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

Creating Future Together

Participatory Strategic Plan

2024 - 2030

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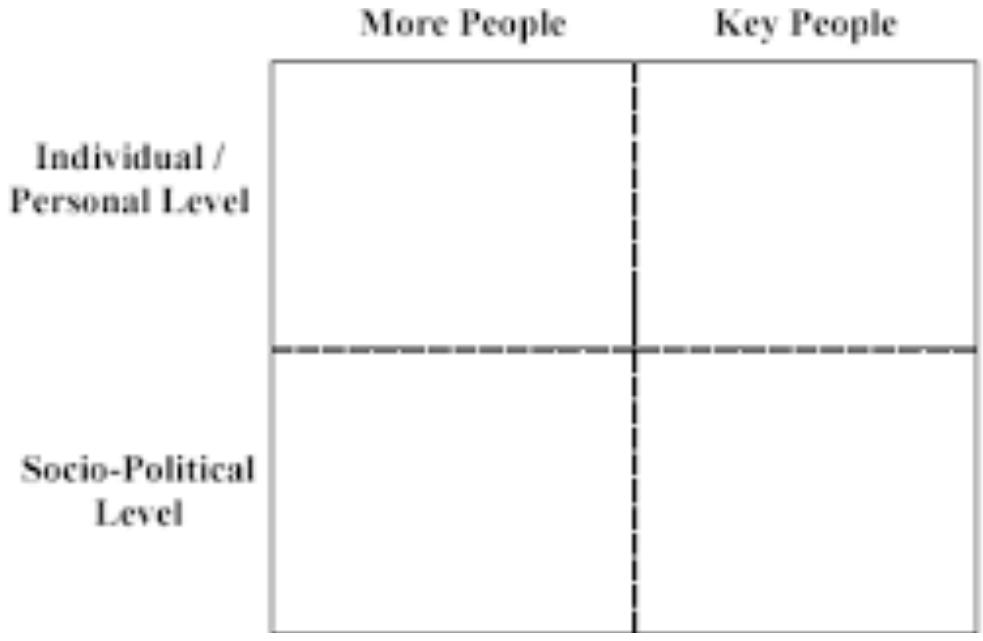
1.Introduction

"Creating Future Together", the Participatory Strategic Plan (PSP) document is the outcome of a long and participatory planning exercises conducted by IED through intensive consultation with the community people and civil society actors. A participatory method and tools for data gathering and analysis is followed, and community people, civil society members and all the other stakeholders are being engaged in the strategic planning process. PSP is the part of IED's development practice, periodically reflecting the past, analysing the present and formulating the future directions.

1.1. PSP Process and Methodology

The last PSP was conducted in the end of 2018 (Prepared in the beginning of 2019) and the present PSP also followed the similar theoretical and methodological framework including the implementation process. (Please see Appendix 1: Framework and process of PSP in IED.)

Nevertheless, while following the earlier concept and method of PSP framework, IED has been using analytical tools such as Reflecting Peace Practices (RPP) adopted from Conflict Transformation (CT) tools.[1] While reflecting and analysing the individual as well as social structural changes in the context, the following RPP framework was make use with some modifications so that it suits with the community context:



The following questions were raised to explore the changes in the context, and the analysis were centred around both individual and own organisational changes as well as changes in the broader socio-political context, indicating structures and systems.

[1] Reflecting on Peace Practices (RPP) basics, A resources Manual by CDA collaborative Learning Projects.

Two types of questions were:

(A) What are the changes in the life and livelihood of individual and community people:

1. What are the changes in the life condition of members of the organisations in the area of food, housing, dress/clothing, education, health, employment, knowledge, skills, dignity, peace, respect and peace, beside others what seems relevant
2. What are the changes in the life and livelihood conditions of community people in general (considering all specific conditions)?

(B) What are the changes in the socio-political system and structures

1. What are the changes in the organisational system and structures of the community groups, forums and platforms (JUs)?
2. What are the changes in the social, economic, cultural, political systems and structures as they experience?

1.2. PSP Participants

The present PSP exercises are conducted in five field areas; Jessore, Mymensingh, Sherpur, Gaibandha, and Dhaka. 241 CBOs, CSOs and other stakeholders have been participated in the PSP process.

Meeting Place	Stakeholders	Number
Mymensingh	Women group, male group, Community Forum	22
Mymensingh	Janaudyog (JU) members	25
Mymensingh	Staff	6
Mymensingh	Youth & Cultural Forum; Women Forum	22
Sherper	Janaudyog (JU) members, IPs, Harijon	22
Jashore (Barandipara)	Women, Male, Adolescent Groups, Community Forum	22
Jashore	Janaudyog (JU) members	25
Jashore	Women forum, male, youth and Adolescent group, Youth & Cultural forum	22
Jashore (Kazipara)	Women, Male, Youth Groups, Community Forum	22
Jashore	Staff	6
Gaibandha	Janaudyog (JU) members, IP Members	25
Dhaka	Janaudyog (JU) members	10
Dhaka	IED staff	12

2. Changes in the Context: Context Analysis

PSP participants have identified the issues and analysed the trends and causes of overall social, economic, political, cultural and environmental changes in the context in last five years and in some cases beyond. The identification of critical issues are based on their lived experience, and described as stories (case studies). Later the observations by the facilitators also critically analysed and included in the analysis.

2.1. Critical Issues in the Context

Participants have identified urgent and immediate concerns as well as structural issues which are critical to their survival, autonomy and future aspirations for prosperity and wellbeing. These are economic, political, cultural, environmental, gender, education, health, development and various visible and latent conflicts. It is important to note that the changes are happening relatively faster, both negative and positive, and they have impacts on the community life, livelihood, gender, environment and societal peace.

i) Economic: Income and unemployment, price of goods and services, infrastructure building, transport, and growth.

At present, increase in income and savings compared to the previous five years is evident, and the changes in better clothing, food consumption and household spending community members are recognisable. The community observations are corresponding with the national data. According to the preliminary report of the 'Household Income and Expenditure Survey (HIES) 2022', the poverty rate in the country is currently 18.7 percent and the extreme poverty rate is 5.6 percent. Notably, the rates of poverty and extreme poverty were 24.3 and 12.9 percent respectively according to the Household Income and Expenditure Survey (HIES) 2016. That means the extreme poverty rate dropped to 5.6% from 12.9% in the said period.

Although access to various safety nets increased the overall income for the poor families, there are also increased indebtedness due to credit received from different credit service institutions, both family wealth and indebtedness are increasing. The Gini co-efficient increased to 0.499 percent in 2022 from 0.482 percent in 2016. Therefore, the income inequality has increased.[2] HIES 2022 final report published that the top 10% of the Bangladesh population now holds a substantial 41% share of the nation's total income, while the poorest 10% claims 1.31%.[3]
The price hike of essential goods (food, clothes, house building materials) is considered as the main concern, not only the poor but for the lower income people

[2] https://mof.portal.gov.bd/sites/default/files/files/mof.portal.gov.bd/page/f2d8fabb_29c1_423a_9d37_cdb500260002/Chapter-13 (English-2023).pdf)

[3] https://www.tbsnews.net/features/panorama/multidimensional-poverty-index-2023-how-relevant-it-bangladesh-665370#

too. Business syndicates are identified the main driving force for the continued and unexpected price hike. Increased unemployment is observed, and the mechanisation of agriculture, emphasis on infrastructural work and education system producing unskilled labour.

The visible changes are seen in the construction of new roads and bridges, and brick walled house buildings at everywhere. Last five years the infrastructure growth is rapid almost all the areas, both in urban and rural settings.

While there is increased consumption of food, there are complains about adulterated food and the popularity of unhealthy fast food among young people. The number of transport vehicles have increased many fold which are also created increased traffic congestions, higher transport cost, and adverse air and sound pollution.

The gap between poor and rich widened and while the number of absolute poverty decreased, the relative poverty (subjective perception of being poor) increased, creating new social-psychological conflicts and potentials for future violence.

ii) Political: Electoral politics, corruption, violence against minorities, freedom of expression, political influence, bureaucratic influence.

The general election (7 January, 2024) as per constitution was without any significant electoral violence, and the international community accepted the outcome. The ongoing electoral political process without violence is a positive sign for Bangladesh. The demand for a free and fair election is a competing and polarising issue between political parties. The violence free election was a great relief for the community people.

Increasing political participation of women at the community level is observed by the participants, perceived as a positive change. At present community people are experiencing less open political rivalry and conflicts, and the increasing dominating role of local state administrative officials, a declining trend of local government democratic system and structures. Nevertheless, the political opposition, polarisation and power relation is existing and not often noticed and visible from outside.

There are political issues, power competitions and grievances sooner or later it may turn out to be important, and could appear in violent forms. The use of religious symbols and discourse is widely used as before therefore, communalism, fundamentalism, and religious identity politics is ongoing. The opposition parties are complaining about the violation of human rights, however the non-state actors (including fundamentalist militant groups) also contributing to the shrinking space for freedom of expression and culture of intolerance, including religion based ideological violence. Therefore, the political dynamics are getting complex and as the political division is widening, the latent conflict has the potential for future violence.

iii) Cultural: Dress, Food, Festivals, Access to digital communication, Entertainment, Values, Norms and behaviour.

Rapid and significant changes have been observed in last decade in the are aof clothing, dress, food, cultural events, celebration of festivals and use of digital technology for income, communication and entertainment. Another significant changes are in the decline of folk, indigenous and traditional ethnolinguistic values of sharing, caring and symbiotic relation with nature.

PSP participants have raised grave concern about the changes in values, norms and cultural behaviour. Values such as respecting elders, showing empathy who needs support, and caring others seems fast eroding. Increasing self-centredness, lust for money, alienation and intolerance destroying the social fabric and cultural coherence. The cultural change is towards more moral decline ethical decadence, manifested in domestic violence, price hike, bribe and rampant corruption.

