

*The best way to predict the future is to create it....*

# **CREATING FUTURE TOGETHER**

## **Strategic Plan: 2019 - 2023**



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## **Abbreviations**

CBO	Community Based Organisation
CSO	Civil Society Organisation
CT	Conflict Transformation
DNH	Do No Harm
GBV	Gender Based Violence
GDP	Gross Domestic Product
HRDF	Human Rights Defenders Forum
IED	Institute for Environment and Development
ICT	Information Communication Technology
IP	Indigenous People
NGO	Non Government Organisation
NWP	National Women Policy
PLNA	Participatory Learning Needs Assessment
PSP	Participatory Strategic Planning
PRA	Participatory Rural/Rapid Appraisal
PG	Primary Group
SDG	Sustainable Development Goal
SO	Strategic Objective
SWOT	Strength Weakness Opportunity Threats
VAW	Violence Against Women

## Foreword

It is indeed a great pleasure for me to present the “Strategic Plan: Creating Future Together”, 2019 to 2023.

Strategic Planning is about planning of the future directions of an organisation, what they want to do and how to do it. The formulation of “strategy” is to achieve the desired organisational goals. However, as a development organisation, the strategic planning process was designed from the perspective of values and vision, therefore, considering the Sustainable Development Goals (SDGs) and the longterm (20 years) future aspirations of the people with whom IED is cooperating.

This Strategic plan has been developed with the active participation of leaders of community organisations, youth, women, and members of civil society and the process was facilitated by IED staff with the support of external expert. The data gathering for context analysis, reflections on its strengths and weaknesses and visualisation of aspired future, all the process were participatory, using PRA, “FGD, group discussions, interviews, meetings, and workshops. It took several months of the hard work of people involved.

IED has gained considerable experiences on , women empowerment, indigenous peoples rights, health awareness, environmental protection, climate change, disaster management, youth activism, and capacity building of local communities including women, adolescents, IPs, youth and civil society members through implementing projects. The following strategic plan is based on the learnings of those practical experiences.

The strategic planning was also on considerable in-depth analysis of the contextual changes in the last several years. To develop the the Participatory Strategic Plan (PSP), participants collectively and carefully looked at the changing context for analysing the economic, political, social, cultural and technological reality and understanding various driving forces, threats, opportunities and challenges.

Considering the people’s perspectives, IED has formulated the vision: A just, prosperous and democratic society where all the people are living in a healthy and clean environment, access to all health and education services, possessing creative and professional skills, active in cultural participation, solving conflicts with mutual respect and cooperation, dignity and respect for all, and equal opportunity to enjoy a mental well-being and peace

Beside the formulation of vision, mission, role and development goal, the following strategic plan describes the Theory of Change. Based on that IED has considered the strategy for transforming the existing social inequality, deprivation and violence towards a prosperous and peaceful society. The emphasis of awareness building, people’s participation, use of knowledge and cultural means for advocacy and social change is highlighted.

I have firm belief that, the strategic plan document included and elaborated the future directions in a way that it will be easy to follow and translate it into formulating specific projects for implementation. I hope that the described directions are comprehensive and highly relevant for addressing the crucial issues in the present context.

My gratitude and thanks to all the participants at the community, civil society and IED staff and fellows at all levels who contributed their analytical skill and future perspective in shaping the content of the strategic plan. Special thanks to the central office staff and centre staff of Mymensingh and Jashore for their active engagement throughout the whole process.

I am grateful to the consultant, Azizur Rahman Khan for his sincere support, cooperation and guidance in the facilitating process. I acknowledge his valuable contribution.

IED is committed to follow the directions mentioned in this strategic plan that would strengthen the capacity of IED as a whole for moving towards the vision.

Numan Ahmed Khan  
Executive Director

*Imagination is more important than knowledge. For knowledge is limited to all we now know and understand, while imagination embraces the entire world, and all there ever will be to know and understand. - Albert Einstein*



**Knowing the Future for Creative Transformation: Participation of People in the PSP Process**

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## **INTRODUCTION**

IED started its journey in 1994 as a non-profit development organisation by taking initiatives for strengthening environmental movements in Bangladesh. In the process IED expanded its engagements with active citizens, NGOs, CBOs and civil society members for the empowerment of women and IP rights. Since 2003, IED has been receiving external funds and cooperation for its project initiatives.

By undertaking the activities on environmental development, climate change, women and minority rights, IED intends to bring social, economic, cultural and political positive changes in the country. IED is facilitating a process at the community level giving voice to most disadvantaged population (poor, women and ethnic and religious minorities) and local civil society, and at the same time creating linkage, forming alliance with national and international actors for advocacy and campaign in line with UN Sustainable Development Goals (SDGs).

In 2013, IED has conducted the strategic plan (2013-2018) for five year period. As the period is over and significant changes happened in the context, to be relevant and effective as development organisation formulation of a strategic planning was decided.

IED has been intensively working with marginalised communities, women and youth in two districts; Jashore and Mymensingh, and closely cooperated with civil society members (Janoudyog) in eight districts. The primary women groups, community organisations, youth organisations and Janoudyog have been participated in the planning process.

## **OBJECTIVES OF STRATEGIC PLAN**

During the last phase and over the period IED has gained considerable experiences on the concept and strategies on environmental protection, women empowerment, indigenous rights, livelihood security, health awareness, climate change, disaster management and capacity building of local community, especially women, youth and civil society members through implementing development projects.

There are also significant changes in the social-political context in Bangladesh. While the economic growth of Bangladesh is praiseworthy, the inequality between rich and poor is increasing. The social condition; intolerance, political conflict and social and gender based violence is frequent and the security concern is in rise. The attack on innocent people by religious militants at Holy Artisan bakery was most shocking experience in recent time. Bangladesh also witnessed brutal attacks on ethnic and religious minorities, Hindu priest, temple servers, and Christians were killed, temple and idol were vandalised and set in fire. The issue of violent extremism is a new concern.

