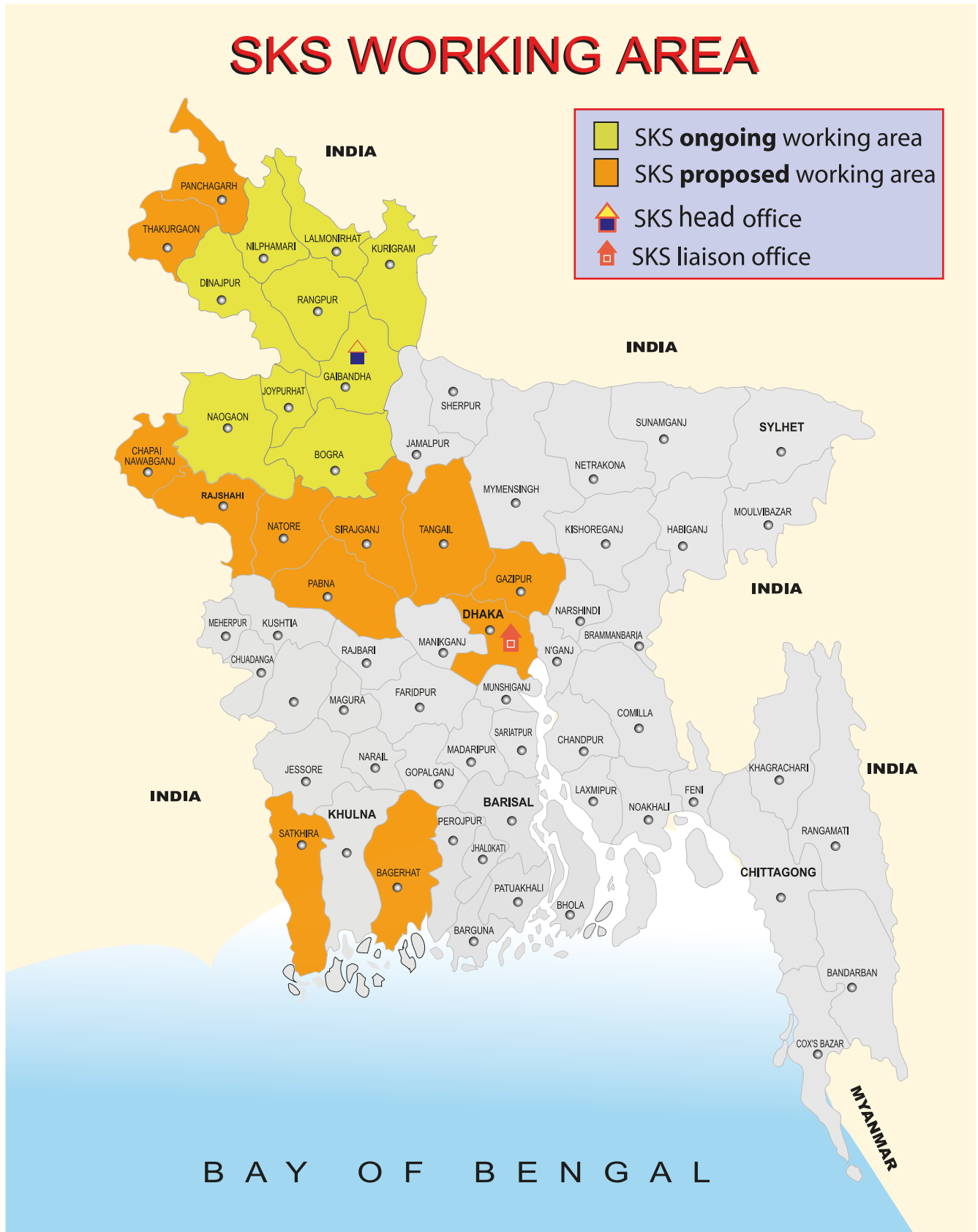
- দক্ষ ও মানসম্মত প্রতিষ্ঠান • সমন্বয় ও প্রতিশ্রুতি • পেশাদারিত্ব ও সৃষ্টিশীলতা • কার্যক্ষম নীতি অধিপারামর্শ



SKS Foundation : College Road, Uttar Horin Singha, Gaibandha-5700, Bangladesh, Post Box-30.  
Tel: +88-0541-51408, Fax: +88-0541-51492, Cell: +88-01713484430, E-mail: sksfoundation@sk-sbd.org, Website: www.sk-sbd.org

## Geographical Focus Area

Northern part of Bangladesh which includes, Char and geographically isolated area, tribal density area, poverty stricken area/MONGA, climatic vulnerability area and border area.



## EXECUTIVE SUMMARY

SKS Foundation is a long reputed national NGO engaged in service delivery and rights based activities for disadvantage hardcore poor people for their quality life and livelihoods. To increase both the quality and coverage of essential services for disadvantage hardcore poor people across Bangladesh, SKS Foundation prepares strategic plan for every 5 years. The designing of SKS Foundation current strategy (July 2014-June 2019) rests on an analysis of:

- Current country context and poverty scenario
- Potential role of other development partners
- MDG, Bangladesh vision and other development policy
- SKS Foundation's strength, weakness, opportunities and threats
- Learning from previous strategic plan

### **SKS Foundation Core Values, Vision, Mission and Strategic Aims**

Considering the emerging challenges for mobilizing such a competitive donor funds, timeliness, honesty and morality becomes crucial to the current strategy. Considering the current challenges SKS Foundation formulated the Vision, Mission, Core Values and Strategic Aims which are:

#### **Vision**

A poverty free society where human rights and social justice be promoted, local capacity built, eliminated gender discrimination and reduced climate change vulnerability.

#### **Mission**

SKS Foundation works with the poor communities in order to improve socio-economic status, promote gender equality and bring positive changes in the society through close collaboration with government line departments, local government and administration, civil societies, NGOs, private sectors, development partners and other stakeholders.

#### **Core Values of SKS Foundation**

SKS Foundation's current core values are: Respectfulness and Loyalty, Participation and Commitment, Gender Sensitivity, Accountability & transparency, Innovation & adaptation and Dynamism & professionalism.

#### **Strategic Aims**

In order to fulfill the Mission, SKS Foundation seeks to ensure the capacity of the poor communities:

- to combat all social injustice and inequalities particularly for women and socially disadvantaged and excluded people
- to improve food security through skills development and income generation
- to adapt to climate change vulnerability and to mitigate disaster risk
- to improve access to and quality of basic services for the poor people

### **Mainstream Programs, Priorities and program Outcomes**

Considering the country context and donor priorities and utilizing the strength and opportunities of the organization, SKS Foundation will mainstream its programs in to four major thematic sectors and priorities, which are complementary to each other. The mainstream programs, their thematic priorities and corresponding outcomes are:

#### **Social Empowerment Sector**

Priority: Social Justice, Peace and Reconciliation

- Empowerment of disadvantaged and excluded people, and their organizations
- Women empowerment & reduction of gender disparity
- Legal/social justice
- Conservation of cultural heritage of socially marginalized people
- Reduction of disparity between casts



Outcome: Social Justice, Peace and Reconciliation

- **Outcome 1:** Disadvantaged people ensured rights of receiving services and justice from different government/ non-government organizations
- **Outcome 2:** Increased women' participation, decision making and control over resources.
- **Outcome 3:** Cultural heritage of socially marginalized people conserved and promoted

### **Environmental Sector**

Priority: Climate Change & Disaster Resilience

- Adaptation to climate change vulnerabilities
- Promotion of disaster resilient activities
- Conservation of natural resources
- Access to life safety skills and technologies
- Livelihoods security and development

Outcome: Climate Change & Disaster Vulnerabilities Reduced

- **Outcome 1:** Adaptation mechanisms by climate change-affected communities increased
- **Outcome 2:** Efficient management of risk by disaster vulnerable communities increased

### **Quality Basic Services Sector**

Priority: Health and Education

- Primary health care and hygiene systems
- Women and children nutrition
- Pre-primary and public primary education systems
- Technical and vocational education systems

Outcome: Health and Education

- **Outcome 1:** Access of targeted communities to health services of different government sectors increased
- **Outcome 2:** Completion of pre-primary and public primary education by disadvantaged children increased

### **Economic Empowerment Sector**

Priority: Skills Development and Income Generation

- Productive Human Resource Development
- Resource mobilization and multiplication
- Employment generation
- Social Business
- Marketing and linkage
- Access to financial services

Outcome: Economic Empowerment Sector: Skills Development and Income Generation

- **Outcome 1:** Income of poor families through skills development and financial services increased
- **Outcome 2:** Resource mobilization through development aids and multiplying financial services increased

SKS Foundation will continue ensuring a reputable and quality organization through optimal use of organizational resources with innovation, professionalism and effective external relations.