Certain folk and traditional 'religious' festivals are violently opposed as not proper 'Islamic', constraining religious freedom. The celebration of religious and secular festivals are also in tensions. For instance, the secular celebration of festival Bengali New Year is not violently attacked like before by the religious fundamentalists but the discouragement in social media is continued as it labelled as 'un-Islamic'. The religious festivals of minority communities are getting police protections due to the fear of fundamentalist attacks. The cultural tensions remain a cause of concern, both an open and latent conflict, potentials of future communal violence.

Another visible change in the decline of folk and ethnic cultural events whether that are religious and secular. One hand the social communication and collective entertainment opportunities are declined by the reduction of play grounds, sports facilities, religious intolerance and the collapse of secular and folk cultural groups, increased the scope of social interaction. On the other hand, virtual communication and use of web 'entertainment' through Youtube, TikTok, Reels, and Facebook created a condition for individual opportunity of entertainment, as well as alienation. On top of that through the digital media access to pornographic and soft pornographic materials seems widespread impact on sexual objectification of women. It is not yet well studied and documented but the link between gender based violence and the exposure to sexual objectification of women seems credible.

The driving forces of such cultural changes are multiple and complex. The impact of globalisation on the choice of fashion, music and food is significant due to the access of digital information and communication technology. The migration of Bangladeshi workers also a factor of external cultural influence. While the 'western' dress and music is getting popular among urban youth, the dress from Middle Eastern region is widespread among women considered those as 'Islamic' or 'religious' dress. The conflicts between 'western' and 'islamic' is evident in some violent occurrence. Choice of clothes is not always the 'freedom of choice' for young women, especially

when they face 'moral policing'. The participants have agreed that the Bengali traditional cultural practices are declining.

Last few years building hundreds of religious infrastructure and increased number of religious educational institutions fostered the religious identity and fundamentalistic cultural hegemony. The conflicts between communalist religious identity and ethnolinguistic secular Bengali identity is in tension, on rise and it is not any latent conflict anymore, potentials for violence.

Attitude towards senior citizens and elderly people is changing, in a complex way. The awareness of care for elderly is increasing but the traditional culture of respect and empathy is declining. Almost in every urban context the emergence of 'Kishor gang' (adolescent informal groups prone to violence) frequently engaged is gang rivalry indicative to the crisis in the psychological development of masculinity. Usually, such adolescent gangs are patronised by local politicians or part of power structure. The adolescent crime rate and violence also increasing.

There are only very few local initiatives organising women, youth and children for constructive, folk, secular democratic and creative cultural engagements.

iv) Environment: Pollution, Climate change (heat/rain), River/waterbodies/ marshland, Deforestation, Use of polythene, and waste management,

There are increasing awareness on environmental protection, climate change mitigation/adaptation/resilience and management of waste and tree plantation. The environmental protection initiative seems inadequate compare to the growing environmental degradation and climate change effects.

Environmental pollution is a critical health concerns for both urban and rural population. Environmental pollution includes air pollution, water pollution, sound pollution and soil pollution. In the urban areas the air and water pollution is in extreme level, and the water and soil pollution is in both in industrial areas and agricultural lands. There are little awareness regarding pollution control and only very few initiatives.

The climate change effects are observed in crop production as the unusual rain and temperature, flood and storms. The agricultural patterns are changing. Due to sea level rise the salinity is increasing in the southwestern coastal districts have adverse impact on agriculture and safe drinking water. Encroachment of rivers and canals, waterbodies and floodplains increased the adverse effects of climate change.

It is evident that climate change effects poor people and women in different ways compare to wealthy and men. Climate change amplifies the poor people due to their poor infrastructure vulnerable to flood and cyclone and their dependence on threatened natural resources. Women among the poor are the most vulnerable. The social impact, especially there are open and latent conflicts around use of water, forests, land and industrial environmental pollution.

The higher level of pollution, the overwhelming emphasis on infrastructure building, the dominant trend of urbanisation together with use of vehicle, air-conditioning, processed food, and finally the rapid decline of forest coverage by cutting trees - all contributing to climate change, increase the vulnerabilities of marginalised people.

v) Technological: Increased use of Digital Technology

Use of digital technology with the vision of 'Digital Bangladesh' contributed to a significant change during the last decade. The 'Digital Bangladesh' vision was declared in the end of 2008, by the newly elected government of Bangladesh. IT business incubators are being set up in different Universities and initiatives have been taken to expand it in every districts.

According to a national daily[4] the digital Bangladesh able to create 20 lakh employment for youth, earned USD 1.4 billion (in 2023) from exports which was only USD 26 million in 13 years ago, around 13 crore (130 million) active internet user through 2000 digital service portals. During the covid pandemic 1.70 lakhs educational institutions have run their programs through digital device for two years.

The increased use of digital technology have created various positive impact and new opportunities for all the citizens of the country, especially unemployed youth. Nevertheless, there are also various negative impacts as byproducts of new technology, posed challenges for appropriate use and enormous potentials for creative application for economic, social and cultural emancipation.

There are various concerns and threats raised by the PSP participants regarding the use and misuse of digital technology. There are health hazards i.e. sleep deprivation, easy access to materials promoting sexual objectification of women body, social isolation, alienation and addiction. There are also misuse of technology, for instance phishing attempts to steal sensitive information, hate campaign, disinformation, and election manipulation. To mitigate such threats there are also legal and social initiatives, and hopefully in course of time there will be growing awareness on appropriated creative use of digital technology. Therefore, one need to recognise the potentials of IT technology would be beneficial to create new employments opportunities for youth, beside of other educational and cultural use.

[4] The Daily Star net: Digital Bangladesh: A Story of transformation, resilience and sustainability

To be able to materialise the opportunities of IT technological expansion, there is a need for capacity building of the community, especially youth by providing technological skills development for income generation, appropriate use for cultural representation, disseminating thoughts and ideas, social awareness, daily ilife skills, and day to day use of both hardware and software.

IED as organisation shall use the IT technology for linkage, networking with national and international cooperation and for the policy advocacy purpose, I.e., online research, dialogue, and information sharing.
IED already some experience and expertise on providing skills to use of technology for income generation, addressing IT misuse such as digital disinformation. IED is using digital technology for internal online meeting and training, maintain contacts and reach to target groups.

There are emerging trends in IT sector in Bangladesh due to the availability and use of AI technology. While AI is enhancing productivity and creating new service offerings and solutions (education, data processing) there are serious challenges like job cuts and entry level jobs for low skilled workers are replaced by AI. Given the education opportunities for poor families, without a proper policy for AI, the digital technology will pose enormous challenges for the low-skilled and entry-level jobs.

vi) Gender: Discrimination, religious manipulation, child marriage, polygamy, transgender, adolescent gang, domestic violence, gender based violence

There are some significant encouraging changes in the development of women empowerment in Bangladesh. Increasing participation in various professional jobs, joining in labour markets including migrant labour force, access to primary education, access to safety-net support services are the epitome of women participation and empowerment.

Nevertheless, the social, legal and workplace discrimination is continued as the mobility of women is constrained due to social insecurity, discriminatory property rights (religion based family law contradicts constitutional equal rights), and lower wages compare to male labour.

As it mentioned in cultural changes, the freedom of choice in dress, social mobility, participation in cultural performance and interaction with men are constrained by 'religious' imposition and manipulation. There are organised women groups promoting 'religious' education justifying veiling according to their interpretations.

It is opined that the there are increasing child marriage, especially in the areas where the women groups are weak or non-existent. Increasing polygamy and extramarital relations are observed and it is again indicative to the erosion of humane values, opportunism and corruption in interpersonal or conjugal relations. Thus increasing tensions in gender relations.

Although the number of domestic violence is reduced in areas where women groups/ organisations are active. In general the domestic violence and sexual harassment is still in rise in various forms. Sexual abuse and violence against boys in educational institutions (in Madrasa) could be seen every day in national newspaper and electronic media. What is appeared in newspaper is a part of the reality, many more remain out of media because of social stigma and fear of reprisal. According to media reports sexual violence of children increased in year 2022, compare to previous year.[5] Still the sexual violence against boys are considered 'unusual' and keep in silence.

One of the positive changes the inclusion of discrimination and suffering of such people in education curriculum. However, there are also backlash from the fundamentalist activists. There are various laws for addressing gender equality and gender sensitive budgeting, nevertheless the social, cultural and political opposition against gender equality is strong due to patriarchal values and norms are legitimised and justifying by fundamentalistic religious views and propaganda.

vii) Education: Recent changes in curriculum, Technical education, Religious education, Dropout, Teachers training, Political propaganda.

The government is focusing on overall improvements of education sector, with introducing of new curriculum and increased budget for education. The new curriculum, launched in 2023 to initially cover the first grade of primary school, sixth and seventh grades of secondary schools. The further expansion will be in 2024 and 2025. One of the objectives of the curriculum is to assist the students in acquiring knowledge through experience and participatory group learning.

There are diverse opinion on the newly introduced curriculum, which is expected given the problems of unskilled and inefficient teachers, anxiety from parents and political ideological opposition. Debates and confusion with new curriculum is ongoing, and anxiety of parents, problems with unskilled, inefficient and politically motivated teachers may need some time to solve.

One of the concern of children education is about the orientation and socialisation of young children at home. Traditional child psychology and child care practices have been changed and knowledge gaps regarding education children at home by engaged them with games, creative activities and reading habits. With growing access to digital device, parents are facing growing challenges.

Moral and ethical education at family and society facing increasing challenges due to decline of secular scientific attitudes and erosion of humane values.