Given the contextual changes, IED felt the need to look collectively and carefully, at the changing context for analysing the economic, political, social, cultural and technological reality and understanding various driving forces, threats, opportunities and challenges. Similarly, reflect on the facilitation and mobilisation of community and civil society actors, as

well as the strengths, weakness, capacity and potentials of both community organisations and IED itself.

Therefore, the overall objective of the strategic planning is to collectively reflect the fast changing context and sets future directions and priorities: vision, mission, role, strategic objectives, program, and activities. Furthermore, the capacity enhancement projections including change management, based on participatory reflections and articulation of vision.

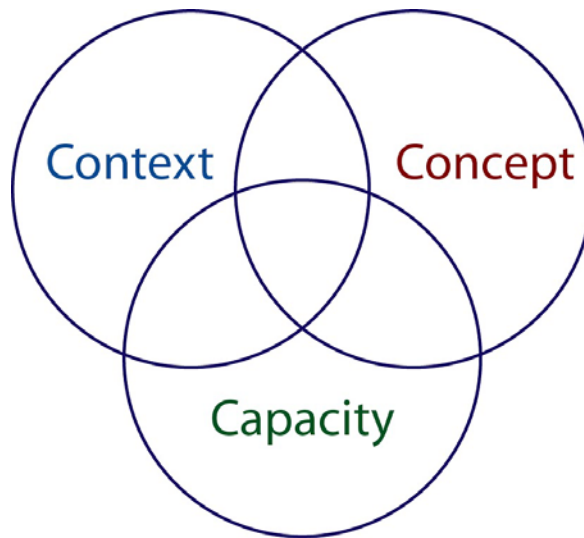
### **STRATEGIC PLANNING FRAMEWORK**

Strategic planning is known to all who are managing the organisations whether it is business, non-for profit or social movements. Strategic Planning is about planning the future directions of an organisation, set the priorities and define the strategy; what they want to do and how to do it. Furthermore, translate the “strategy” in program and activities to achieve the development goals.

In business management it is relatively clear that the ultimate goal of any business is to “maximise profit” by selling products or services. Therefore, the framework of strategic planning in business management is primarily organisation centric, emphasis on the analysis of own strength and weakness and looking at the threats and opportunities in the context, so that they can use their strength for available opportunity to be market leader. The SWOT (strengths, weakness, opportunities and threats) and logical framework analysis are being used.



In case of development organisations, they need to be relevant and effective not only in addressing the urgent and immediate crisis of present time but having mandates for eradicating the root causes of manifested crisis (symptoms) and creating a future aspired by the people. Therefore, the strategic planning for development initiatives demands a theoretical framework, able to reflect on context not only threats and opportunities but context as a part of complex systems and structures, causes of underdevelopment problems, the underlying concepts of development interventions, the theory of change, and the values and principle of organisational management. The analysis of three dimensions; context, concept (of development and theory of change) and capacity of organisation are



illustrated in the following diagram:

Instead of linear cause effect analysis the context is analysed by using System Thinking or System Dynamic analysis. The capacity of the organisations are analysed by using not only strength and weakness but also searching on capacity and potentials.

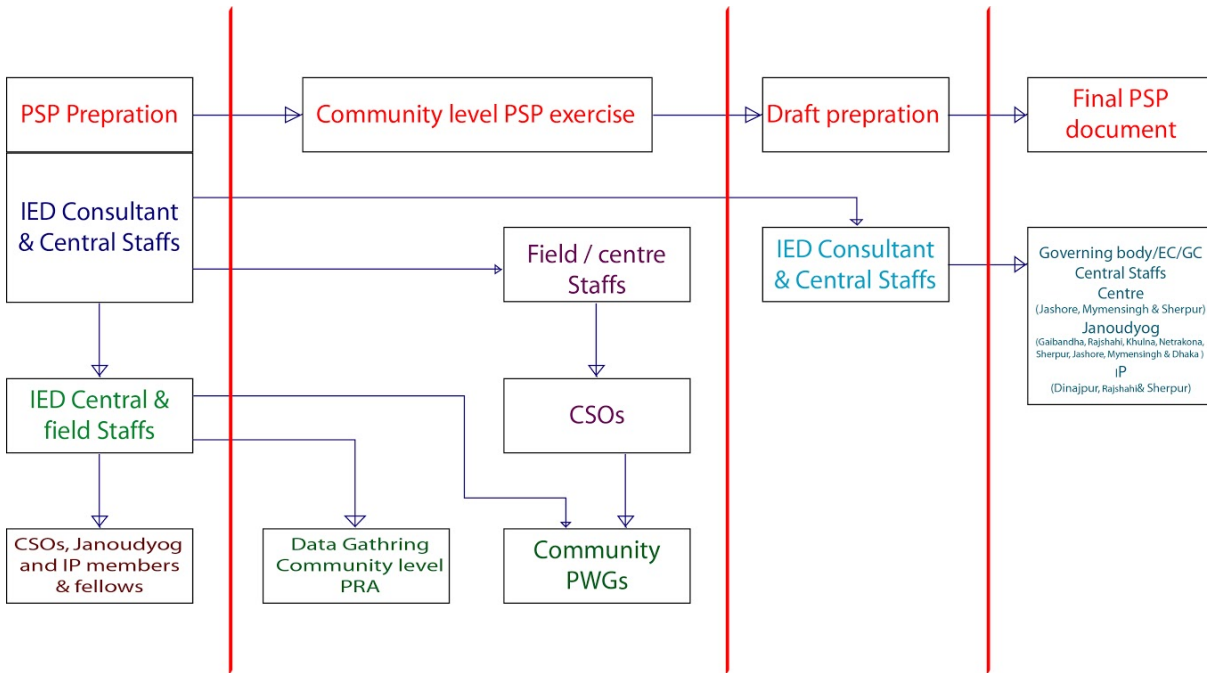
The development organisations also needs changes to be congruent with their “values and vision”, therefore, instead of organisation centric, the framework stars analysis with context, development theories, theory of change and required capacity of the organisation including the management of change.