## SECTION 1: SKS FOUNDATION STRATEGIC PLANNING

### 1.1 Introduction:

SKS Foundation is a long reputed national NGO engaged in service delivery and rights based activities for disadvantaged hardcore poor people for their quality life and livelihoods. With this exposure, the expectation from civil society, private and public organizations remain high such that SKS Foundation provides a top quality service to the increasing numbers of very poor and chars dwellers in Bangladesh. Although the demand for services is increasing there has also been an explosion in private sector service delivery by various NGOs and as such competition is another challenge that SKS Foundation will increasingly encounter. Because of the current economic recession, there is greater competition for fewer resources. International funds are decreasing, and fund mobilization through public fundraising in Bangladesh and overseas are now more difficult.

Although challenges ahead for SKS Foundation are many, there are opportunities to increase both the quality and coverage of essential services for disadvantage hardcore poor people across Bangladesh. The strategic review and planning process can help SKS Foundation consolidate and map out long term solutions for the organization and for those whom it serves.

Overall the strategic plan process was seen as positive and as an opportunity to build on the solid foundations that have been laid down and on the comprehensive range of services that have been established by SKS Foundation over the past three decades. The present strategic review was undertaken specifically:

- To identify strengths, weaknesses, opportunities and threats of SKS Foundation
- To identify potential future strategies and areas of priority for the next five years
- To identify strategies to finance future plans

### 1.2 Strategy Planning Process for 2014-19

Development of strategic plan for NGOs is very challenging in nature as most of the NGOs are dependent on external resources like donor, private and some government funding agencies which are strictly conditional and volatile in amount and duration of funding. Therefore, it is important to make sure that the strategic document is flexible so that policy changes of external funding and conditions are widely met but rational without undermining poverty context of Bangladesh. An actionable strategic plan is also important to make SKS Foundation a strong in governance, administration, leadership, and a pro-poor.

The strategic review and planning process was first mooted during the 26th anniversary celebration of SKS Foundation by the Chief Executive along with senior management staffs as the existing strategic plan is going to end on June 2014. The process has been fully endorsed by the Executive Committee (EC). It has taken on board the views of a wide range of internal and external stakeholders.

The strategic plan has been developed based on qualitative information collected through a series of consultative process. The documents like previous SKS Foundation evaluations, strategic plan, published reports and articles and other papers related to development and the work of SKS Foundation were reviewed. Besides, all management manuals (e.g. HR, Finance, operational etc.), budget, audit/financial report, monitoring system, quarterly activity plan, procurement plan, progress report, gender policy and other documents were also reviewed. This review has been done primarily to gauge strength, weakness, opportunities and challenges etc. Focus Group Discussion (FGD) has been done with the core mid to senior level staff, program participants/community groups, Volunteers, Management representatives and General Council/Executive Committee of SKS Foundation to capture information on the various elements of the strategic directions to be followed. Key Informant Interview (KII) has been done with the appropriate stakeholders, NGOs, Government, civil society, donor agencies etc. to assess their views on the possible strategic elements of a national NGO like SKS Foundation. Country Priorities of different donors (viz. Andheri-Hilfe e.V Bonn-Germany, ActionAid, Anukul Foundation, BRAC, CARE Bangladesh, DFID, EU, MJF, Oxfam, PKSF, Plan Bangladesh, SDC, UNICEF, USAID, UNDP, USC-Canada, WaterAid, WFP etc.) for Bangladesh were also reviewed.

The Strategy was set within the framework of Millennium Development Goals, Bangladesh Vision 2021 and NSARP. So this Plan shows some continuity with the previous strategy in terms of vision, mission and strategic objectives although somewhat adapted to changing context, experience, challenges and opportunities.

## SECTION 2: CONTEXTUAL ANALYSIS FOR THE CURRENT STRATEGY

The designing of SKS Foundation strategy (July 2014-June 2019) rests on an analysis of: Current country context and poverty scenario, Potential role of other development partners, MDG, Bangladesh vision and other development policy, SKS Foundation's strength, weakness, opportunities and threats and Learning from previous strategic plan.

### 2.1 National Context

The economy of Bangladesh is largely agro-based with just under 50% of the total labor force still employed in the sector and more than 70% of the population involved directly or indirectly in agricultural activities. In broad terms of sectoral contribution to GDP, the share of agriculture is now less than 20% as service sectors have thrived which now account for about 52%, while the remaining 28% is mostly accounted for by employment in the industrial sector. The country has been able to post an annual average GDP growth rate of over 6% since 2008, despite global financial meltdown and recession. Head count poverty ratio has declined sharply from close to 60% in the early 1990s to 40% in 2005 and to 31.5% in 2010 and is well on track for achieving the MDG target of 29% by 2015. However, the number of poor people is still large, which is around 50 million. The hard core poor account for about 17.6% of the total population as of 2010, down from 25% in 2005. The Government implements a wide range of safety net programs to assist these people. A large number of CBOs and NGOs have also been contributing, through various programs, a supportive role to the governmental efforts in poverty reduction.

Mention should be made of commendable progress achieved in gender parity in the enrolment of students at primary and secondary levels (in fact, as of 2010, the ratios are in favor of girls at 1.02:1 and 1.14:1 at primary and secondary levels respectively); net primary level enrolment has reached 94.7% in 2010 (against MDG target of 100% by 2015); under-five mortality rate (per 1000 live-births) has declined to 50 as of 2009 (target: 48 by 2015); infant mortality rate has come (per 1000 live-births) down to 39 as of 2009 (target: 31 by 2015); immunization ratio of one year olds against measles, has risen up to 85.3% as of 2010 (target: 100% by 2015); maternal mortality ratio (per 1000 live-births) has come down to 194 as of 2010 (target: 143 by 2015). However, malnutrition remains widespread despite the achievement of near self-sufficiency in food grain production in the recent years. Production of vegetables, poultry, fish, milk etc. has also increased significantly. The action to combat this phenomenon of malnutrition consists of awareness- building among the people at large regarding balanced diet, promotion of education for girls in rural areas and promotion of income generating activities for the poor, particularly the hardcore poor.

Bangladesh remains a Least Developed Country (LDC). But it has been striving very hard to move to Middle Income Country (MIC) status. In fact, it has made significant progress in terms of income growth (per capita income rising by 56% from US\$438 in 2005 to US\$685 in 2009/10) and has already achieved some of the key MDG targets and is well set to meet the remaining others by 2015. The overseas development assistance (ODA) disbursement to Bangladesh has declined recently as percentage of its GDP, which, if it continues to be so, may act as a restraining factor with regard to both the MDG achievement and graduation to MIC. Bangladesh has in fact achieved significant success in population management, with the population growth rate down to 1.32% according to Population Census 2011. But the problem of population growth continues with poor skills for livelihoods development. Rightly, the focus is now being enlarged also onto skills development among people at large so that they can effectively contribute to their own and national development and do not remain a burden on the society.