[5] https://www.dhakatribune.com/bangladesh/303483/mjf-child-rape-has-decreased-overall-but-sexual…

viii) Health: Heath services, Cost of treatment, Poor facilities, Nutrition, Safe drinking water

Increase in life expectancy and reduction of child mortality rate could be considered as a positive change in health conditions of Bangladesh. Increased health infrastructure, community clinics and extension of health services to the community level is indicative to government policy of providing health service to all.
For healthy living and to get quality treatment, there are various challenges, not only for the poor but wealthy classes too. The diabetic, obesity and heart disease are in rise. The availability of food items are increased in Bangladesh to all classes and the country is known as food surplus. Yet the access to enough food for the poor is a serious issue and healthy food for poor and rich is a concern. The use of pesticides, incentivises in agriculture and preservatives in food items is increasing. Increasing consumption of fast-food also a concern for potential obesity and heart disease.

The cost of medicine, doctors fees and overall treatment expenditure is increasing, although, the higher cost is not a guarantee for quality treatment. There are complains about corruptions and mistreatment of patients.

While the health infrastructure, private health clinics, and access to government health service is increasing, there are increasing health tourism to other countries, decreasing of quality healthy food, decreasing mental health conditions and in cases magical health treatment.

ix) Development: Infrastructure, Material, Social and Spiritual

The infrastructural development in Bangladesh is impressive, as the government consistently pursuing mega-projects such as nuclear power plants, bridges, highways, metro rails, model mosques, high-tech parks and many more. There are also connecting roads and bridges all over the Bangladesh.

Increasing life expectancy (2023 was 73.57 years, a 0.39% increase from 2022) , increasing school enrolment (approximately 98% of children attending school), increasing remittance earning, increasing FDI, and increasing economic growth, all are indicative to the economic and material development in Bangladesh.

Concerns are raised about the impacts and effects of infrastructural and 'economic' development on environment, society, gender, culture, and well-being, dignity and happiness of the people. Given the climate change effects and growing religious fundamentalism and intolerance, patriarchal violence, the growth model is under questions. Building mosques is not reducing the threats of spiritual freedom and not guaranty of increasing scientific attitude of the people. Various forms of spiritual teaching and practices (song, music, theological dialogue) are declined due to institutional religious influence.

PSP participants have observed that the social or cultural development is grossly ignored, peoples own initiative is constrained by state and non-state actors and indigenous (Bengalis and Adivasis) values and culture are under constant threat of decline and erosion. Party political polarisation is hardened, class and patriarchal attitudes are sharpens, respect and tolerance is in decline.

x) Conflicts: Political conflicts, Gender conflicts, Cultural conflicts

Political conflicts in Bangladesh is not always open and visible, and not all conflicts turns into violence. There are latent conflicts and evidence suggests that such latent conflicts can be surfaced in any time and lead to instability and violence.

Conflicts between ruling and opposition party is quite open and the escalation was managed with state force. One hand the state security forces were able to control violence in the streets, on the other hand the conflict centred around electoral politics remained unresolved. Therefore, the potential for the escalation that lead to violence remains an objective possibility.

Similarly, the dealing with 'extremism' (Islamic armed groups) is successfully managed to reduce the acts of violence by the law enforcement authority (Anti Terrorism Unit). Bangladesh is facing various national and international challenges to counter 'extremism' due to geo-political reasons. Denial of external links with extremism, looking 'extremism' by isolating its religion-political ideology and institutions, and external critique to criminal justice system by western powers made it more challenging. The violence by 'extremism' is reduced, nevertheless, given the existence of communalism, fundamentalism and religion based identity politic, the ideological political latent conflicts are there. Therefor, the potential for violence by 'extremism' political forces are very real.

Domestic violence, sexual harassment at workplace and educational institutions, sexual abuse of boys at madrasas (religious schools) and isolated incidents of violence against women and transexual individuals are the manifestations of gender conflicts in Bangladesh. Conflict that leads to violence is centred around physical and psychological torture, sexual harassment and forced marriage, especially child marriage.

Cultural conflicts are manifest in competing identity politics, between culmmunal killing of writers and bloggers, wider use of religious symbols and opposition of secular cultural expressions. Interestingly while preaching religious ethics and showing religious symbols almost every sphere the bribe, monetary corruption and sexual exploitations are pervasive.

2.2. Trends, Driving Factors and Forces

Trends

Bangladesh is one of the fastest-growing economies, expected to graduate from least-developed country to a developing country. Continued economic growth has enabled reduction of poverty, food insecurity, child mortality, almost universal primary school enrolment and increased consummations.

The infrastructural development is ongoing and it will continue due to government policy of allocating budget for infrastructure. The infrastructural development is expanding other district towns and further in rural areas.

The expansion of information and communication technology through digitalisation is rapidly advancing and yet it has enormous potentials to grow further. The role of information and communication technology (ICT) need not be overemphasised in the contribution to national economic growth. The government policy of digitalisation is going on, and the upward trend is evident in the expansion of smartphone markets and offices.

According to the global gender gap index, Bangladesh is in progress and given the present political climate women empowerment will get government support and continue. Girls have near parity is schools and women are joining workforce.

Despite the economic growth, infrastructural building, expansion of information and communication technology and steady progress in gender relations, inequality, relative poverty, gender based violence, cultural crisis and conflicts, and natural hazards and environmental degradation - all are increasing. The other side of the economic growth is youth unemployment is a grave concern; around 41% youth are neither working or studying, and the number is increasing.[6] Therefore, economic, political and cultural trends are antithetical and the growth is impacting on some people in positive and others are in negative way.

Driving Factors and Forces

There are multiple factors and forces contributing to the economic growth, poverty and inequality, political polarisation and cultural conflicts, intolerance and violence, could be traced in the historical process of state building and social evolution in Bangladesh. The economic, political, cultural and technological changes primarily due to the impact of globalisation and economic policies induced by Neo-liberal development policies. Nevertheless, the role of government and civil society actors should also be considered as important forces shaped the institutional capacities, education and labour productivity of the population in Bangladesh.

[6] https://en.prothomalo.com/bangladesh/tn3nnbe3cr

Given the present globalisation, liberalisation and privatisation process getting ground in Bangladesh economy with the emphasis of economic growth with 'trickle down' policy preference, the Bangladesh economy is linked with export oriented industrialisation (garments and others), mechanisation of agriculture and labour migration created the basis for economic growth. While the economic growth is clearly visible, the income distribution data evidently exposed the reality of 'growth benefit' which is rather trickle up, instead of trickle down.

In a class and patriarchal context of patron-client rural relationships, competition for access to public funds, control of state sponsored mega projects, and use of money and muscle power in electoral politics, the practice for representative democracy is contributing to political polarisation and rivalry, leads to confrontations and violence.

The influence of religious identity politics (communalism and fundamentalism) with violent extremism negatively impacted on secular democratic, gender sensitive and indigenous cultural diversity. The patriarchal discrimination of property rights, education and mobility are justified by the religion based identity politics.

While the systemic and structural factors and forces are maintaining, producing and reproducing old types of inequality and violence in new forms, there are factors and forces aspire change and potentials for equality, prosperity, justice and peace. There are social and cultural actors and various peoples initiatives aspiring a prospers and just society, an inspiration rooted in the historical freedom struggle.

2.3. Threats, Opportunities and Challenges

Threats

The main economic threats for the millions of people are high prices of consumer goods and unemployment. Which means the high inflation and price hike orchestrated by business syndicates poses threats to lowering of real income and for the unemployed the risks for downward mobility is high.

The religion based identity politics and the existence of fundamentalist militant ideology promoting terrorism remains a constant threats. Widening gap between electoral parties could be another source of conflicts which are latent.

The forces contributing to intolerance, self-centric alienation, violence against folk, indigenous and ethnolinguistic culture seems growing therefore the decline of democratic and altruistic values may continue. Such intolerant, fundamentalistic cultural condition has impact on business ethics and increasing corruption, gender relations and violence against women, abuse of information and communication technology, environmental degradation, education and thus shrinking space for democratic cultural expression and creativity.

Although, the government development policy included activities according to the UN Sustainable Development Goals, in practice the priority is still on economic growth model with greater emphasis on infrastructural development of 'Mega projects'. If there is no policy shift towards a balanced policy of sustainable economic growth, sharing of growth benefits, and human capacity development, the inequality gap and the climate change effects on life and livelihood of people will deteriorate. Therefore, the continuation of the existing growth oriented economic development model is a primary threat that produces and reproduces inequality, conflict and violence.

Opportunities

Young population of Bangladesh is perhaps the most important forces for the growth, environmental protection, cultural emancipation and secular democratic development in Bangladesh, if they are properly educated, trained in various skills especially with IT technology and knowledge, and provided with job and other opportunities. The present problem is that around 41% youth are unemployed or not engaged in any education or training also is an opportunity. These large number of unemployed youth, a great labour force, if it is possible to engaged this young people as a creative workforce, could bring extraordinary progress.

Since independence (1972) Bangladesh is one of the country where the private development sector contributed various ways towards sustainable human development. One of the contribution is to build self-help groups, networks, forums and platforms active in transforming their life and livelihood conditions, protecting environment and raising awareness for gender equality. These groups and platforms are capable of addressing socio economic threats if they are supported with knowledge and information.

The government policy on ICT sector development seems a great opportunity for human resource development and e-commerce. The policy includes countrywide ICT-infrastructure building, access to information by every citizen and global connectivity.

Challenges

The following challenges in the context are the 'development challenges' from the perspective of community people, especially women, poor and marginalised people, the members of local civil societies, and the development workers facilitating peoples initiatives. The challenges are derived from the observation and analysis of contemporary context.

For the poor and marginalised people, the main challenge is to retain real income in the face of extreme price hike. Get technical education and skills development training so that they overcome the problems of widespread unemployment. For the

marginalised access to entitlement rights also a challenge. Access to information and resources for viable income and employment generating activities is another challenge. To get clarity, awareness and understanding of sustainable livelihood and use of existing resources seems a challenge for community people.