The application of above mentioned framework, it is mandatory that all the relevant people must participate in the reflection sessions, analysis and formulation process. Therefore, it become a truly Participatory Strategic Planning (PSP) exercise.

The whole planning process could be divided in two different parts. First part was (a) **reflections & analysis** of the context where IED is functioning, (b) development concept and social vision of community, capacity of the community and civil society partners organisations, and (c) the capacity of IED as a facilitating organisation. Second part, the **formulation** of longterm plan, future directions and priorities.

## **STRATEGIC PLANNING PROCESS**

The PSP in IED initiated with the primary discussion with senior management. A team was formed for working together with external consultant and the whole PSP conduction plan is developed and implemented. During the process of data gathering, data processing and draft preparation, it was a collaborative process with the participation of IED staff.



The following steps have been followed in the planning process:

All the relevant actors - primary groups, community people, Civil society organisations, IED field and central level staff and members of governance structure have been participated in the process and contributed to the gathering of data and information and shaped the analysis and formulation. Finally, the central staff contributed to editing and finalising the PSP document.

*“Where the mind is without fear  
and the head is held high,  
where knowledge is free.  
Where the world has not been broken up into fragments  
by narrow domestic walls.  
Where words come out from the depth of truth,  
where tireless striving stretches its arms toward perfection.  
Where the clear stream of reason has not lost its way  
into the dreary desert sand of dead habit.  
Where the mind is led forward by thee  
into ever widening thought and action.”*

Rabindranath Tagore

**PARTICIPATORY STRATEGIC PLAN: 2019 - 2023**

## VALUES

Since its inception, IED gave credence to several management principles: Transparency, Accountability, Innovation, Inclusiveness, and Sensitivity to Gender and Differently able people. These principles remained valid as the referring principles of organisational practices. Such principles also have underlying values.

The Core Values are: Equality, Freedom, Justice, Cooperation, Peace and Participation.

In the organisation life, IED members are committed to practice the values of equal rights and opportunities for all human being irrespective of gender and caste, freedom of choice and expressions, justice by accountability and inclusiveness, mutual cooperation, non-violence, knowledge based strategic actions and participation of all.

## VISION

The vision is a desired social condition, usually articulated in a short “statement” form without much explanatory details. This strategy plan document prefers to articulate the vision in an elaborated, putting people in the centre, 20 year long and in a five-year phase period.

Inspired by a Human Development perspective, it was assumed that if the human growth cycle is considered, it should be at least 20 years, a young children will take 20 years to be and a full-grown and creative personality. It is also assumed that while the poorest children get access to health and education opportunities now, after 20 years they will be capable to participate in economic, cultural and political process with equal capacity, thus society would be egalitarian and truly democratic.

The vision is articulated by the members of community organisations, CSOs (Janoudyog) members and the IED staff.

### Vision 2040 in four Phases

**First Phase 2019 - 2025:** Community institutional and leadership capacity is enhanced. Food, Water, Housing, Sanitation, Health and Education infrastructure are in place, entitlement rights established, social services received and basic needs fulfilled. Digital communication (ICT) infrastructure established and used by the community people. Life skills and gender sensitive awareness among young people contributed to employment and solving conflicts peacefully.

**Second Phase 2026 - 2030:** Model community/village established with advanced waste management and renewable energy use. Cooperative societies are well functioning and they are running economic enterprises. Participation in global market through ICT and higher education. Women have legal property rights. National policy practiced on clean environment and renewable energy. National policy for capital transfer to community cooperatives and collective ownership of enterprises.

**Third Phase 2031 - 2035:** Well established community life with day care system. Creative cultural practices producing literature, painting, film, music, and other cultural activities are vibrant. Full participation in cultural and sports activities by all the community members. Art gallery and Film institutes established at the community centres.

**Fourth Phase 2036 - 2040:** All the community members are highly educated, skilled in ICT, creative and contributing to sustainable growth. Gender equality and full participation of men and women in all sphere of social and political life. Conflict is solved through peaceful dialogue; negotiation and mediation. Prosperity and peace is sustained.

**Vision Statement:** *A just, prosperous and democratic society where all the people are living in a healthy and clean environment, access to all health and education services, possessing creative and professional skills, active in cultural participation, solving conflicts with mutual respect and cooperation, dignity and respect for all, and equal opportunity to enjoy a mental well-being and peace.*

## **MISSION**

Promoting community and peoples' initiatives for community wellbeing, livelihood security, gender equality, environmental sustainability, cultural diversity and indigenous rights, conflict resolution and violence prevention, and creative opportunities for all by facilitating community organisations, civil society organisation and advocacy for relevant policies contributing to structural change.

## **ROLE**

IED will always be playing facilitative role; encouraging people especially women, youth, indigenous communities and civil society leaders to take creative transformative actions. IED's role is to enhance the leadership capacity of community organisations, civil society actors and networks for planning and implementing their development goals in accordance with their social vision, SDG commitments and access to constitutional rights, resolute conflicts and prevent violence.

## **DEVELOPMENT GOALS**

The goals articulated by the community and CSOs, become the basis of IED's formulation of Development Goals. IED designs its strategic objectives, programs, activities accordingly and expecting that the people will be able to achieve the aspired development goals through their engagement. IED facilitates the community and civil society organisations to achieve the Development Goals aspired by them.