Bangladesh is a disaster-prone country due to its hydrological and geo-morphological realities, its location at the bottom of three major river systems - the Ganges, the Brahmaputra, and the Meghna (GBM) - and being bound on the south by the Bay of Bengal. Given the evolving climate change, the country has begun to be visited by extreme climatic events more frequently. Bangladesh has no responsibility at all to this climate change, but it is one of the most vulnerable countries, being at the forefront of threats from climate change effects in terms of increasing sea level rise, salinity ingress, storm surges, cyclones, floods, loss of habitat, destabilization of agriculture, etc. Without international support for countering the effects of climate change, largely through adaptation actions, Bangladesh is not in a position to fight it alone. The country faces climate change not only as a development challenge, but also as a human rights and justice issue (In Rio+20: National Report on Sustainable Development, Ministry of Environment and Forest, Bangladesh, May 2012).

## **2.2 Country Strategy/Priority Plan of donors for Bangladesh: 2010-2017**

### **2.2.1 Promoting rights, governance and justice**

- Promoting and securing poor people's rights and access to safe water, improved hygiene and sanitation
- Equity and Inclusion: Reducing deprivation of geographically and socially marginalized population in targeted communities through modest service delivery, capacity building, awareness raising, innovation and involvement of local actors
- Local Governance: Promoting citizen confidence in governance institutions and improving the wellbeing of Bangladeshi citizens, in particular the poor and women, specifically in aspects of voice and satisfaction with local government performance
- Ensuring rights of poor people to basic social services, to life and security, to social and political participation and to an identity.
- Ensuring land rights and other rights (Khas land, Common property, Sharecroppers, Fishers, Indigenous People, Urban slum dwellers)
- Promoting women empowerment, women rights and gender equality so that women and marginalized groups better able to demand and obtain services and assert their rights.
- Improving fairness and efficiency of justice with reduced case load, fewer adjournments, significant reduction in numbers held in prison on remand, fairer sentencing, including alternatives to prison, penal reform reflected in humane conditions in penal institutions
- Improving access to justice for the poor, for minorities, for women and for vulnerable groups in general, including effective development of ADR and village courts and provision of legal aid.
- Training and motivation of police and legal professions serving the human security needs of the poor and vulnerable groups, in particular women and children
- Reducing human trafficking, especially of women and children
- Reducing the worst forms of child labor and increasing respect for labor rights

### **2.2.2 Access to basic services: Health and Education**

- Saving lives—through expanded support for health, water and sanitation programs to reach the extreme poor in rural and urban areas.
- Supporting government and service providers in developing their capacity to deliver safe water, improved hygiene and sanitation
- Improving health status of pregnant women and children, and reducing infant and under- five mortality
- Reducing morbidity and mortality from TB, Malaria, HIV/ AIDS and non-communicable diseases to a minimum unavoidable level.
- Improving access to health services in areas with relevant proportions of minorities.
- Nutritional Surveillance: sharing findings with program planners, policy makers and other parties both within Bangladesh and internationally on issues affecting the nutrition and health of Bangladesh's most vulnerable populations.
- Diabetic Retinopathy: improving patients' access to sight-saving Diabetic Retinopathy treatment regardless of their ability to pay.
- Promoting opportunities for all—through expanded support for good quality, universal primary and pre-primary education in rural and urban areas, reaching ethnic minorities and people with disability.
- Increasing access to primary and secondary education, particularly for poor and under-privileged children
- Producing more and better qualified teachers
- Developing a comprehensive policy framework for primary and secondary education

### **2.2.3 Developing Skills, employment and food security**

- Skills Development: Improving the well-being of disadvantaged and poor men and women through improved skills and increased income and gainful employment
- Market Development: Increasing income and employment of poor and disadvantaged men and women
- Providing access to ethical finance and Promoting sustainable livelihoods
- Building sustainable economic development—through expanded assistance for livelihoods programs to build resilience to economic and natural shocks, particularly targeting children and female-headed households
- Increasing the competitiveness of the business sector, particularly SMEs, to facilitate export diversification and simultaneously ensuring corporate social responsibility, decent work and environmental sustainability
- Increasing the productivity of the workforce (mainly through technical and vocational training, improved working conditions and full respect for core labor rights)
- Food security and Nutrition: reducing sustainably the level of poverty, food insecurity and malnutrition in Bangladesh, primarily by supporting rural ultra-poor; linking food security and nutritional interventions with education sector programs
- Homestead Food Production: improving household food security by increasing food availability, access to and consumption of micronutrient-rich foods through home gardening and poultry rearing

### **2.2.4 Ensuring Climate Justice, Environmental Sustainability and Disaster Management**

- Improving responsiveness to climate change
- Promoting environmentally and socially responsible business practices
- Increasing social and environmental compliance of private sectors
- Environment and disaster management: Enhancing climate early warning systems in place and providing useful information to vulnerable groups
- Improving digital elevation data to provide accurate flood risk maps country wide and at the community level.
- Weather prediction systems providing accurate medium and short term information
- Strengthening adaptive capacity of the vulnerable households and their institution to secure access to safe and adequate water and safe sanitation; and improvement in hygiene behavior among vulnerable people to climate change in selected eco-zones in Bangladesh.

## **2.3 SKS Foundation's Strength, Weakness, Opportunity and Threats**

### **2.3.1 Strengths**

#### Transparent and accountable organization

- Transparent programs and activities of the organization,
- Loyalty and compliance to norms and regulations of the organization,
- Accountability established for each and every activity,
- Strong internal audit team

#### Long and intensive working for ensuring rights of the remote poor

- Long experience in working on rights-based programs,
- Working at large for the poorest of the poor in the remote char areas,
- Program sustainability through empowering people's organization/CBOs
- Grassroots advocacy and networking,

#### Inclusive of gender sensitivity and excluded people

- Gender sensitivity across all projects/programs,
- Working with minorities, adibashi and disable people,

#### Diversified external and internal fund mobilization

- Good flow of funding for the programs,
- Self-financed micro-credit and micro-enterprise programs.

#### **2.3.2 Weakness**

##### Inadequate capacity of staff for efficient implementation of programs in the area of:

- Skilled manpower as a result of remote working areas causing poor retention and hiring of skilled manpower
- Proper planning for staff development and retention as a result of inadequate skilled manpower
- Proper planning and monitoring of programs for better results, impact and knowledge managements

##### Insufficient management of and support to human resources, gender development and primary healthcare due to:

- Shortage of professional staffs and poor ratio of women staffs at management level
- Temporary support from project based activities, and retention of project staff
- Inadequate activities for primary health and family nutrition
- Insufficient enterprising attitudes towards sustainability of organization

#### **2.3.3 Opportunities**

##### Diversified source of external fund:

- Diversified funding base from donor communities
- Donor priorities relevant to context of northwest Bangladesh/SKS Foundation working area,
- Issue based project funding,

##### Scope for policy advocacy:

- Good working relations with local and central government,
- Access to issue based national and global networking and alliances for policy advocacy and project funding,
- Relative regional peace and harmony; national emphasis on and commitment to poverty reduction,
- Long-term commitment of CBOs and regional focus allows a significant platform for rights-based and civil society actions

##### Internal resource mobilization:

- Access to financial services from nationalized banks and other government agencies to support micro-finance program
- Expansion of geographic area and target population,
- Outsourcing of experts for updating personnel and other policies

#### **2.3.4 Threats/Challenges**

##### Uncertain fund flow from external sources:

- Donor funding volatile in nature,
- NGO competition for donor funding,
- Activities/programs dependent on donor/external funding,