Creating alternative peoples initiative to address inflation and price hike, and expansion of cooperation among people to address market syndicate domination seems a challenge.

Concerning economic empowerment, income and employment generation, and managing sustainable livelihood, access to knowledge and skills on ICT and its use (new startups) seems a crucial challenge for the unemployed youth.

Achieving policy promotion in favour of pro-poor national budget, reduce widening gap between rich and poor, and sustainable development policy direction which includes environmental protection and climate change mitigation remain an important development policy challenge.

Open and latent political conflicts, militant fundamentalism and identity politics, growing intolerance, adolescent gang, gender discrimination and gender based violence, crisis of elderly care, rampant corruption and crime - all are manifestations of a declining folk, indigenous, secular and democratic values. To retain the endogenous cooperative and democratic values, and development of a cultural policy ensure democratic values and freedom of creative aesthetic expression seems most crucial challenge.

There are open and latent identity, political, gender and cultural conflicts within the community and society, usually ignored, are the sources of potential violence. One of the challenges is to address conflicts both the open and latent. The challenges is to address open conflicts for resolution and latent conflicts and potential violence by adopting conflict transformation methods and tools.

3. IED's Development Concepts & Interventions

IED's concept and strategy has evolved over time through an organisational learning process, critically reflecting on the long experiences, assumptions and introducing new activities as part of innovation. The evolution of the IED process is shaped by its time bound 'projects' implementation experience and insights gathered from the long organisational process.

3.1. Development Concept

IED started its development intervention in 1994 by taking the single issue of environment and in later stage in addition to environment moved into other issues; women empowerment, ethnic and religious minority rights, climate change, access to services and rights, good governance, human rights, and very recently (2018) conflict and peace by including DoNoHarm (DNH) and Conflict Sensitive Program Management (CSPM).

IED refers its development concept in congruence with the Sustainable Development Goals (SDGs), adopted by all UN Member States in 2015, are the blueprint to achieve a better and sustainable future for all people and planet by 2030. They address the global challenges people face, including those related to poverty, inequality, climate, environmental degradation, prosperity, peace and justice.

IED followed a combination of development approaches. While adapting Rights Based Approach (RBA) for disadvantaged people for "demand their rights and improve access to quality services for livelihood security", at the same time committed to "social transformation through socio-economic, cultural and political changes in the society". The development concept is expressed as "...development should be even, balanced, equal and just", as it declared in SDG document, "leaving no one behind".

Over the period, IED is moving from a "problem solving approach" to a "vision oriented development approach" (in line with SDGs), by introducing community level "vision exercises."

3.2. Theory of change

The core concept of the theory of change could be defined as development through 'peoples initiatives'.

The assumption was that the people have to take initiatives and responsibility for the improvement of their own life-condition by building own capacity through solidarity forums and institutions. The civil society organisation (CSO) leaders will form a platform (Janaudyog) and will be supportive to the initiatives and demands of community people and raise issues especially access to entitlement rights, protection of environment, gender justice and human rights that are relevant for all the citizens.

The CSO leaders are the key people, link between micro initiatives and macro policy change agenda. The CSO (Janaudyog) will be the key actors contributing to structural change through advocacy for policy change.

An unity and solidarity building model for a geographical area has been developed by facilitating women, men, indigenous communities at the community level, and by providing platforms to the enlightened professionals i.e. lawyers, teachers, Journalists, Doctors and cultural activists at district and national level. The solidarity and capacity building is expected to impact on changes at micro situation by the community people and address the macro policy issues through policy advocacy.

The salient features of the theory of change are: (a) people's institution centred, (b) linked micro-macro actors and (c) addressing multiple critical issues by taking economic, political, gender, environment and cultural activities in line with SDGs, and most importantly (d) using knowledge and information strategy which is more sustainable and (e) cost effective by using likeminded volunteers.

The role of IED is with the assumption is that the organised people at primary groups, community level and civil society level will be facilitated by IED and the people will be active at various levels and with unity and solidarity building, economic and social empowerment, and advocacy for policy change.

3.3. Intervention Strategy and Design

IED has translated its strategic intervention in five development goals: (i) Prosperity and wellbeing of community people; (ii) Gender equality and women rights; (iii) Conservation of environment; (iv) Conflict transformation and peace building, and (v) Cultural diversity and IP rights.

IED has designed two types of strategic approach; one is the facilitation of vision oriented transformative process at community levels by community groups/ organisations, and policy promotion at local (district) and national level by CSOs.

So far, the community level transformative process, IED has been working since long with two field areas (Jessore and Mymensingh) with many different types of target groups, i.e. women groups, cluster committees, male groups, adolescent groups, women forum, youth and cultural forum, community forum, women entrepreneur groups, and indigenous peoples (IPs) groups. The capacity building of these groups need to be continued by providing methods and tools of social analysis, planning and management skills, and practical skills. Given the fast changing context, these group members need relevant knowledge and skills for transforming their lives.

Although the community intervention remained the similar geographical locations (two districts), the CSOs are in 8 (eights) districts. The platform is engaged in social mobilisation, campaign for environmental protection and advocacy on sustainable development policy. The CSOs proved very effective in addressing macro level

structural issues, and the platform is cost-effective, the CSOs should be strengthened and geographical expansion of CSOs through these organisations and volunteers.

In case of conflict transformation and peace promotion, beside of facilitation of community organisations (CBOs) and CSOs, IED has been providing a space in Dhaka (Folk Centre) for interactions with academia and networks engaged in peace building and relevant issues.

3.4. Peoples initiatives, Achievements

IED has 3 categories of groups, forums and platforms, at the community level organisations (CBOs) of two districts, 8 district level civil society organisations (CSOs) and one national CSO platform at Dhaka. There are many types of organisations and target groups including individual academicians and policy makers IED is working with.

IED is facilitating the capacity building of these peoples initiatives so that they can be effective in changes in their life and livelihood and transform the social and political system according to their vision.

Types of Groups, Forums, and Platforms:

At the community level IED has organised various types of groups and forums, and established linkage with local cultural organisations.

- Women groups average 20 members each
- Cluster committees average 20 members each
- Male groups average 20 members each
- Adolescent groups average 20 members each
- Women forums average 20 members
- Youth and cultural forum average 20 members each
- Community forums average 20 members each
- Women entrepreneur groups average 20 members each

These groups and forums organise programs, rallies, campaigns and cultural events participated by community people.

IED has promoting *Janaudyog*, the civil society organisations in eight districts including Dhaka city. Janaudyog is active with activities: campaign, advocacy, press conference, social mobilisation on environmental and development issues, TV talk shows, and organise seminars and workshops.

IED also organising Indigenous Peoples (IPs or Adivasis) in organisations and forums. There are Human Rights Defender (HRD) forums, youth groups from 8 ethnic communities working for IP rights. IP groups and networks are undertaking trainings, social mobilisation and cultural events.

There are many success stories of CBOs, and CSOs in terms of their own institution and self-reliance, access to entitlement rights, social mobilisations against violence against women, economic and cultural empowerment. The CSOs (Janaudyog) have great achievements in campaign and advocacy for environmental protection and climate change adaptation, particularly excavation of rivers and canals and tree plantation.

3.5. CBOs and CSOs' Expectations from IED

During the PSP exercises, all the CBOs and CSOs have opportunity to expressed their future aspirations and expectations from IED.

According to CBOs, they have several specific expectations:

First, they expect IED's continued facilitation support for their organisational vision planning and leadership development training. So that CBOs leaders will be able to face future challenges for their life, livelihood, environment and economic prosperity.

Second, as IED is supporting them primarily with knowledge and skills, CBOs are expecting more knowledge and practical skills to address unemployment and generating income. IED may support youth to get knowledge and skills on ICT so that they have better income opportunities as well as appropriate use of digital devices.

Third, support community for their socio-cultural development by assisting building community cultural infrastructure and space for sports and cultural events.

Similarly, the CSOs (Janaudyog) have forwarded several proposals, the support they are expecting from IED:

First, IED is providing secretarial support to CSOs which is very fundamental for the existence and functioning of Janaudyog, therefore the secretarial service should be continued. To be able to continue the Janaudyog process in a self-reliant way, there is a need for own 'meeting place' (office) and regular income to bear the costs of office. As the Janaaudyog members are professionals and voluntarily acting, it would be good if Janaudyog could pay the secretarial service in future.

Second, CSOs need to training second generation leadership from young professionals and cultural activists. It is expected that IED would provide leadership training for CSOs leadership capacity enhancement. One of the method of leadership development is to organise study tour so that Janaudyog members can learn from each other, and IED can facilitate the learning process.

Third, Janaudyog is undertaking environmental and social cultural issues primarily 'reacting' to existing problems created by local actors (business, politicians or corrupt

officials). There is a need to address the structural dimension of poverty and inequality, climate change effects, violence, and national budget allocation, and sustainable development. Janaudyog leaders need to raise issues is a 'pro-active' way to influence local and national development policies in favour of poor and marginalised. Therefore, they need IED's intellectual and informational support to be effective in lobby and advocacy. For example, IED may assist for policy research, information sharing and networking.

In conclusion, CBOs and CSOs are expecting IED to be supportive in the area of facilitation of vision planning, capacity building by providing leadership and skills training, and by knowledge management (research, information sharing).

4. IED's Capacity, Strengths and Potentials for Growth

IED is one of the few development organisations in Bangladesh working on knowledge based intervention, inspiring peoples initiatives for creative and constructive social change.