The Development Goals are:

**( I ) Prosperity and wellbeing of Community People**

**( II ) Gender Equality and Women Rights**

**( III ) Conservation of Environment**

**( IV) Conflict Transformation and Peace Promotion**

**( V ) Cultural Diversity and IP Rights**

The above goals are elaborated in the following table:

Prosperity and Wellbeing of Community People	Increased income, employment and secure livelihood. Increased skills, labour productivity and use of digital technologies. Cooperative ownership of productive assets. Economic growth. Healthy housing, improved living conditions, responsible consumptions; safe food, good health. Education for growth of human potentials and to be productive, creative and cooperative person, Education ensures skills and knowledge for employment opportunities at national and international workplace. Especial emphasis on ICT for education.
Gender Equality & Women Rights	Recognition of the role and contribution of women labour/role in society and national economy. Women participation increased in professional, social and institutional leadership positions. Reduction of domestic and gender based violence. Orientation for gender sensitive socialisation for men and boys. Awareness on reproductive health and equal gender relations. National policies contribute to ensure legal framework for gender equality and ensures women rights.
Conservation of Environment	Conservation of trees, forests, rivers. Increased awareness on air, water, sound pollution control. Increased initiatives for clean and green environment. Increased action for climate change adaptation and disaster risk reduction. Increased use of renewable energy; solar energy and increased practice of organic agriculture.
Conflict Transformation & Peace Promotion	Increased knowledge on the nature and causes of basic conflicts; social, political, gender, economic, cultural etc. Improved community awareness for understanding domestic and social conflicts that lead to violence. Improved skills of community and CSO leaders to intervene in conflict resolution, negotiation and mediation. Increased awareness on universal human rights, cultural diversity, good governance and democratic dialogue. Initiatives on democratic self governance practices by the community. Skilled facilitators for psycho-social counselling, DNH, Conflict Transformation and peace promotion. Production of alternative narratives to prevent violent extremism.

Cultural Diversity & IP Rights	Increased initiatives for folk, endogenous and indigenous cultural expressions by all the communities; IPs, religious and ethnic minorities. Increased awareness on cultural diversity, cultural pluralism, cultural exchange and cultural cooperation. Increased knowledge and skills for presenting cultural forms. Increased Youth engagement for sports and cultural activities. Increased awareness and practice on cultural exchange, appreciation/respect to other cultural forms and cultural innovation. Creative engagement for cultural development and sharing. More number of Cultural centres and libraries.
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## STRATEGIC OBJECTIVES

**Strategic Objectives** are the organisational objectives, strategically designed for move towards vision, translate mission in to action, be consistent with role and effective in achieving development goals, for next five years. For achieving the five *Development Goals*, strategic objectives are the guiding strategies. Strategic Objectives indicating specific plans and indicators, appeared in the Program and activities. Strategic objectives are the guiding benchmark for operational activities.

To be consistent with the role as facilitating organisation and to achieve the five development goals, IED has formulated four (4) Strategic Objectives:

### **(I) Encourage People for Economic, Environment, Gender, Culture and Conflict Transformation Initiatives.**

Encourage Peoples Initiatives includes facilitating primary groups, community and civil society organisations. Encourage *Janoudyog*, the district level CSO engaged in local development initiatives, social awareness raising and policy advocacy in line with development goals. Encourage existing primary groups and community organisations in the working areas. Encourage Women organisations and networks. Encourage Youth for activism in social change towards a prosperous and peaceful society.

### **(II) Enhance Community and Civil Society Capacity on Livelihood, Environment, Gender, Culture and Conflict Transformation.**

Enhancement of Community and CSO members' leadership capacity, analytical skills, relevant knowledge and behavioural changes for acting as effective actors of social change. Awareness building will be on several specific themes contribute to achieve development goals. These are: Poverty, inequality and livelihood security; environment and climate change; gender and masculinity; indigenous rights and human rights; democratic governance and active citizenship; conflict transformation and peace building; and development concepts and strategies.

### **(III) Policy promotion for Economic Wellbeing, Environmental Protection, Gender Justice, Cultural Rights and Conflict Transformation.**

Strategically raising specific local cases and at the same time focusing on structural causes of environmental destructions, violation of IP and minority rights, national policy on gender justice and policy issues in addressing social and political conflicts. Advocacy at community, local and national level for policy change that effects life, livelihood and unjust systems and unequal power relations. The alternative policy that are contributing to changes in structural dimension of inequality will be a focus of Advocacy.

**( IV ) Strengthening IED’s Facilitation Capacity**

Knowledge and skills of staff and volunteers is the key for facilitation of community organisations and CSOs. Increased number of facilitators and researchers recruited and trained. Strategy devised to attract and retain committed individuals as staff, volunteers and consultative positions. Improve recruitment and training quality for speedy human resource growth.

To encourage the peoples initiatives, enhance their conceptual and leadership capacities and for promoting policy changes, IED illustrates the following *Theory of Change*.

**THEORY OF CHANGE**

Theory of Change refers to the question, how to proceed towards vision, create longterm impact for desired development goals, and achieve the strategic objectives, designed program and activities. Theory of Change is about guiding principles of interventions and adopted processes through which change happens as a result of strategic actions.

The following diagram exhibits IED’s Theory of Change:

IED	Strategy	CSOs, CBOs, PGs, IPs Types & Location	Strategy	Activities/Issues
Central Office/ Team	Facilitation (Capacity & institution building)	CSOs Janoudyog (JU)	Advocacy Campaign	Conservation of environment. Human rights: Gender rights, IPs rights, Minority rights. Peace building. Policy promotion on prosperity, equality, freedom, justice, and access to services.