##### Poor mindset of society and poor response of duty bearer:

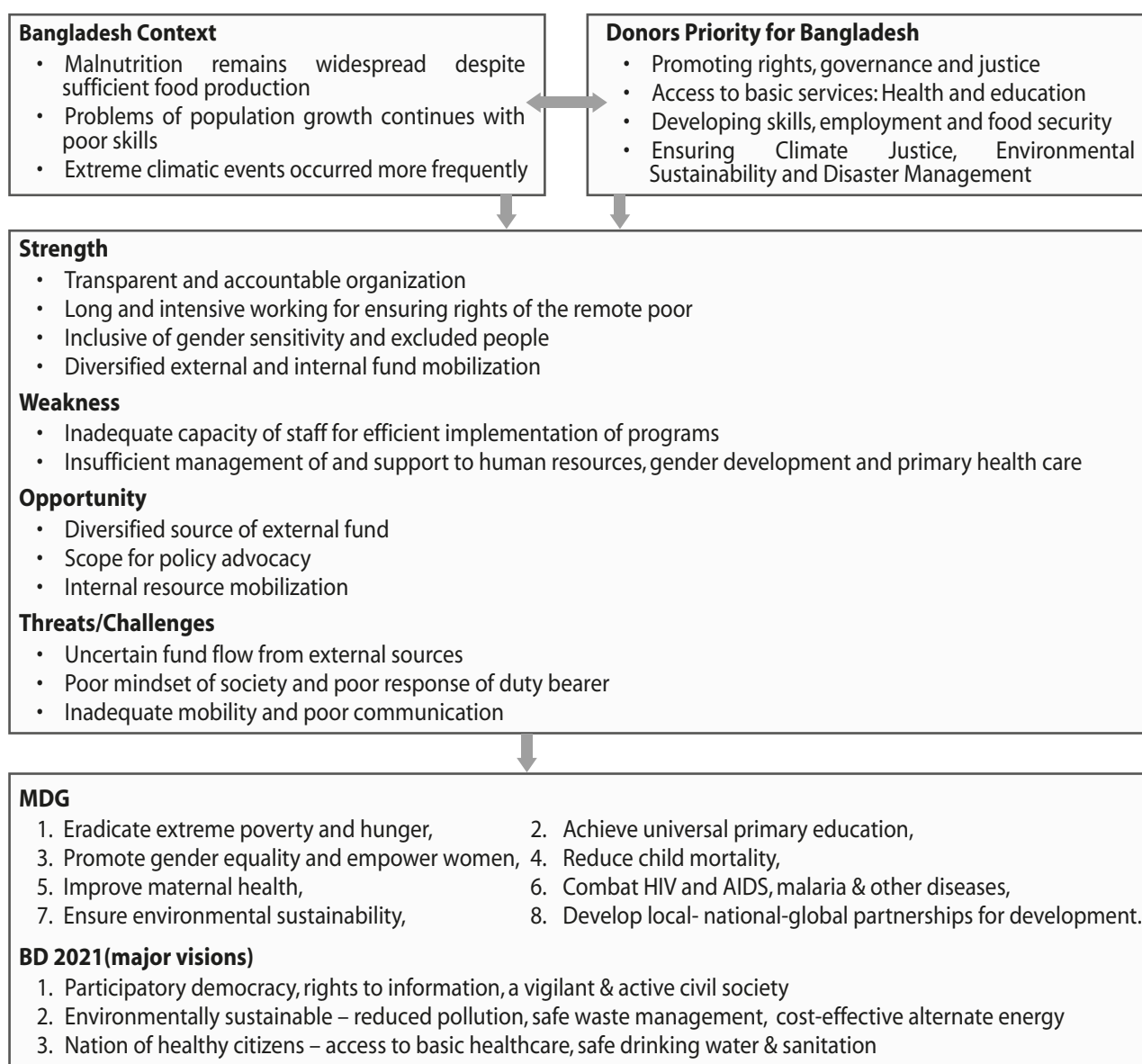
- Parental mind set of society and male dominated family,
- Poor responsiveness of government agencies for service delivery to the poor,

##### Inadequate mobility and poor communication

- Political unrest leading to frequent strike, road blockade, hartal etc.
- Out migration of program participants due to river erosion and flood,
- Turnover of qualified and experienced staff.



## 2.4 An overview of SKS Foundation situation under Bangladesh context and donor priority for future development as per MDG and BD vision 2021



## 2.5 Looking at the previous strategic plan and synthesis of the current SKS Foundation situation for future directions of strategic plan

The previous strategic plan (2009–2014) considered promoting human rights and social justice, building local capacity, eliminating gender discrimination and reducing climate change vulnerability to make a poverty free society as a vision of SKS Foundation. During this strategy, SKS Foundation as its mission worked with the communities and implemented community driven programs maintaining close coordination with Government, NGOs, Civil Society and other stakeholders to reach the vision. The current SKS Foundation situation under Bangladesh context and donor priorities as shown earlier has indicated to continue with similar vision and mission during the strategic plan 2014–2019. However, the current strategy brings some additions in the core values depending on the weakness and threats of SKS Foundation, and donor priorities for Bangladesh. Further, the thematic issues of the previous strategy are sharpened into more specific issues like social empowerment and basic services (health and education) for the current strategy considering the country context, donor priorities and organizational context as mentioned earlier.

The current strategy spells out the specific program outcomes with objectively verifiable indicators so that the expected outcomes are measured to justify the aims of the organization.

## SECTION 3: VISION, MISSION AND STRATEGIC AIMS

### 3.1 Vision and Mission:

#### Vision

A poverty free society where human rights and social justice be promoted, local capacity built, eliminated gender discrimination and reduced climate change vulnerability.

#### Mission

SKS Foundation works with the poor communities in order to improve socio-economic status, promote gender equality and bring positive changes in the society through close collaboration with government line departments, local government and administration, civil societies, NGOs, private sectors, development partners and other stakeholders.

### 3.2 Strategic Aims:

In order to fulfill the Mission, SKS Foundation seeks to ensure the capacity of the poor communities:

- to combat all social injustice and inequalities particularly for women and socially disadvantaged and excluded people
- to improve food security through skills development and income generation
- to adapt to climate change vulnerability and to mitigate disaster risk
- to improve access to and quality of basic services for the poor people

### 3.3 Strategic Objectives:

SKS Foundation has to meet the following objectives in order to arrive at the aims narrated in earlier section:

- to improve primary health care and hygiene systems
- to improve pre-primary and public primary education systems
- to decrease gender disparity and disparity between casts through social, economic and political empowerment
- to develop and support peoples' organizations so that they advocate for and establish rights of the disadvantaged people
- to conserve and promote cultural heritage of socially marginalized groups such as minorities are: Horizon, Adivashi etc
- to increase knowledge and skills of poor people to make them productive human resources through income generation
- to establish a sound resource base (financial and others) for the Community Based Organization (CBO) and the organization-SKS Foundation through external resource mobilization
- to increase self-reliance of both the CBOs and the organization-SKS Foundation through external and internal resource mobilization
- to increase peoples' knowledge and capacity to adapt to climate change vulnerability and to contribute to conserving the natural resources
- to promote disaster resilient activities for sustainable adaptation to climate change



## SECTION 4: PROGRAM STRATEGY

### 4.1 Mainstream Programs and Priorities

Considering the country context and donor priorities and utilizing the strength and opportunities of the organization, SKS Foundation will mainstream its programs in to four major thematic sectors and priorities, which are complementary to each other. The mainstream programs and their thematic priorities are:

#### Social Empowerment Sector

Priority: Social Justice, Peace and Reconciliation

- Empowerment of disadvantaged people and their organizations
- Women empowerment & reduction of gender disparity
- Legal/social justice
- Conservation of cultural heritage of socially marginalized people
- Reduction of disparity between casts and race

#### Economic Empowerment Sector

Priority: Skills Development and Income Generation

- Productive Human Resource Development
- Resource mobilization and multiplication
- Employment generation
- Social Business
- Marketing and linkage
- Access to financial services

#### Quality Basic Services Sector

Priority: Health and Education

- Primary health care and hygiene systems
- Women and children nutrition
- Pre-primary and public primary education systems
- Technical and vocational education systems

#### Environmental Sector

Priority: Climate Change & Disaster Resilience

- Adaptation to climate change vulnerabilities
- Promotion of disaster resilient activities
- Conservation of natural resources
- Access to life safety skills and technologies
- Livelihoods security and development

### 4.2 Links between MDG Goals, BD 2021 vision, SKS Foundation Strategic Aims and Priorities

The table below shows how SKS Foundation strategic aims and programs priorities relate to global-national vision (MDGs, BD2021).