Given the dominance of 'micro-credit' NGOs is Bangladesh and onslaught of neoliberal development policy and practices, and the increasing inequality and unemployment, intolerant identity politics, gender based violence, disastrous effects of climate change, and cultural degradation, there are only few who are opting for sustainable and human development alternatives. In such context, the knowledge based and vision oriented action research at the community level and policy advocacy for structural change, the development approach of IED seems crucial and needs careful consideration for continuation and growth.

4.1. Capacity and Strengths of IED

Since its inception IED is engaged in several specific activities, namely explaining, motivating, organising and networking with different categories of target people including grassroots poor and marginalised community, women, men, youth and adolescent and indigenous peoples, and assist them to form their own institutions (self-help groups, forums and networks). At the same time, IED has been organising civil society actors, especially teachers, lawyers, doctors and cultural activists, and provided them with platforms.

Beside of facilitating institution building, IED has been implementing capacity building activities such as conducting structured and non-structured training, participatory dialogue and discussion, and learning sessions on various social, environmental, gender and cultural topics.

IED has been conducting meetings and workshops for data gathering and information dissemination, using participatory action research tools. The field centres are functioning like a Participatory Action Research (PAR) process for IED to understand the community needs. IED has good contacts with academicians for theoretically addressing the need of the community people.

IED has been publishing various awareness building materials, leaflets, posters and booklets for community awareness building as well as dialogue meetings with likeminded organisations, for lobby and advocacy, and networking nationally and regionally. IED also organising various types of cultural events.

Therefore, the main capacity of IED is working with people through the means of knowledge, both peoples indigenous and academic knowledge and applying it for social change. The strengths of IED lies its capacity to not only generate peoples 'knowledge but also ability to combine micro and macro analysis; for instance while analysing the local unemployment or domestic violence could link with the structural

causes of inequality and patriarchy. Such systemic analytical approach make IED unique to be able to identify the required structural policy change, and addressing macro policies.

Beside of using knowledge as means for social change, IED is also using cultural means which are creative, non-violent and emancipatory.

4.2. Potentials for Growth

As expected by the CBOs and CSOs, if the capacity building and advocacy activities to be continued in future, it requires higher levels of engagement, therefore, the future growth of IED has to be rely on its above mentioned existing capacity and strengths, and plan for further institutional strengthening.

The changes in the context demand higher level of engagement means the CBOs and CSOs need to perform higher level leadership require advanced knowledge and skills. The changes in ICT has multilevel impact on society and culture with threats and opportunities. Use of ICT is another area needs higher level of knowledge and skills. Therefore, IED has devise effective strategies for facilitating the CBOs and CSOs.

Given the existing financial and organisational capacity IED will be constrained in geographical expansion and growth. However, the experience gathered from the vision oriented transformative process by the community organisations could be replicated in other areas by sharing knowledge through networks.

Finally, to sustain the intellectual, organisational and financial process IED has to develop its own resources mobilisation plan for growth. Without IED's own sustainability it would be difficult to provide service to Janaudyog, and their economic sustainability through own income and resource mobilisation.

Considering the CBOs and CSOs expectations, the emerging needs of own capacity building, the need of replication and expansion, to ensure organisational sustainability and growth, and considering capacity and strength, more appropriate option for IED is to develop an institutional arrangement to address future growth.

IED has the potential to be a knowledge generating 'Institute' with social science research capabilities, policy research initiatives, action research facilitation and building capable development mentors and practitioners. The field could be considered as a social science field research and learning centres. And networks with intellectuals, academicians and other like minded NGOs and institutions in Bangladesh, South Asia and beyond.

The 'institute' will be dealing with IED's capacity enhancement on facilitation skills, policy research and advocacy, resource mobilisation (own income generation) and use of ICT.

“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 it's 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

Creating Future Together
Strategic Plan 2024 - 2030

Strategic Directions & Organisational Perspectives

1. Values, Vision, Mission, Roles and General Strategy

Values

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. In the previous PSP, IED has highlighted the 'Core Values' are: Equality, Freedom, Justice, Cooperation, Peace and Participation.

Reflecting on the present context of infrastructural and material development and the cultural trends of growing self-centredness, intolerance, alienation, and male chauvinism, necessity of certain humane values considered important to recognise and put in to practice. IED will be promoting value congruent practices based on the the following core values; caring, sharing, tolerance and respect.

Therefore the core values are: Caring, Sharing, Equality, Freedom, Justice, Cooperation, Tolerance, Respect, Peace and Participation.

Vision

The present vision formulation is a continuation of previous Strategic plan of IED "Creating Future Together". It was articulated the vision in an elaborated form, putting people in the centre, inspired by a Human Development perspective, it was assumed that if the human growth cycle is considered, it should be at least 20 years, in four phases. The first 5 year phase (2019 - 2023) was the vision of centred around desired institutional and leadership capacity, basic needs fulfilment and peaceful conflict resolution awareness.

The present vision exercise is considered both individual and community level future expectations as well as expected broader social and structural change, visualising desired expected society. The vision exercises are participated by the community level group members, CSOs members and IED staff and stakeholders.

The following 'vision statement' is the derived from the future expectations of all the stakeholder; the community organisations, civil society organisations and IED staff. It is expected that the community and civil society cooperation are well functioning and they are contributing to achieve greater prosperity by running economic enterprises. participation in global market through ICT and higher education. Women have legal property rights. National policy on clean environment and renewable energy. National policy for capital transfer to community cooperatives. Fair distribution of wealth is in national development agenda, and the individual changes and social transformation goals are based on environmental sustainability, human capability, cultural diversity and peace building.

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, transforming conflicts with mutual respect and cooperation, dignity and respect for all, and equal opportunity to enjoy a mental well-being and peace.*

Mission

Promoting 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.

Promoting civil society organisation (CSOs) initiatives so that civil society actors have influence in policy advocacy for policy reform contributing to structural change.

Generating and disseminating practical and academic knowledge gathered form action research and academic research in collaboration with academic institutions and relevant national and international network.

Role

IED's role will remain as before; facilitating peoples initiatives for changes in life and livelihood of individual/community as well as macro policy change for structural transformation.

In the next phase, IED's 'facilitation' role will be more on knowledge management, especial emphasis with ICT; generating knowledge in cooperation with CBOs, CSOs about 'peoples initiatives' and academic institutions nationally and internationally on development experience and challenges. Sharing development experiences and knowledge to development practitioners, community and civil society organisations, relevant bureaucracies at local and matronal level, and policy makers. Promotion of the use of ICT at the community as well as for IED's functioning and sustainability.

In practice, the role of IED staff are facilitating peoples initiatives at the community and local level and policy advocacy at national level for social transformation. At the field level beside of facilitating linkage with resource providers, the main role is facilitating awareness building training/discussion/dialogue, and research on various issue, i.e. digital disinformation.

IED's organisational image will be as an 'institute' (knowledge focused learning organisation) rather than a conventional NGO who are providing micro credit and other services including awareness building. Which means, eventually all the staff members will be performing as institute faculty members (Fellows, Mentors, Researchers, and Academic staff etc.) and there are 'administrative staff' for managing IED as 'Institutions' in its real meaning. This organisation role expansion may take some time for preparation.

General Strategy

To achieve the societal vision, IED is considering a knowledge and ICT based, creative transformative strategy, combining micro and macro level intervention. (The specific strategy for achieving the strategic or Development goals, the theory of change is elaborated after describing 'development goals'.

2. Development Goals

Considering the critical issues and challenges in the context, and in view of organisational capacity, strengths and adopted strategy of community and individual change and at the same time contribute to macro structural transformation, IED will adopt five interrelated and cross-cutting theme as Development Goals. It should be mentioned that the five goals are one or other way contribute to the 17 Sustainable Development Goals (SDGs) proclaimed by United Nations.

i) Equitable prosperity and wellbeing for all by using digital (ICT) technology

ii) Gender equality and women rights

iii) Climate change and conservation of environment

iv) Conflict Transformation and Peace promotion

v) **Cultural diversity, creativity and cultural emancipation**

1	Equitable prosperity and wellbeing for all	Equitable prosperity and wellbeing is referring to several SDGs. No poverty; Zero hunger, Good health and well-being; Quality education; Decent work and economic growth (with special emphasis on ICT and appropriate technology); and Reduced inequality. (Goals; 1, 2, 3, 4, 8 and 10)
2	Gender equality and empowerment of women	Gender equality refers SDG no 5, is to empowerment of women and girls, address all types and forms of social, cultural and legal discrimination, ensure access to equal opportunities and rewards for similar work, and stop domestic and other forms of violence against women.
3	Climate change and conservation of environment	Climate change and conservation of environment refers several SDGs. (Goal 6) Clean water and sanitation; (Goal 7) Affordable and clean energy; (Goal 11) Sustainable cities and communities; (Goal 12) Responsible consumption and production; and (Goal 13) Climate actions.
4	Conflict transformation and peace promotion	Conflict transformation and peace promotion refers to SDG number 16, Peace and justice. This goal is to promote understanding of open and latent conflicts, provide conflict transformation method and tools for building an inclusive and peaceful society.
5	Cultural diversity, creativity and cultural emancipation	Cultural diversity also refer to the UN proclamation of cultural diversity and dialogue. The goal is to promote secular democratic cultural activities, events and products for achieving peace and sustainable development.

3. Theory of Change

IED is committed to creative social transformation, based on peoples development vision and democratic participation, advancing knowledge and creativity with appropriate communication technology.

Theory of Change: There are four underlying theoretical premises

Vision Orientation: Since its inception the theoretical understanding of 'development' for IED has been "bringing social transformation through socio-economic and cultural change". Thus visioning of expected future social scenario by adopting the theoretical and methodological concept of PSP is one of the important part of theory of change. Underlying concept is the fundamental democratic rights of the poor and marginalised peoples to take part in the development process by articulating their own societal vision and aspirations, based on their indigenous and humane values of caring, sharing, cooperation and symbiotic relation with nature.