Field Office Team	<b>CBOs</b> Women Forum Adolescent Group Youth Forum Community Forum Cluster Committee Market Extension Group Male Group	Social & Economic Empowerment	Access to Services Women Empowerment Youth engagement Cultural diversity Environmental protection Social mobilisation Market expansion, entrepreneurship development
	<b>PGs</b> Primary Women Group	Cooperation Economic Action	Group meeting: sharing family & social issues, Collective initiatives: helping members in needs, communication with CBOs, Income & employment generating activities.
	Indigenous Peoples (IPs) Human Rights Defenders Forum (HRDF)	Empowerment Advocacy	Capacity building Social mobilisation Cultural action Policy change

Four theoretical premises are underlying the above Theory of Change: (a) Peoples unity, solidarity, cooperation and participation; (b) Facilitation for critical analysis based knowledge, access to information and use of creative cultural means for social change; (c) Empowerment of marginalised and disadvantaged communities: poor, women, indigenous, and minority groups; (d) Policy promotion both on case and causes based, influencing all level of actors (top, mid and grassroots) through education, negotiation and persuasion.

At the community, district and national level organisations and especially Janoudyog - all are encouraging peoples unity, solidarity, participation and cooperation.

The people have to take initiative and responsibility for change their own life-condition by building own solidarity forums and institutions at all levels. The civil society leaders organised in Janoudyog contribute to the initiatives and demands of community people and raise issues especially protection of environment, gender justice and human rights and peace that are relevant for all the citizens. They are the link between micro and macro linkages for advocacy on common agendas.

Facilitation is contributing to building a unity and solidarity model in several geographical areas (District level to Village level) where women, men, indigenous communities and the enlightened professionals (Lawyers, teachers, Journalists, Doctors and cultural activists) join

hands for achieving their aspired social conditions. It will be eventually a self-reliant and self-sustained process.

Facilitation is to raise critical awareness for the empowerment of members of community organisations, women and youth leaders, members of Janoudyog and creation of knowledge for advocacy and persuasion of policy makers/service providers. Use of digital technology, specifically ICT and visual materials would enhance the critical awareness and policy promotion endeavours.

Facilitation of policy advocacy is integrating at micro community level issues with macro level or national policy change. The national development and other policies that effects the life and livelihood, environment and social conflicts has to be addressed by changing policies at national level. Advocacy is needed for a single case of violence or deprivation to change individual or a particular community situation. However, it is more relevant for changing the policies that are reproducing structural inequalities and violence. These are more “cause advocacy” have greater impact on the whole population.

## **STRATEGIC APPROACH**

The following Strategic Approaches are detailed strategic direction in achieving the strategic objectives in line of general Theory of Change. Theory of Change is translated in to two types of Strategic Approaches: (a) Micro Community level strategic approach and (b) Macro Policy Intervention Approach.

Strategic Approaches are to provide information, knowledge, skills, methods and tools, conceptual inputs and methodological supports to the community people and civil society actors so that they can plan their own vision and implement their own development initiatives and transform their conflicts. Furthermore, they should strategically influence policy makers and service providers for more pro-poor, gender and environment sensitive policy options

IED will follow two Strategic Approaches; one for community, micro local level interventions, and another for macro, national level interventions. Both the local organisations and national CSOs will be contributing to address local issues as well as structural causes, contribute to social transformation.

**Strategic Approach 1.** At micro level, facilitation of Vision Oriented transformative activities implemented by CBOs and CSOs (Janoudyog), focusing thematic areas; livelihood, environment, gender justice, youth engagement, indigenous rights, cultural diversity and conflict transformation and peace promotion.

### **(i) Facilitation of Peoples Initiatives:**

Peoples Initiatives or ‘Janoudyog’ has two connotations in IEDs’ interventions. One is literally, assisting all the community people organised in various groups and forums. Another, specifically supporting CSOs at different districts and at national level. These CSOs called themselves “Janoudyog”.

Facilitation of general peoples initiatives involve formation of groups, forums, teams. Strengthening existing CBOs and CSOs in a way that the existing groups/cooperatives/institutions for collective actions become self-sustained, self reliant and with strong belief of cooperation. Building new collectives for specific purposes; for instance there will be consumer cooperatives, producer cooperatives, housing cooperatives so that peoples initiatives are relevant for their life and livelihood needs and expectations.

Janoudyog, the CSOs will be gradually organised in all districts depending on available resources. Janoudyog is a platform will be functioning based on “open space” organisational principles. The meeting place and logistics for discussion (board, markers, papers) will be ensured. From agenda selection to decision making and follow up - all will be voluntary and participatory. Preferably, decision making will be based on consensus, not majority voting.

Janoudyog will facilitated to be engaged in human rights, environmental protection, IP and Minority rights, Gender justice, conflict transformation and peace building.

Janoudyog will be doing both case advocacy at local (district) level and cause advocacy at national level in cooperation with national Janoudyog.

### **(ii) Enhancing Leadership Capacity**

Participatory Learning Needs Assessment (PLNA) will be conducted to understand the learning needs of all level of leaders. Modules and materials will be prepared focusing on ICT tools and virtual communication. Structured learning will be integrated with action and reflections by the community organisations and CSOs.

Community leaders are expected to inculcate and promote positive cultural values inherited from the past national struggle and experiences: equality, freedom, justice, cooperation, secularism. Facilitation will enhance the strategic and methodological knowledge and skills on visionary, non-violent and creative transformative tools and actions. They will be provided with practical knowledge on leadership, team building and organisation management, methods of negotiations, conflict resolution and mediation. Skills to use digital communication technology, manage to get access to constitutional and legal rights and services. Enhanced capacity for lobby and advocacy work with policy makers.

A team of facilitator will be assigned to assist the community and CSOs for their learning, reflections, documentations and knowledge management.

### **(iii) Empowerment of Women**

Since long the term ‘empowerment of women’ is used by the development sector in Bangladesh. It is crucial to be strategically effective in promoting “empowerment” process. In gender training shifting discourse from “women as victim” to women as agency and their role and contribution to economy, society and culture may be more effective. While “empowerment of women” is in practice (even if not intentionally) means economic engagement by the women. The future strategic direction will be combining economic empowerment with social empowerment by assisting women in leadership positions. IED

will facilitate leadership building among women and encourage them to take leadership in social spaces.