SKS Foundation Strategic Aims	SKS Foundation Program Priorities	MDG Goal and BD 2021
To combat all social injustice and inequalities particularly for women and socially disadvantaged people	<b>Social Empowerment</b> <b>Priorities 1: Social Justice, Peace and Reconciliation</b> <ul style="list-style-type: none"> <li>• Empowerment of disadvantaged people and their organizations</li> <li>• Women empowerment &amp; reduction of gender disparity</li> <li>• Legal/social justice</li> <li>• Conservation of cultural heritage of socially marginalized people</li> <li>• Reduction of disparity between casts and race</li> </ul>	<b><u>MDG</u></b> 8. Develop local-national-global partnerships for development 3. Promote gender equality and empower women  <b><u>BD 2021</u></b> Participatory democracy, rights to information, a vigilant & active civil society

<b>SKS Foundation Strategic Aims</b>	<b>SKS Foundation Program Priorities</b>	<b>MDG Goal and BD 2021</b>
To improve food security through skills development and income generation	<b>Economic Security</b> <b>Priorities 4: Skills Development and Income Generation</b> <ul style="list-style-type: none"> <li>• Productive Human Resource Development</li> <li>• Resource mobilization and multiplication</li> <li>• Employment generation</li> <li>• Access to financial services</li> </ul>	<u><b>MDG</b></u> 1. Eradicate extreme poverty and hunger
To adapt to climate change vulnerability and to mitigate disaster risk	<b>Environmental Sustainability</b> <b>Priorities 3: Climate Change &amp; Disaster Resilience</b> <ul style="list-style-type: none"> <li>• Adaptation to climate change vulnerability</li> <li>• Promotion of disaster resilient activities</li> <li>• Conservation of natural resources</li> <li>• Access to life safety skills and technologies</li> </ul>	<u><b>MDG</b></u> 7. Ensure environmental sustainability 1. Eradicate extreme poverty + hunger <u><b>BD 2021</b></u> Environmentally sustainable – reduced pollution, safe waste management, cost-effective alternate energy
To improve access to and quality of basic services for the poor people	<b>Quality Basic Services</b> <b>Priorities 2: Health and Education</b> <ul style="list-style-type: none"> <li>• Primary health care and hygiene systems</li> <li>• Women and children nutrition</li> <li>• Pre-primary and public primary education systems</li> <li>• Technical education systems</li> </ul>	<u><b>MDG</b></u> 4. Reduce child mortality 5. Improve maternal health 6. Combat HIV and AIDS, malaria & other diseases 2. Achieve universal primary education  <u><b>BD 2021</b></u> Nation of healthy citizens – access to basic healthcare, safe drinking water & sanitation

### 4.3. Focus Groups

Considering previous experience and the current context of the country while taping the donor priority, SKS Foundation will work with the following categories:

Marginalized poor/lower middle class farm families, Landless, marginal and small farmers, char/riverine communities, ethnic minorities, Horizon communities, climate change/disaster-affected people and deprived rural and urban communities.

#### **Particular focus in all categories on:**

- Women, widow, divorcee, women scared by husband, women headed households
- Youth (with special focus on adolescents),
- Mother and children
- Differently able people
- Community-based organizations (groups, committees etc.)

**Particular focus in all categories by groups:**

- |                    |            |
|--------------------|------------|
| a) Culture         | b) Gender  |
| • Bangali          | Women      |
| • Aboriginal       | Men        |
| • Dolit or Horizon | 3rd Gender |

#### 4.4 Geographic Focus

SKS Foundation will continue to work in the following districts:

**Rangpur Division**

Gaibandha  
Rangpur  
Lalmonirhat  
Kurigram  
Nilphamari  
Dinajpur

**Rajshahi Division**

Bogra  
Naogaon  
Joypurhat

There will be selective geographic extension of work to other areas with similar contexts in order to replicate SKS Foundation proven approaches or test new ideas:

**Rangpur Division**

Thakurgaon  
Panchagarh

**Rajshahi Division**

Rajshai  
Chapai Nababganj  
Pabna  
Natore  
Sirajganj

**Dhaka Division**

Dhaka  
Gazipur  
Tangail

**Khulna Division**

Satkhira  
Bagerhat

#### 4.5. Programming Principles and Approaches

SKS Foundation seeks to follow some principles and approaches as outlined below to execute its program smoothly:

1. Use of social capital by maintaining effective relationship with national and international organizations, associations and networking entities.
2. Promoting empowerment through making poor people aware on their rights and making local government bodies/duty bearer responsive to the rights of the poor people.
3. Working together with government agencies, other NGOs and private sectors to avoid duplication and overlapping of resources, and to make the existing services accountable and operational
4. Gender equity is stressed as global (crosscutting) perspectives across all programs and organizational operations by changing patriarchal attitude and reducing gender discrimination through community driven initiative.
5. Promotion of economic activities based upon viability and environmental sustainability with diversification and packaging of relevant services (eg remittance and insurance services)
6. Lobbying at different levels on behalf of CBOs (Community based Organizations) to avail public resources and innovating new ideas for optimum use of resources
7. Selectively maintain and develop quality but cost-efficient services through efficient management
8. Participatory planning, monitoring and evaluation involving respective community people to create scope for all people to participate in all steps of program implementation
9. Piloting promising new techniques and approaches in the areas of new crises for development to come (innovativeness)
10. Establishing Core Think Tank Group of staff to manage the crisis period arising out of limited fund flow to programs and the organization

#### 4.6. Expected Outcomes and Corresponding Indicators for Mainstream Programs and Priorities

SKS Foundation <i>STRATEGIC OUTCOMES</i>	SKS Foundation <i>PRIORITIES</i>	MDG and BD 2021
<b>Social Empowerment Sector: Social Justice, Peace and Reconciliation</b>		
<b>Outcome 1: Disadvantaged people ensured rights of receiving services and justice from different government/ non-government organizations</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Representation of the disadvantaged people in local government and other local bodies (Union/Upazila Parishad, SMC, Hat-Bazaar Committee, CBOs, Management Committee) increased by at least 30%</li> <li>Number of disadvantaged poor people received their entitlement e.g. Govt. safety-net program increased by 20%</li> </ul>	Empowerment of disadvantaged people and their organizations  Legal/social justice	<b>MDG 8:</b> Develop local-national-global partnerships for development  <b>BD 2021:</b> Participatory democracy, rights to information, a vigilant & active civil society.  <b>Donor priority:</b> Promoting rights, governance and justice
<b>Outcome 2: Increased women' participation, decision making and control over resources.</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Women's participation in local power structures (Union Parishad, SMC, Hat/Bazaar, management committee, CBOs etc) increased by 20%</li> <li>Women employment increased by 30%</li> <li>Number of women received government entitlements increased by 30%</li> </ul>	Women empowerment & reduction of gender disparity	<b>MDG 3:</b> Promote gender equality and empower women  <b>Donor priority:</b> Promoting rights, governance and justice
<b>Outcome 3: Cultural heritage of socially marginalized people conserved and disparity between their casts reduced</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Number of cultural events organized by the respective adivasi, horizon and other minority community groups increased by 50%</li> <li>Control of untouchable horizon community (Cobbler, Sweeper, Dome etc), adivasi and lower cast Hindu communities over benefit of community services and government entitlement increased by 25%</li> </ul>	Conservation of cultural heritage of socially marginalized people  Reduction of disparity between casts	All MDGs All donor priorities
<b>Economic Empowerment Sector: Skills Development and Income Generation</b>		
<b>Outcome 4: Income of poor families through skills development and financial services increased</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>60% targeted poor families received skills development training</li> <li>Access of target families to micro-finance services increased by 30%</li> <li>Self-employment opportunities created for 40% women</li> <li>Family income of 50% targeted poor families increased by 25%</li> </ul>	Productive Human Resources Development Employment generation  Access to financial services	<b>MDG 1:</b> Eradicate extreme poverty and hunger  <b>Donor priority:</b> Developing skills, employment and food security
<b>Outcome 5: Resource mobilization through hunting development aids and through multiplying financial services increased</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Donor aids to support development activities increased by 30%</li> <li>Volume of MF outstanding fund increased by 50% with 125% operational self-sufficiency maintained</li> <li>10% return on capital per year ensured from SKS Foundation enterprise operations</li> </ul>	Resource mobilization and multiplication	<b>MDG 1:</b> Eradicate extreme poverty and hunger  <b>Donor priority:</b> Developing skills, employment and food security