Knowledge and technology: IED is believing in creative social transformation based of creating and disseminating information, provide opportunities for critical analysis, various types of knowledge related activities so that the knowledge contribute to desired social transformation. Community and civil society leaders are provided knowledge and empower them to take informed and creative initiatives for social change. The policy makers also provide with policy agenda drawing for PAR process including networking academic researchers. The advocacy is based on both academic and indigenous peoples knowledge.

IED is always putting emphasis on advanced available technology, especially on ICT for communication, and also as means of economic and cultural change. The access to digital technology by the people for their development is one of the theoretical premise. Knowledge and use of advanced technology (ICE) considers as the main enablers of social transformation.

Through the process of gathering knowledge and use of digital communication technology, the community and CSO leadership will be achieving higher level of consciousness to adopt strategies to individual/community change as well as broader socio-political and cultural change.

Peoples Initiatives: IED believes in social transformation visualised by the people and such development vision could only be achieved by the peoples own initiative. IED is providing facilitation and linkage for broader cooperation so that people can take own initiatives. Facilitation of formulation group, network and platforms are to provide human infrastructure so that people are effective in planning and implementing their own initiatives. The role of networking with various groups and platforms, and at community, local, national and regional will strengthen the peoples unity, solidarity and cooperation, eventually accelerate the change process.

Individual and social change: Conceptually IED believes is social transformation through the process of system intervention at all levels; individual and community as well as change in broader system by policy reform. IED's social change theory is articulated as 'system intervention with creative and transformational agenda; facilitate and activate peoples own creativity, initiatives and own material and socio-cultural resources for visionary changes at individual wellbeing, community cohesiveness, civil society initiatives and national policies. IED is focusing on whole system rather than isolated individual or single issues.

4. Strategic Approach

In congruent with IED's Theory of change, IED is developing the Strategic Approaches based on two basic principle: (a) strategy of engagement all level of actors at the community, district (mid-level) and national policy makers, and (b) IED is providing information and knowledge input for the leadership development of all levels so that all levels of people have capacity to take initiatives by their own.

i) **Engagement of three levels of development actors**

a) Individual and Community Change Strategy
b) Civil Society Change Strategy
c) System Change Strategy through Policy Advocacy

IED facilitates policy research and networks	Top Leadership (Politician, Academician)	Policy Advocacy by civil society actors with national political, academic and civil society leadership on policy agenda in favoured of equitable and sustainable development
IED facilitates CSOs and platforms. Providing space for information and analysis.	Midlevel Leadership (District/local level political, cultural and social leadership)	Organising campaign, social mobilisation, cultural events on immediate and urgent issues for environmental protection, human rights and social justice, violence against women and local sustainable development.
IED facilitates capacity building of CBOs; women, men, youth, adolescents and indigenous peoples	Community Leadership, (Women, youth and adolescent)	Primary Groups and forums (CBOs) engaged in vision and action plan for community development targeting individual, family and community infrastructure, income and employment, conflict resolution, cultural action, environmental protection, use of ICT.

At the individual and community level IED is facilitating institutional structure and community capability by undertaking activities relevant to achieve longterm development goals.

IED is facilitating quasi-structured district level platforms (Janaudyog) where local professionals, intellectuals and social activists taking initiatives in the form of campaign, lobby and advocacy on rights, gender, environment, and local development to achieve development goals.

At the national level IED in facilitating national Janaudyog (JU) platform, networking with likeminded organisations and policy advocacy initiatives. There are collaborative research on specific issues with academicians to support policy advocacy.

IED is in the process of achieving higher level of coherence as all levels of institutions (CBOs, CSOs, national platform, and networks) have sustainable development goals and with interrelated intervention, towards structural transformation. In future IED will continue to engage all three levels of strategic interventions.

ii) Leadership Capacity Building: Enhancing Knowledge and Skills

IED is contributing to several strategic interventions such as; facilitation of peoples initiatives, enhancing leadership capacity, empowerment of women, engagement of youth and adolescent, environmental protection and climate change adaptation, indigenous minority and differently peoples writes and cultural diversity, conflict transformation and violence prevention, policy advocacy on thematic issues, and use of ICT - all are through providing space and opportunity for learning and problem solving, working on information and analysis, which is a knowledge based strategic approach. Beside of knowledge creation, IED is presently putting emphasis of skills development on ICT for both general leadership skills and skills for income and employment generation.

IED will continue and upgrade its knowledge and skills development strategic approach in next phase. Generating knowledge at community level for playing higher leadership role, and generating knowledge for policy advocacy is indispensable for IED's future relevance and effectiveness. The focus on critical analysis based knowledge generation, use of advanced communication technology for communication and promotion of policy change - all are relevant strategy for achieving development goals.

5. Strategic Outcomes

The strategic outcomes are the specific, measurable and attainable objectives for achieving the long term 'Development Goals' and advancing towards aspired social vision. The proposed five strategic outcomes are interrelated and there are three cross-cutting themes; gender, conflict, and ICT. All the interventions will use all three lenses while considering and defining specific activities to achieve the following proposed strategic outcomes:

1: Longterm vision for shared prosperity and community action plan for sustainable livelihood.

2: Enhanced capability and increasing opportunity for equal gender participation.

3: Increasing awareness on climate change adaptation and mitigation in individual life-practices and increasing community resilience.

4. Prevention of domestic, gender based and socio-political violence by adopting conflict transformation awareness

5. Increasing cultural awareness and engagement at the family and community with the focus on creativity and diversity.

Strategic Outcome 1: Longterm vision for shared prosperity and community action plan for sustainable livelihood.

In the working areas all the CBOs and CSOs have longterm vision plan, the clarity of their desired life, livelihood, advanced technology (ICT), culture and identity. Identify the areas they can transform according to their vision of society and find out areas they need national policy support for their economic prosperity, environmental sustainability and spiritual wellbeing.

Expected Outputs

- Functional and active groups, including adolescent groups, youth groups, IP organisations, existing forums, CSO/platforms and community networks

- Vision exercises for 20 years (considering vision for their children) and one year action plan by the CBOs conducted, reviewed and updated.

- Longterm vision plan for Janaudyog (JU) is conducted and translated it to a 'Master plan' for overall infrastructure, institutional (educational and cultural), cultural and environmental development of the area (district or working area) in next 5 years. The 'masterplan' is important for JUs role as a pro-active actors for interacting and advocacy with national government for sustainable development priority setting

and budget allocation. Beside of only campaigning or protesting external interventions that is harmful, the JUs will forward sustainable development perspective for their areas. .

- CBOs and have written reports of vision exercises and the key features are presented in posters for reference to the own members, development partners, service providers and policy makers. The 'peoples aspiration for development is democratically articulated and shared.

- Strong linkage with relevant local service providers, technical training institutes, resources institutions. Specific plan for the access and use of ICT.

- Feasibility study and information gathering on peoples initiatives/strategies to be faced with market uncertainties (price hike, EIG, consumer cooperatives, producer cooperatives etc.) and collaborative opportunities.

Key Activities

Activity 1: Facilitation of CBOs and CSOs leadership capacity enhancement training workshops, and conduction of vision and action plan exercises

- Preparation/improvements of short and long courses training modules vision oriented development and vision planning

- Planning and Organising training courses for target groups e.g. adolescent, youth, male. Female and civil society members

- Facilitation of training courses (structured and informal) on relevant knowledge and skills, especially on ICT.

- Facilitation of planning, monitoring and evaluation exercises

Activity 2: Data gathering, processing and analysis on equitable prosperity and economic sustainability

- Data gathering on peoples aspirations and initiatives and analysing in cooperation with CSOs and others the challenges both community capability and structural constrains.

- Data gathering on opportunities and constrains of economic growth, appropriate technology (ICT), benefit share, market demand/supply, labour productivity etc.

- Feasibility study on collaborative initiatives and strategy to address influence of market forces, local production and demand/supply context.

Assumptions

In the working areas all the organised members in various groups, forums, networks and platforms are capable to conduct longterm vision plan and review with some support and methodological guidance. There maybe opportunity to motivate CBOs and CSOs to mobilise their own resources for their own planning exercise and IED will provide only facilitation support.

IED will be providing conceptual and methodological support for facilitation of planning exercises, training workshops, and data gathering for analysis and sharing. JU will also play important role in data analysis and suggesting alternative options.

Strategic Outcome 2: Enhanced capability and increasing opportunity for equal gender participation in all sphere of social and cultural life.

To reduce the gender gaps (Bangladesh is in 65th according to Global Gender Gap Reports 2021) and achieve gender equality, increasing participation in all sphere of life, there is a need for individual level capacity enhancement for both men, women and others (e.g. Hijra community in Bangladesh), at the same time national gender policy in line with universal human rights and Bangladesh constitution. The need for creating economic, educational, social and cultural space and opportunities for women to take part. Education of 'masculinity' for adolescent boys and young male is a priority to address the patriarchal values, beliefs and practices. In the working areas, CBOs and CSOs members are the key actors of enhancing gender awareness and creating positions, space and opportunity for greater women participation in all sphere of economic, technological (ICT) and social-cultural life.

Expected Output

- All the CBOs and CSOs members have received gender training focused on gender discrimination, role of women labour, gender rights, masculinity and gender justice including practical leadership and technological (ICT) skills.

- Awareness building materials will be collected/prepared such as posters, leaflets, video reels, and disseminated at the working areas, and other areas in cooperation with like minded NGOs.

- Cultural events, close door and open air such as sports for women are organised to celebrate national and international days.

- CBOs and CSOs' Women members are taking parts in local political, academic, social and cultural institutions. Women have access ICT and use it for education and income generation.

- Data gathering and analysis on gender gaps and peoples initialise and strategies for equitable gender participation.