Growing GBV and WAW and violence against children (boys) indicates the escalated conflicts between patriarchy and women/children. The question of masculinity, and socialisation of patriarchal values will be a significant content in training curriculum.

Facilitation will assist women leadership in cooperation with Janoudyog to prepare short, mid and longterm strategic plan for eradication domestic and gender based violence. Janoudyog will be taking the gender justice as one of the policy advocacy agenda.

Men and boys will be engaged in preventing domestic violence and all other form of gender based violence.

Strategy for women leadership development and create explicit policy and opportunity for women in leaders position of all level of organisation.

Enhance capacity of CSOs for advocacy on National Women Policy (NWP) and promoting alternative narratives to fundamentalist/patriarchal narratives for promoting gender equality.

#### **(iv) Engagement of Youth**

Facilitation of Youth engagement will be at various levels: in formal and informal forums, at community and educational institutions.

Youth engagement will be in social (violence prevention), environment, gender, and issues relating to their active citizenship.

The for of engagement will be educational, sports, cultural and practical skills develonet including life skills. Structured training will be provided for leadership development so that they are able to run their own clubs (debate clubs, sports clubs, creative skills: writing, painting, photography) and forums.

Youth engagement will be networking with CBOs and CSOs, and participate in broader social campaign and local advocacy.

#### **(v) Environmental Protection and Climate Change Adaptation**

Environmental protection and climate change adaptation strategy will be integrated with community peoples life and livelihood context and sustainability. Environmental issues are also a part of system that reproduces inequality and deprivation, therefore, the environmental issues have to be strategically linked to economic exploitation and sustainability of the environment. The structured and formal/informal training to community leaders on environment, ecology and climate change has to be linked with broader socio-economic context.

Introduction of alternative options, such as bio fuel, renewable energy, green belt, clean air, clean water, organic fertiliser, safe food will be part of community vision planning for environmental conservation and climate change adaptation.

Enhance the capacity of CSOs (Janoudoyg) for research and policy advocacy on environmental protection and climate change adaptation at local (district) and national level.

#### **(vi) IP/Minority/Differently Able Peoples Rights and Cultural Diversity**

The issue of cultural identity, international covenants of Indigenous rights, human rights, rights of differently able people and other social and cultural rights will be widely discussed along with SDGs.

Strengthen capacity of indigenous organisations for creative cultural expressions so that indigenous cultural institutions are active, indigenous values & practices are promoted, folk forms are protected. Promoting cultural exchange, appreciation of cultural diversity, innovation and practices at community level.

Indigenous CSOs are encouraged to advocacy for achieving constitutional rights and enhance capacity for preserving their culture by mobilising external support and cooperation.

#### **(vii) Conflict Transformation and Violence Prevention**

The community organisations (CBOs) and CSOs leaders are provided with DNH and CT tools, conflict sensitive context analysis and conflict sensitive activity management.

The strategy of addressing orientation and socialisation of youth that lead to violent extremism needs national level and concerted initiatives with like minded people/organisation. There will be educational strategy to produce and promote alternative narrative to existing narrative that promote violent extremism. At the national level civil society actors will be encouraged to take the initiative for promoting alternative narrative to extremism and action research for promoting secular and democratic cultural practices linked to the spirit of liberation struggle of 1971.

IED is in a preparatory phase for self clarity and capacity to address the growing contextual challenge of political conflict (which are hidden and there is denial from all sides) and vulnerability of youth joining violent extremism. The state is dealing with the military aspects of political conflicts and violent extremism, however the socio- cultural aspects of extremisms remained untouched. Nevertheless, the basic conflicts and potential violence needs special attention.

At this preparatory phase, conduction of research, action research and a dialogue process with national actors who are already have interventions and experience in the violence prevention, is the priority. To facilitate the CT process, training for facilitators will be conducted, within and by sending specialised institutions.

**Strategic Approach 2.** At Macro level Policy Promotion to Influence National Policy in Favour of Marginalised Peoples, Indigenous Rights, Gender Equality and Environmental Sustainability, Conflict Transformation and Peace Building.

**(i) Advocacy on Development of Policy**

The dominant development policies favouring mega projects, focused on GDP growth based on neoliberal policies, evidently increasing the gap between poor and rich, continuation of poverty and violences. The vision expressed by the community is an alternative source of development perspective envisioned by the community people. Another source of inspiration of development vision is from the declarations of SDGs. Advocacy for development policy change must be integrated with community vision with SDGs. Strategically raising SDGs, more specifically 2030 Agenda for fundamental change in politics and society is crucial as it is one of the commitments of the government.

IED will facilitate local and national level CSOs (Janoudyog) for deeper understanding of development challenges so that they are effective in raising voices, engage in development debates at public sphere and social media. The national level CSOs will cooperate with national researchers, public intellectuals, academia and political leaders on the national development policy, including allocation of resources in yearly national development budget.

National level CSOs will document the people's aspirations and vision for Bangladesh and present them to the media and policy makers as alternative development policy options.

**(ii) Advocacy on Thematic areas: Gender, Environment, Indigenous Rights and Conflicts**

The district level CSOs are in cooperation with national CSOs for formulating policy advocacy agenda at the national level on gender, environment and indigenous rights by taking specific cases at the community and grassroots level. The Janoudyog leaders will organise national level network for mutual learning and support on advocacy.

IED will facilitate research on specific issues (gender, environment, human rights, conflicts) for policy advocacy. Training of advocacy strategy will be conducted and capacity will be enhanced for building cooperation and networking with other actors at local and national level for policy advocacy.