<b>Environmental Sector: Climate Change &amp; Disaster Resilience</b>		
<b>Outcome 6: Adaptation mechanisms by climate change-affected communities increased</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>• 30% targeted families protected from the effect of climate change due to their life safety skills and use of appropriate technologies</li> <li>• Targeted families planted multipurpose trees with average survival rates of 60% increased by 30%</li> <li>• Targeted farm families engaged in alternate cropping (eg, flood/ drought tolerant crop) increased by 50%</li> </ul>	Adaptation to climate change vulnerability  Access to life safety skills and technologies	<b>MDG 7 :</b> Ensure environmental sustainability  <b>BD2021:</b> Environmentally sustainable – reduced pollution, safe waste management, cost-effective alternate energy  <b>Donor priority:</b> Ensuring Climate Justice, Environmental Sustainability and Disaster Management
<b>Outcome 7: Efficient management of risk by disaster vulnerable communities increased</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>• 60% households in flood-prone area protected from flood due to early warning systems and flood shelters</li> <li>• 30% targeted families adopted disaster resilient enterprises</li> <li>• Humanitarian assistance mobilized to assist disaster-affected communities</li> </ul>	Promotion of disaster resilient activities	<b>MDG 7 :</b> Ensure environmental sustainability  <b>BD2021:</b> Environmentally sustainable – reduced pollution, safe waste management, cost-effective alternate energy  <b>Donor priority:</b> Ensuring Climate Justice, Environmental Sustainability and Disaster Management
<b>Quality Basic Services: Health and Education</b>		
<b>Outcome 8 : Access of targeted communities to health services of different government sectors increased</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>• Maternal and neonatal mortality reduced by 30%</li> <li>• Targeted households having access to and utilizing safe water &amp; improved sanitation increased by 20%</li> <li>• Number of meals with balanced nutrition by pregnant women and children increased by 30%</li> </ul>	Primary health care and hygiene systems  Women and children nutrition	<b>MDG 4:</b> Reduce child mortality <b>MDG 5:</b> Improve maternal health  <b>BD2021:</b> Nation of healthy citizens – access to basic healthcare, safe drinking water & sanitation  <b>Donor priority:</b> Access to basic services: Health and education
<b>Outcome 9: Completion of pre-primary and public primary education by disadvantaged children increased</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>• Enrollment of disadvantaged children in pre-primary school increased by 20%</li> <li>• Enrollment of disadvantaged children in mainstream primary education increased by 15%,</li> <li>• Dropout rate of boys, girls from primary cycle reduced by 20%</li> </ul>	Pre-primary and public primary systems  Technical education systems	<b>MDG 2:</b> Achieve universal primary education  <b>Donor priority:</b> Access to basic services: Health and education

MDG – Millennium Development Goal ; BD2021 - Bangladesh Vision 2021

SKS Foundation donor partner strategic priorities were also identified in this exercise and are summarized under donor priority.

#### 4.7 Comparison of Program Priorities and Outcomes Between Strategic Plan 2014-2019 and 2009-2014

Program Priorities (July 2014-June 2019)	Program Outcomes (July 2014-June 2019)	Program Priorities (2009- 2014)
<b>Social Empowerment : Social Justice, Peace and Reconciliation</b>  Empowerment of disadvantaged people and their organizations Women empowerment & reduction of gender disparity Legal/social justice Conservation of cultural heritage of socially marginalized people Reduction of disparity between casts and race	<b>Outcome 1:</b> Disadvantaged people ensured rights of receiving services and justice from different government/ non-government organizations  <b>Outcome 2:</b> Increased women' participation, decision making and control over resources.  <b>Outcome 3:</b> Cultural heritage of socially marginalized people conserved and disparity between their casts reduced	<b>Social</b>  Rights and governance Education Health & Nutrition Institutionalization Gender development Disadvantaged people
<b>Economic Security: Skills Development and Income Generation</b>  Productive Human Resource Development Resource mobilization and multiplication Employment generation Access to financial services	<b>Outcome 4:</b> Income of poor families through skills development and financial services increased  <b>Outcome 5:</b> Resource mobilization through hunting development aids and through multiplying financial services increased	<b>Economic</b>  Agricultural productivity & marketing Micro Entrepreneurship Development Financial Services Capacity Building
<b>Environmental Sustainability: Climate Change &amp; Disaster Resilience</b>  Adaptation to climate change vulnerability Promotion of disaster resilient activities Conservation of natural resources Access to life safety skills and technologies	<b>Outcome 6:</b> Adaptation mechanisms by climate change-affected communities increased  <b>Outcome 7:</b> Efficient management of risk by disaster vulnerable communities increased	<b>Environment</b>  Climate change Disaster Risk Reduction
<b>Quality Basic Services: Health and Education</b>  Primary health care and hygiene systems Women and children nutrition Pre-primary and public primary education systems Technical education systems	<b>Outcome 8:</b> Access of targeted communities to health services of different government sectors increased  <b>Outcome 9:</b> Completion of pre-primary and public primary education by disadvantaged children increased	

**NB: No program outcomes and corresponding indicators were planned during the previous strategy 2009-2014**

## SECTION 5: ORGANIZATIONAL STRATEGY AND MANAGEMENT

### 5.1 Organizational Aim

SKS Foundation will continue ensuring a reputable and quality organization through optimal use of organizational resources with innovation, professionalism and effective external relations.

The specific aims are:

1. To maintain and continue reputation of the organization
2. To promote innovation and professionalisms
3. To maintain and continue effective external relations
4. To ensure optimal use of organizational resources
5. To maintain and continue to keeping good governance at all level

### 5.2 SKS Foundation Core Values

SKS Foundation's current core values given below are similar to the values set in the previous strategy. Considering the emerging challenges for hunting such a competitive donor funds, timeliness, honesty and morality becomes crucial to the current strategy. The core values are:

#### Core Values

- Respectfulness and loyalty
- Participation and commitment
- Gender sensitivity
- Accountability and transparency
- Innovation and adaptation
- Dynamism and professionalism

SKS Foundation is mandated to ensure participation in the development programs that are relevant to context of Bangladesh and committed to maintaining a compassionate development program and organization which remains result oriented, - accountable and transparent; ready to respect others to learn and share the development results.