Key Activities

Activity 1: Gender awareness building for CBOs and CSOs members. Facilitation of Training/workshops/seminar on gender gaps, gender discrimination, gender rights, masculinity and gender justice.

- Preparation/improvement of short and long courses training modules on gender justice and equitable gender participation in economic, technological (ICT) and socio cultural life

- Planning and Organising training courses for men, women and 'third' gender for leadership capacity and practical skills (including ICT).

- Facilitation of training courses (structured and informal) on relevant knowledge and skills, especially on use of ICT.

Activity 2: Gender relation research; understanding gender gaps and peoples initiatives of gender participation and perceptions of gender quality

- Providing theoretical frameworks and methodological tools for gender gap research

- Planning engagement of local and national researchers capable and interested in gender gap research

- Find out opportunities and potential partners for collaboration with academic (university teachers nationally and internationally) and media partners (national Dailies)

Assumptions

IED has a strong gender program component and long experience with gender training and promoting women empowerment. Based on such vast experience IED will be able to mobilise both community, internal and external resources (intellectual and partnership for gender gap research.

Such research will be a key element for other organisations and policymakers in favour of national gender policy. If properly studied and documented, the gender gap research result could be useful for other NGOs promoting gender equality. IED field staff are capable of organising a quality gender gap research in cooperation with local women forum leaders.

Strategic Outcome 3: Increasing awareness on climate change adaptation and mitigation in individual life-practice and increasing community resilience.

According to Global Climate Risk index 2021, due to the geographical location of Bangladesh is the seventh disaster risk-prone country. Therefore, Bangladesh is vulnerable to both disaster and climate change.

Considering IED's emphasis on peoples initiative to combat climate vulnerability and conservation of environment, the strategic focus is on bringing changes in individual life-practice in line with climate change adaptation and mitigation. To be effective in systemic adaptation and mitigation, promoting community resilience and policy advocacy for community resilience capacity building is considered crucial.

Expected Output

- CBOs and CSOs members are aware of the global warming risks and vulnerabilities. They are able to explain major relevant terms and issues such as what is climate change, why it happens, how to mitigate and adapt with change, how to be resilient and life-style change to combat climate change effects.

- CBOs and CSOs members are acting as multiplier of climate change adaptation and mitigation awareness among general people of the working areas to be more widespread and effective.

- Resist and stop any activities harming or constraining the adaptation strategies e.g. cutting trees, killing rivers in the area. The JU play main role in the protecting of environment,, therefore increase adaptation and resilience.

- Increased understanding of peoples strategy of mitigation and adaptation, and the community initiatives to be climate resilient.

Key Activities

Activity 1: Awareness building on adaptation, mitigation life practices and strategy of community resilience

- Prepare training modules, campaign material and collect relevant climate change education literature and videos.

- Conduct training, organise seminar, workshops, campaign and cultural events on climate change effects and adaptation mitigation, with especial emphasis against environmental pollution (sound, air, soil, water etc.)

- Motivate members of CBOs and CSOs to be multipliers for climate change adaptation and mitigation life-practices. Use of IT for training facilitation.

Activity 2: Investigating innovative and context specific solutions to increase community resilience and sharing with others including policy makers

- Design research plan for gathering data and analysis on innovative solutions and strategies on adaptation, mitigation and community resilience. Use of ICT in data gathering and analysis.

- Dissemination of research results by publishing and organising seminars; sharing with wider audience.

- Dialogue with policy makers on research findings and advocacy for appropriate policies.

Assumptions

IDE's filed offices are well fitted to raise awareness among CBOs and CSOs members, and conduct research on peoples innovative initiatives for adaptation and mitigation.

IED has contact with individual academicians and researchers will be interested in environmental research.

Strategic Outcome 4. Prevention of domestic, gender based, communal, adolescent intergroup, and other socio-political violence by adopting conflict transformation awareness building

There are visible gender conflicts and domestic violence within the family and various forms of extreme abuse to sexual harassment in educational institutions, workplace and outdoors in Bangladesh for women and children. Religion identity based communal violence, political violence and violence among adolescent due to rivalry also visible. In recent times social media is raising issues on 'accidents' as structural violence, due to human negligence and could be avoided.

The concept of latent stage of conflicts in not yet considered important therefore there is no initiatives for investigating latent conflicts and prevention of potential violence. Violence is primarily perceived as isolated and looking as gender or minority identity problem, and without systemic analysis arable to address its interrelated socio political and cultural roots.

IED is learning and adopting 'conflict transformation' theoretical and methodological tools, and will address all conflict and violence in a holistic manner.

Expected Output

- A group of 'Mentors' active in conflict transformation and peacebuilding awareness raising.

- In the working areas al the CBOs and CSOs members are provided with the concept and tools of 'conflict transformation'. They are able to explain the visible violence and underlying conflicts at home, in work pace, among groups, and other types of violence. They will be able to identify the stages of escalation and strategy to intervene.

- The awareness on violence prevention, conflict resolution, and peace promotion will be expanded through CBOs and CSOs members. They will be sensitised on latent conflicts and potentials for violence.

- Increased understanding of peoples strategy of conflict transformation, violence prevention and peacebuilding process and approaches at the community and local level.

- Increased understanding of the interrelation between local conflicts and various macro policies, such and economic, cultural and gender policies.

- Networking with likeminded organisations who are working on violence prevention and peacebuilding through conflict transformation tools.

Key Activities

Activity 1. Capacity building of 'Mentors' (peace activists) and community leaders in conflict transformation action research

- Conduction of training coursed on conflict transformation for all level of staff and community key leaders

- Plan and implement action research on understanding open conflict and latent conflict in field centres in cooperation with JUs.

- Mainstreaming conflict management and peace promotion through CBOs, CSOs and cultural activities.

Activity 2. National and international networking, documentation and publishing and sharing of learnings

- Assign staff responsible for networking nationally and internationally with annual plan.

- Taking part in national and international forums and share experience

- Produce materials for case studies, booklets, videos describing experience and insights gathered from conflict transformation practice.

Assumptions

There are available modules for conflict transformation training course IED could easily make use of that.

There are network partners and who will be contributing to the capacity building of IED faculty and staff.

IED need to prepare some of its future 'faculty members' as mentors who will take responsibility and focusing on conflict transformation and peacebuilding.

Strategic Outcome 5. Increasing awareness on cultural identity and heritage, aesthetic practice, creative performance, and cultural emancipation.

The space for secular democratic, egalitarian, and indigenous cultural expression is shrinking due to various political influence and cultural invasion through technological means, poses serious threats of protecting the liberal elements, folk forms of cultural interaction, and humane values. Use of ICT as means of 'entertainment' have impact on promoting sexual objectification and alienation. The cultural identity crisis, cultural conflicts have impact on erosion of traditional cultural events.

Therefore, the need is expressed by CBOs and CSOs for a new kind of cultural movement for achieving the goals of protecting cultural diversity by putting emphasis indigenous cultures, all forms of cultural creativity and expressions and cultural enlightenment through cultural engagement.

Expected Output

- Increased understanding about the culture in a holistic way, dealing to language, values, tradition, arts, technology, literature, song, music that are historically evolved and created the whole cultural tradition and system

- Increased options for young people to get access and opportunity to engage in creative cultural engagement, enhance cultural skills and performance.

- Identification of challenges political and technological and find out solutions implemented by people's own initiatives. Increased understanding and use of ICT for education, income generation and creative learning and innovation. Use of AI and social media with proper understanding of its appropriateness.

- Cultural groups are active, sustainable and strengthened. New groups are emerging and organising events. Cultural groups have capable leadership to plan and implement their activities, and able to proper use of ICT.

Key Activities

Activity 1: Capacity building of community members and cultural groups, and promoting people initiatives for cultural events

- Conduction of training courses on cultural emancipation for CBOs and CSOs members, cultural groups and all level of staff and community key leaders

- Expansion of cultural groups cooperation and solidarity, organise cultural sharing and learning.

- Sensitising community, especially parents for cultural orientation of the children at home. Especial emphasis is given to use of ICT for creativity and education.

Activity 2: Investigating the challenges of cultural emancipation

- Data gathering on challenges, experiences and strategies of cultural practices and cultural emancipation. Using AI for data gathering and analysis.

- Documentation of learnings and sharing with relevant actors, key leaders including policy makers.

Assumptions

IED has a very good contacts with local cultural organisation and activists, therefore investigating the challenges, options and strategies of cultural emancipation would be relatively easy as the contacts are there.

6. Knowledge Management & Sustainability: Restructuring of IED

The core development strategy of IED is facilitate 'peoples initiative for sustainable changes through a visionary and creative social transformational process within the community and society, and pursue policy reform at national level. Therefore, facilitate peoples initiative at various levels to address the urgent needs of the people and contribute to structural transformation through policy change. IED is following a knowledge based strategic approach since its inception and gathered valuable experience, insights and expertise.

Through this knowledge based approach and social visioning, IED has achieved the community level institution building of various types; groups, clusters, forums, networks in two working areas and civil society platforms in 8 districts. The community based organisations are mature and capable enough to address their urgent and immediate needs. They have expressed higher level of support from IED (i.e. Community hall for social cultural gathering). Address not only economic but other socio-cultural critical issues in the context.

IED is in a unique position to generate 'peoples knowledge' and 'social scientific knowledge' for creative, constructive and democratic development process. IED's field areas are generating 'peoples knowledge' and could provide the opportunity for PhD and Masters students from universities and researchers from research institutions. The 'social scientific knowledge' could be generated in cooperation with academic partners, what IED has long been doing in limited scale.

Both the peoples knowledge and social scientific knowledge will be a good basis for strengthening local leadership capacity for all the target groups: community organisations, youth, IPs, civil society members. Social scientific knowledge is most crucial for the policy advocacy.