**(iii) Conflict Transformation (CT)**

Specific conflict transformation initiatives will be for understanding and addressing basic social, cultural and political ideological conflicts and violence prevention at local and national level. Several studies on basic conflicts in the context will be studied in cooperation with academicians and external experts. There are few actors working on political ideological conflicts under the label of violent extremism. The political ideological conflict is yet to be understood and clarified based on evidence. Therefore, more research and organisational capacity will be built on CT concept, method and tools.

To put each Strategic Objectives (SOs) in to practice, there are several PROGRAM as impact/output and as input, many specific ACTIVITIES are designed:

### PROGRAM & ACTIVITIES

The above mentioned Strategic Objectives (SOs) are translated in to the Program and Activities (by using logical framework analysis):

#### SO 1, Encourage People for Economic, Environment, Gender, Culture and Conflict Transformation Initiatives.

PROGRAM	ACTIVIES
<b>1. Strengthening Janoudyog</b>	1. Forming Janoudyog (CSOs) at all 64 districts in Bangladesh
	2. Capacity building training/exposure visits/workshops for Janoudyog members for social-cultural action and advocacy
	3. Networking support to Janoudyog at National level
	4. Mentoring existing PGs, CBOs, CSOs and IP institutions
	5. Training of IP youth leadership for skills and cultural expression.
<b>2. Empowerment of Women</b>	1. Forming women groups and network forums at community and local levels.
	2. Formal & informal practical skills training on Income and Employment generation, livelihood security.
	3. Provide data and information on rights and services for economic empowerment, access to rights and social justice.
	4. Socio-cultural actions, sports and fair by women groups.
<b>3. Youth Engagement in Active Citizenship</b>	1. Formation of Youth Forums at community (urban slums), educational Institutions (schools and collage) and sports/cultural forums.
	2. Encourage Youth for engagement in citizenship role and social cultural action: safe environment, cleanliness, art, literature, music, debate, theatre, sports/games at schools and community.
	3. Linkage with service institutions for livelihood opportunity information and practical skills development training including use of ICT for outsourcing, employment income.

	4. Training for Youth leadership on gender, environment, conflict resolution, action research, reproductive health, creative skills: writing, acting, singing, painting etc. social media participation, use of ICT and digital technology, organising online forums, online campaign and local advocacy.
<b>4. Engagement of IPs in Rights and Cultural Regeneration</b>	1. Strengthening IP traditional institutions and providing skills, information and linkage for rights and services.
	2. Encourage IP communities in social and cultural actions: safe environment, art, literature, music, debate, theatre, sports/games at community and national level.

**SO 2, Enhance Community and Civil Society Capacity on Livelihood, Environment, Gender, Culture and Conflict Transformation.**

<b>PROGRAM</b>	<b>ACTIVITIES</b>
<b>1. Gender Awareness</b>	1. Formal & non-formal training on Gender Justice, patriarchy, masculinity, VAW, GBV, Life-skills, organisation and Leadership
	2. Conduction of Awareness campaign by using Audio visual presentations on gender and social issues at community.
	3. Gender awareness through social mobilisation: rally, human chain, public meetings, popular theatre, cultural events, festivals on gender justice and gender equality.
	4. Publication of posters, leaflets, booklets, and awareness raising materials. Producing video/films (youtube) on gender equality.
	5. Organise social media campaign (in facebook) for gender awareness raising
<b>2. Awareness on Environment &amp; Climate Change</b>	1. Structured training on environment and climate change at community and civil society members (school teachers, parents, peoples representatives.)
	2. Action Research on environmental pollutions, environmental protections, impact of climate change, climate change adaptation.
	3. Social awareness building on environmental protections, clean and green environment by using campaign, press conference, social media campaign, mass mobilisation.



	4. Exchange visit, study tour, sharing exercise with other similar CBOs and CSOs in Bangladesh and neighbouring countries.
<b>3. Awareness on Conflict and Violence Prevention</b>	1. Study/Research/Action Research on Basic Conflicts: economic, social, political, gender, culture, structural inequalities for understanding the context of the conflict and existing intervention strategies.
	2. Structured training on Conflict Transformation (CT) methods and tools for the CBOs, CSOs, and development workers.
	3. Conduction of formal and informal training and workshops for community capacity development on conflict resolution, negotiation, consensus building and mediation skills
	4. School based intensive program on conceptual awareness (social analysis), methodological skills (communication) and practical engagement for non-violent actions, conflict resolution and peace promotion.
	5. Understanding of violent extremism, narratives that promote violent extremism and promote alternative narratives for violence prevention (de-radicalisation)

**SO 3, Policy promotion for Economic Wellbeing, Environmental Protection, Gender Justice, Cultural Rights and Violence Prevention.**

<b>PROGRM</b>	<b>ACTIVITIES</b>
<b>1. Policy Research</b>	1. Conduction of study/research/stock taking on livelihood, environmental protection, gender justice, IP and minority rights and conflict / violence. Propose alternative solutions and policy change.
	2. Action Research on local economic, social, political, cultural and conflict issues and relevant structural inequalities and violence. Sharing of action research and use findings and proposals for policy advocacy by CSOs at local and national level.
<b>2. Policy Advocacy</b>	1. Advocacy with relevant local and national actors. Organise press conference, dialogue, seminar, and cultural events. Facilitation of advocacy on specific cases, emerged at local level for urgent and immediate public and administrative responses to VAW, GBV, environmental protection, climate

	change risk reduction, conflict and violence.
	2. Social mobilisation for policy support: rally, press conference, seminar, dialogue, social media campaign, local advocacy, popular theatre, music, food festival, product fair, cultural action on social, cultural, conflict, peace and development issues

#### SO 4 , Strengthening IED's Facilitation Capacity

PROGRAM	ACTIVITIES
<b>1. HRD</b>	1. Recruitment of potential staff and provide capacity building training on Social analysis, development understanding, Facilitation skills, Research methodology and Advocacy strategy.
	2. Facilitation of Team building, participatory PME practice and supervision at field and central level, includes structured training, exposure, and mentoring by experts.
	3. Use of ICT materials, audio visual materials, distance learning courses for Field level community level.
<b>2. Communication &amp; knowledge management</b>	1. Establish ICT infrastructure at central office, communication with external and relevant partners for cooperation. Producing documents and publication as part of knowledge management.