### 5.3 Organizational Priorities

#### **A. Efficient and quality organization**

1. Timely and quality response to the requirement of the donors
2. Internal resource mobilization without undermining quality of the programs
3. Optimal use of organizational resources with better implementation of programs
4. Right sizing of organizational structure fit for the purpose
5. Integration of programs and coordination among organizational components
6. Maximum decentralization of projects but in close coordination with core program

#### **B. Integrity and commitment**

1. "We feeling" through democratic, transparent, participatory organizational culture
2. Commitment to own the organization and comply with organizational regulations

#### **C. Innovation and Professionalism**

1. Partnership with other like-minded organizations for implementation of project/program
2. Ready to shift from need-based or service delivery to rights based approach as and when required
3. Visible application of a set of policies for human resource management and development, financial operations, gender development and staff welfare
4. SKS Foundation to act as think tank or a knowledge based organization



#### **D. Effective policy advocacy**

1. Voicing of poor people from grassroots organizations through meso and macro level networking
2. Strong data base for research and information pertinent to the context of northwest Bangladesh

#### **5.4 Operational Modalities**

Over the Strategic Plan period, SKS Foundation will continue to rely on a range of operational modalities but with continuing effort to stress non-direct implementation. The specific modalities are:

- Partnership: Formal collaboration between SKS Foundation and local organization especially CBOs, local committees or local NGOs, private sectors, local Government, other Government line agencies etc. for sharing implementation of project/program
- Networking and alliances: SKS Foundation will act as a lead activist for policy advocacy both at grassroots, meso and macro or national level
- Business co-operation: SKS Foundation will promote its own brand of enterprise and training product through cooperation with other private sectors

#### **5.5 Organizational Resources**

##### ***a) Human resources***

Currently there are 1894 staffs of which 40% is female 760. Nonetheless, it is envisaged managing a further increase of 10% staff per year during this strategic plan period and also planned for a further increase of 5% female staff during the same period despite limitation of recruiting female staff due to remote working areas in northwest Bangladesh. Staffing levels will continue to fluctuate according to funding availability. If bilateral projects do not continue at the same scale as at present so reductions in staffing are anticipated. However, staff level in Microfinance (currently over 674) will expand further since they are self-financed.

Strategy for professional staffing

1. Recruitment of qualified and experienced staff through competitive interview keeping salary structure remains competitive matching the inflated labor market for NGO staff
2. Staff development both pre-service and post service through skills training and exposure visit including refresher training so as to enable them to adapt to challenging context of the working area they are posted
3. Ensuring a conducive working environment for male and female staff applying gender policy so that staff, particularly female, is retained to the organization.
4. Maintaining good governance from the grassroots through management to board level so that staff at all levels are informed of major organizational decisions and also are involved in decision making at respective level through participation and coordination mechanisms.

##### **Human Resource Management**

It is imperative that SKS Foundation has efficient and effective human resource management systems in place. To make it more effective, the present HR department will be housed with requisite number of relevant staff which will be headed a seasoned and experienced Head of HR. The human resources will be managed through the following management tools:

- ▶ Framing and updating job description of each categories of staff in the HR Manual
- ▶ Updating the annual appraisal and performance review system as per Job description
- ▶ Providing staff handbook that outlines specific HR policies relating to, for example, leave entitlement, disciplinary procedures, annual appraisal etc.
- ▶ Reviewing and revisiting time to time the number of staff required for the organizations to right size the appropriate number of staff
- ▶ Conducting exit interview for the outgoing staff on resignation and comparing the reasons for leaving with those of other similar organization so that HR department can efficiently plan for reducing turn-over of qualified and experienced staff



Providing training to staff to develop and update their skills to adapt to NGO work

Developing pre-serving training systems for the emerging graduate youth to create a contingency panel of candidates for recruitment as and when required

Developing computerized systems for staff attendants and mobility in and out of the place of positing

Outsourcing senior qualified and experienced persons to update and improve policies, manuals etc. on a periodic basis to create enabling working environment for staff.

#### **b. Infrastructure, logistics and physical resources**

SKS Foundation currently has a total of 4 hectares of land, 2 training centers, one guest house, one hospital, one warehouse, school, community clinic etc. Besides, there are 6 four-wheel vehicles, 286 motorbikes, 7 engine boats and 22 bi-cycles. During the strategic plan period, SKS Foundation is expected to purchase lands for training centers, big store and warehouse, auditorium, library, educational institutions, staff quarters, 50 bed hospital and others structures.

#### **Strategy for efficient use of infrastructure**

1. Maximum utilization of land, training centers, guest house, auditorium by renting them out after proper use of the internal projects/programs
2. Cost effective use of motorized engines
3. Proper utilization of hospitals, community clinics etc. by making provision of minimal admission and treatment fees for the program participants and staffs

#### **c. Financial Resources**

Due to increasing uncertainties regarding bilateral funding of projects, it is quite difficult to gauge budget for a 5-year strategic plan period. However, SKS Foundation will try to increase the existing funding base of the previous strategic plan period during July 2009-June 2014 up to a certain level during this strategic plan period depending on the opportunities of donor funding. A crude forecast of fund mobilization (both external and internal) for this strategic plan period in comparison with actual fund received during the previous strategic plan period is given below:

#### **External funding**

<b>Strategic Plan July 2009-June 2014 (Donor Funding Actual)</b>		<b>Strategic Plan July 2014-June 2019 (Expected Donor Funding BDT)</b>	
<b>Fiscal Year</b>	<b>Amount (BDT)</b>	<b>Fiscal Year</b>	<b>Amount (BDT)</b>
2009-2010	270,845,408	2014-2015	300,000,000
2010-2011	302,924,879	2015-2016	310,000,000
2011-2012	282,058,116	2016-2017	320,000,000
2012-2013	287,146,659	2017-2018	330,000,000
2013-2014	290,454,113	2018-2019	350,000,000
Sub-total (a)	1,433,429,175	Sub-Total (a)	1,610,000,000

<b>Government Funding- (BDT)</b>		<b>Expected Government Funding</b>	
2009-2010	105,924,153	2014-2015	30,000,000
2010-2011	43,653,242	2015-2016	31,000,000
2011-2012	63,362,890	2016-2017	32,000,000
2012-2013	45,795,107	2017-2018	33,000,000
2013-2014	34,081,488	2018-2019	34,000,000
Sub-total (b)	292,816,880	Sub-total (b)	160,000,000
<b>Total (a+b)</b>	<b>1,726,246,055</b>	<b>Total (a+b)</b>	<b>1,770,000,000</b>

## Internal fund mobilization

Strategic plan 2009-2014	
Area	Amount (BDT)
Surplus from micro-finance	129,150,000
Surplus from Enterprise	2,224,000
Surplus from training center	4,173,000
<b>Total internal fund</b>	<b>135,547,000</b>

Strategic plan 2014-2019 (Expected)	
Area	Amount (BDT)
Surplus from microcredit	250,000,000
Surplus from Social Business	8,000,000
Surplus from training center	7,500,000
<b>Expected total internal fund</b>	<b>265,500,000</b>

### Strategy for efficient mobilization of funding (External and Internal)

1. Frequent participation in bidding process for mobilizing bilateral funds submitting quality project proposals as per demands of the donor communities.
2. SKS Foundation seeks to create partnership consortium or to join the similar consortia to get access to the consortium funding of the donors and also seeks to establish partnership with international NGOs, which act as lead implementing agencies of bilateral projects.
3. SKS Foundation will maintain good working relations with government agencies and continue working together through partnership/contacting revenue and development projects.
4. SKS Foundation will continue generating saleable new products in micro-credit, training and enterprise programs to maximize surplus from these internal resources. However, these avenues will be considered as social business offering direct program benefits such as skills developments, employment, income generation etc. while also generating a surplus utilized to support the development program.

### Financial Management

Effective financial management, reporting and projection systems are essential for the long term sustainability of the organization. Strong internal leadership and transparent financial management systems will in turn increase external confidence in the organization. SKS Foundation has put considerable effort on the development of its financial systems. Cost centers relating to each department have been established and it is now possible to ascertain the income being generated within the organization from income generated through external sources of funding. For efficient and effective financial management, the following points will be considered:

- Form a core team of staff to assist in specific project proposal development. This core team will be provided with specific training on project proposal formulation
- Develop a more focused advertisement campaign on SKS Foundation's hospital outpatient services and other income generation activities
- Form a small working group with most active members who will set targets and take the lead in specific fundraising activities across the country
- Conduct an annual open day and fundraising events
- Develop a fund raising forum with friends of SKS Foundation through annual subscription systems
- Establish an endowment fund from which the interest will be used for meeting the running costs
- Develop an effective systems to provide a regular flow of information to the supporter and friends groups
- Learn from the approaches of other organizations in the country for fundraising and income generation. An example is the Dhaka Ahsania Mission which has built a new cancer hospital with funds raised from within the country
- Mobilize project funding on specific areas e.g. national advocacy and awareness campaign, research and data collection, rights base approach
- Develop a robust systems that can measure outputs, outcomes and impacts as donors are increasing looking for aid effectiveness in terms of these milestones.

### 5.6 Partnership, Networking and Alliances

SKS Foundation will as in the past maintain and continue to working in partnership with GO/NGO/private sectors for implementations of projects. SKS Foundation will strive to be an active participant in networking and alliances on issues related to development of northwest Bangladesh in particular (especially related to disaster vulnerability, climate change, food security, basic services and entitlement of the poor, women's rights and gender). These include a wide range of local, national and regional/global networking and alliances which are able to generate collective movement for the cause of rights and entitlements of the poor people whom SKS Foundation works with. However, SKS Foundation will not go for any partnership, networking and alliances which affect the core values of the organization.

## 5.7 Organizational Outcomes

For this strategic plan period, SKS Foundation has developed the following 'outcomes' to be measured:

**Outcome 1:** Skilled manpower recruited, developed and retained

- Indicators:**
1. Number of skilled staff recruited and trained on management, leadership, planning, implementation, monitoring
  2. Turnover rates of skilled manpower reduced by 20% ,
  3. Success rate of filling mid and senior position with skilled manpower increased by 30%

**Outcome 2:** Internal resource mobilization through expanded microfinance, enterprise and training activities to support SKS Foundation development programs

- Indicators:**
1. Sale turnover in microcredit, enterprise, training and guesthouse increased annually by 10%
  2. A 10% return on capital per year ensured from microfinance, enterprise, training and other self-financing programs

**Outcome 3:** Successful bidding for bilateral project ensured

- Indicators:**
1. Number of bilateral project developed and submitted for bidding per annum
  2. At least 60% submitted project get succeeded for funding support

**Outcome 4:** Engagement in partnership, networking and alliance strengthened

- Indicators:** Membership in local, national and regional level of partnership, networking and alliances, coalitions etc increased by 30% and active participation in these bodies ensured

## 5.8 Risk and Assumptions

Several risk and assumptions are identified, which may affect the implementation of projects/programs during this strategic plan period. These are given below:

- ▶ Political unrest will not be widespread leading to disruption of activities
- ▶ Climate change induced natural disaster will not be significantly affecting the impact of projects/programs.
- ▶ Turnover of skilled and experienced manpower will not be serious leading to poor implementation of projects/programs
- ▶ Donor funding will not suddenly decline and thus will not significantly affect fund flow to projects/programs
- ▶ Skilled, qualified and experienced staff will be available for recruitment in the remote areas

### Strategy for Risk Management

- ▶ Contingency plan for implementation of projects/programs will be developed to compensate for under achievement due to political unrest
- ▶ Adjustments of activities will be done based on the trend of natural disaster with a view to adapt to climate change
- ▶ Staff training (national/international), staff incentive (appreciation, competitive remuneration etc) and job security through provision of gratuity, contributory provident fund and other benefits will be given as much as possible
- ▶ Contingency fund will be created through internal resource mobilization to support development programs when donor fund is suddenly declined
- ▶ Intensive and extensive circulations through different electronic and print media will be done during staff recruitment

## 5.9 Organizational Capacity Development

SKS Foundation will strive for further gains in the professionalism, efficiency, quality and effectiveness of its program through organizational development. The following strategic capacity development measures will therefore be applied.

- Reconfiguration of organizational setup
- Human resource development (staff training)
- Policy review and development of new policies
- Review of manuals, systems and procedures
- Exposures visit to gain experience, learn best practices
- Counseling and other measures aimed at retention of trained quality staff
- Expanded use of IT and communication technology

Over the next five years, major priorities for capacity development for staff will include skill development on advocacy and networking, facilitation; right-based approaches; effective human resource management; result-based monitoring and evaluation, enterprise and marketing management; microfinance management in a competitive environment; training management; climate change and disaster management, and management of community health programs.

### **5.10 Leadership, Coordination and Communication**

Management of the overall organization can be made more effective and efficient through a greater awareness and agreement on the organizational mission, priorities, organizational strategies and objectives. The strategic plan will allow SKS Foundation to articulate its plans and desired outputs and outcomes. It will allow measurement of these and in turn help to determine the effectiveness and efficiency of the program and help set benchmarks to measure the performance of program staff in achievement of the program and organizational goals.

It is important that communication channels and specific meeting arrangements in place allow for a two-way flow of information. Although the nature of communication and content of meetings will vary and different organizational issues will arise it is important that EC and senior management will regularly review progress against organizational goals, strategies, objectives and programs.

There may not be an immediate requirement for a senior management team as such, however systems will be put in place where senior management and divisional/departmental heads have a regular opportunity to meet, share and solve. Likewise within departments and units regular meetings will be held for planning, review and problem solving. Although meetings do take time, regular and effective communication at all levels of the organization can solve current problems quicker and prevent small issues becoming major problems.

### **5.11 Monitoring and Evaluation**

The Research and Evaluation department have a big role to play in the development and implementation of systems to measure outputs in terms of numbers, outcomes in terms of functional improvement and impacts in terms of a long term sustained benefit from the service received.

SKS Foundation has in the past invested in a computerized data collection system that has not lived up to its expectations. SKS Foundation will continue looking at software solutions and options and acknowledge the need to develop a workable and practical system that can generate reports for various purposes. SKS Foundation will also continue making efforts to develop its capacity to measure both outputs and outcomes. A greater challenge will be for SKS Foundation to effectively measure longer term impacts on the beneficiary. The Research and Development department have a clear role to play in this regard.

Although SKS Foundation regularly conducts research there is still much more scope in this regard. SKS Foundation will therefore consider developing multi-centric research projects with other office in the region. It will also continue collaborating with national and international agencies both to conduct research and to generate financial support related to research and development.

### **5.12 Sustainability**

SKS Foundation believes that sustainability relies on its approach for development of programmatic and organizational interventions. These include:

- a. Capacity-building: Developing community-based organization/groups to act as peoples' organizations which will continue voicing for the benefit of its poor people even after projects are ended. So, SKS Foundation will continue building capacity of these community based organizations
- b. Participation and Linkages: Participation with other stakeholders for implementation of partnership projects/programs and establishment of linkages with GO/NGO/private sectors will create longer-term relationship for continuation of development programs
- c. Self-reliance: SKS Foundation micro-finance, training and other self-financing programs will continue to generate surplus to support development projects/programs, particularly when donor funding is critical. So, this strategy will make SKS Foundation self-reliant for working with poor at minimal subsidy from external funding agencies and even when outside funding declines.



SKS

**SKS Foundation** : College Road, Uttar Horin Singha, Gaibandha-5700

Tel: +88-0541-51408, Fax: +88-0541-51492, Cell: +88-01713484430

E-mail: [sksfoundation@sks-bd.org](mailto:sksfoundation@sks-bd.org)

Website: [www.sks-bd.org](http://www.sks-bd.org)