## **CAPACITY DEVELOPMENT STRATEGY of IED**

Capacity enhancement in this particular case is to refer the improved overall functioning of IED: governance, management, implementation and sustainability.

Generally it includes (a) **Governance**; general body, executive body, leadership, (b) **Management practices**; structure, systems, policy, policy procedures, planning, reporting (c) **Human Resources**; recruiting, staff development, benefits, (d) **Financial resources**; finance, inventory, budgeting, financial reporting, (e) **Service delivery**; sectoral program, impact assessment, (f) **External relations**; network relation, donor relation, media, and (g) **Sustainability**; program sustainability, resource sustainability, organisational sustainability.

### **(i) Organisational Strengthening and preparation of Policy/Concept Papers**

IED will reflect on governance, management and internal functioning, identify the gaps and propose reforming/reshaping institutional structure and systems where required. The process will be participatory and the proposed change will be decided by consensus. The strategy is to ensure that the gap analysis and proposed solutions are shared, accepted and owned by all the relevant individuals.

Concept/position papers will be prepared, especially on IED's Theory of Change, Facilitation Guideline for CBOs and CSOs, Gender, Advocacy and Conflicts, management practices, human resource development, PME, etc. IED will get professional consultancy support for its organisational strengthening process.

### **(ii) Knowledge Management**

The project activities may be commendable with most relevance, effectiveness and efficiency with visible outcome and desired impact, however, the stories have to be communicated well. This is part of knowledge management, documentation, quality analysis of findings, good articulation with visuals and graphs. That means, for IED it is crucial for documentation and report preparation.

Options for knowledge management: a) out sourcing, or b) own team. IED will combine and follow both options for quality knowledge management.

### **(iii) Team building**

The usefulness and benefit of team spirit and team functioning is often ignored. The best results achieve through the cooperation and creativity of the staff and leadership. Thus Team Building and keeping team spirit alive will get priority.

Conventional coordination meeting on regular basis (inbuilt within the organisation, as management practice) may not be enough for good team building and functioning. IED will get external facilitation/assistance for team building.

One of the options is structured training on Team building (in house training by expert consultants) where all the staff participates and able to recognise the importance of team work. Existing participatory process for collective decision making, planning, monitoring and evaluation will be strengthened by getting support from external experts.

#### **(iv) Planning, Monitoring and Evaluation**

Capacity of effective planning, monitoring and evaluation is crucial for development organisations due to its accountability to governments, donor partners, community organisations, CSOs members and general public at large.

Participatory PME is needed to expand by involving all level of staff, central and frontline, if required periodic review by involving external experts.

To ensure the effective participation of all the staff members there will be structured training on PME.

#### **SUSTAINABILITY**

Sustainability is the ability to sustain or continue the role and activities, that will have desired outcome and impact. Sustainability for IED is to be able to engage in social transformation process with more relevance, efficient and effective way. Thus the question of sustainability is closely related with self-reliance, non-dependency but cooperation with external actors. And such self reliance or cooperation is not only about money but also about the capacity/skills of the members of the organisation.

The following points are elaborated for developing sustainability strategy:

**Relevant & effective program:** People want to be part with success stories therefore cooperating with relevant, effective, efficient, productive and result oriented activities. If the program is designed in a cost effective way that produces results ensure the financial and other cooperation from donor partners. Therefore, it is crucial to have time and energy for thinking and formulation of projects that works. In future IED will periodically assess the options to be more relevant and effective in context analysis, strategic plan review, program design and implementation. Greater the achievements, greater opportunity for sustainability.

**Resource Mobilisation Research:** Some time and energy will be assigned for online research for searching potential cooperation partners. IED will assign one staff for doing such online research beside of her regular activities. Writing letters and sending reports to potential partners will be part of resource mobilisation work.

**Linking Expert Knowledge:** Achieving sustainability is not only have enough money according to budget. It is also about the intellectual resources and ability to attract expert individuals who can support the quality of the process and outcome. IED will liaison with national and international academic institutions and cooperate where relevant.

**Piloting Own Income Generating Project:** It may need a business plan (ethical business, social enterprise) to initiate own income generating venture; producing cultural product in line with the value and vision of IED. For instance producing telefilms, publishing books which are alternative narrative to VAW and GBV etc. and open service institutions for education and creative skills.

**Networking & Partnership:** Networking with like minded organisations, both INGOs and NGOs for collective initiative will increase the capacity of sustenance. IED will find partners who will be contributing to conflict resolution, de-radicalisation and violence prevention. Sharing of information and learning is an effective way to partnership building in an informal way, IED will follow.

## **CHANGE MANAGEMENT**

Change is an objective reality whether one recognises it or not. Organisations adapt changes by responding to various economic, social, political and cultural pressure, influence, push and pull factors. IED will initiate organisational change by reflecting on the requirements already appeared for facilitation of CBOs and CSOs.

IED has changed significantly over time, compare to its inception phase. IED is much more competent and confident on their strategy and approaches. Organisations could be reactive to external pressure and adapting changes. Or start creatively planning for desired change according to their values, vision and needs.

In this point of its life cycle IED will design its organisational vision and strategy in a participatory way by involving all the staff.

The process will be facilitated by senior management by encouraging all level of staff to participate in brainstorming on how IED would like to see itself in next five years with the new and expanded responsibilities. For instance, IED will develop a team of facilitators as the facilitation of Janoudyog demands quality and higher level expertise.

IED will get assistance from external experts for facilitation of the organisational change.: design appropriate strategy and action plan for organisational change.

**END**