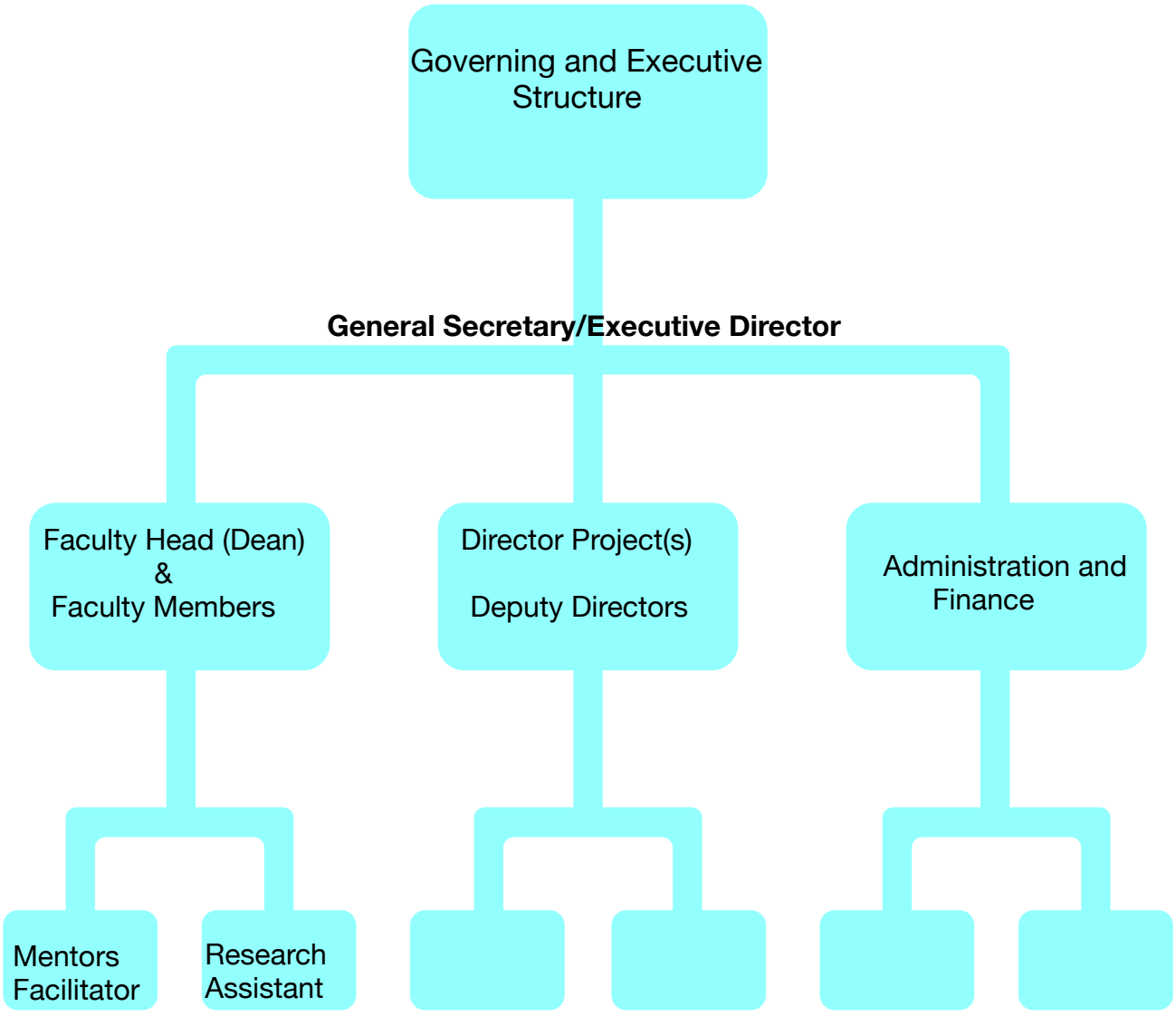
To be able to facilitate the growing community and civil society leadership, IED's has to ensure its own organisational capacity enhancement and strengthening.

Secondly, IED must ensure sustainability of its own to be self-reliant and continue it organisational process, which is also crucial for the strengthening intellectually and ensure sustainability of civil society platforms (Janaudyog). The knowledge based facilitation role and own sustainability also interrelated.

To be more congruent with present strategic approach, IED has proposed redesign its organisational strategy and structure. The organisational character will be as an Institute in its real meaning as it envisaged by the early initiators of IED. The name itself, 'Institute of Environment & Development' indicates the type of role IED organisers had visualised.

The re-designing of IED as Institute need some time, however, the planning should be started in the present phase. IED as an 'Institute' could have two wings; one is 'Faculty Members' (facilitators, mentors and researchers), and another is 'Administrative Staff'.

The existing field offices are to be designed as filed research and learning centres, instead of project implementation 'centre' office. The physical arrangements; books, journals, discussion room, data processing facilities etc. to be organised. The primary role of field staff will be Action Research Facilitators/Mentors, managing close contacts with community groups/clusters/forums and interface between community and researchers/fellows, and with academic partners. As an Institute, IED could be the redesigned as follows:



The structure of the proposed Institute will be simple, non-hierarchical so that well functional with role clarity. One level is the Governance and Executives playing policy guidance and overseeing role. Executive Direction and Secretary general of general

and governing body will act as a link between governing, executive and implementation supervision.

The mid level is three components, one is institute 'Faculty', another is project management and third is general administration and finance.

The filed or community and civil society level staff will be Mentors/facilitators and research assistants. At the field level there will be Mentors, field facilitators and administrative staff managing logistics and accounts.

Considering IED's long organisational process and nature of work, which is mainly facilitation of awareness building and knowledge (skills) transfer to enhance community and civil society capacity to take their own initiatives, the originally envisaged 'Institute' role is in practice, to be gradually materialised, beside of project implementation.

Preparatory Process and steps

i) Drafting of a 'Concept paper' on Institute and ensure ownership of the stakeholders.

Why the Institute is needed; the rationale of the institute is clearly articulated in the PSP workshops which are mentioned above. The rational and primary outline is presented, nevertheless, it needs a well defined concept paper describing all the aspects of proposed institute. The first step would be to assign staff members to prepare the concept paper.

The concept paper need to be discussed with all the stakeholders and getting feedback to improve the concept and strategy of establishing the institute. The sharing process will ensure the ownership of all stakeholders and improve the quality of implementation plan.

ii) Sharing the concept paper with potential partners

The concept paper will be shared with potential funding partners and collaborating institutions, especially universities and research institutions in Bangladesh and abroad. There should be pro-active fundraising initiative, online research and meeting with potential donors. Potential donors include the corporate sector in Bangladesh and likeminded institutions.

The national Janaudyog may play role in sharing the concept paper with potential individuals and institutions for cooperation in various forms.

iii) Assign staff/volunteers and office space

IED has to assign one or more staff to implement the preparatory activities; drafting concept paper and develop resource mobilisation strategy.

There should be a desk and working space for staff working for the preparation phase. In the beginning, existing staff could take the responsibility for implementation of preparatory activities.

iv) Combine IED's sustainability with institutional change strategy

Resource mobilisation for IED's sustainability and the preparatory work for institute development can be combined together. The staff working on preparation phase could take primary responsibility for IED's own sustainability initiatives.

The existing resource mobilisation is solely depends on 'projects' funding. Since several years IED is managing a place 'Folk centre' for interacting with like-minded people, organising and organise dialogue as part of the process besides of project implementation. The last evaluation suggested income generating from ethical and social business congruent with IED's values and vision.

IED will be conducting feasibility study and market research to understand the potentials of social business types and options. Given the capacity and strength of IED dealing with producing and managing knowledge and cultural products, and interests of using ICT, the following income generating social entrepreneurship could be explored:

a) *OTT (Over-the -top) platform*, for delivering video content on social, cultural, environmental, gender and developmental issues. IED has the experience of contents in training with community and civil society actors, therefore have potentials to be producing relevant and popular videos. IED's video streaming could be both, pay to access and free to access. The monetisation of streaming could be both from advertisement and subscriptions.

b) *Digital Studio* for manufacturing cultural products. Given the existing office space IED could built a digital studio both for renting it out as well as for own production. Based on market research, manufacturing of cultural products could be identified and produced.

c) *IT startup* for software development, IT consulting and outsourcing. The digitalisation policy of government providing excellent environment for startups in IT sector. IED has the interests and office space for research, innovation and implement IT services domestically and internationally.

d) *Event management,* and social networking. Cultural event management is one of the strength of IED. There could be various types of organise cultural events such as food festivals, ethnic dress, IP music etc. The organised festival could be life-

streamed in social medias. It could be also a part of manufacturing cultural products.

e) *E-commerce Website* could play an important role in addressing price hike and supporting grassroots producers. It can provide useful services and could be a source of earning.

f) *Digital consumer cooperatives*. Social networking with cooperative members all over the Bangladesh who can receive relevant paid services of various types; education, health information, traveling and consumer goods. IED has its own field areas, as well as network partners who could be the primary members.

g) *Folk Centre* (knowledge hub/innovation centre) in all districts as space for meeting, creative exchange for Janaudyog and income generation for supporting the CSO platforms. One of the model is to create a centre combining food business and meeting space. Managing a restaurant as income generating project, and space for meeting. Space also linkage with other actors, social interactions, social networking, young and elders meeting, social value promotion, creative recreational activities and exchange of views and ideas.

There are other options besides of the above mentioned potential IT sector intervention. As it mentioned before, to be successful in income generating activities IED need to take a professional approach with specific plan of action. Given the youth unemployment in Bangladesh, engaging young people as trainees and volunteers will be a good policy.

7. Performance Management; Planning, Monitoring and Evaluation (PME)

IED's experience of participatory management system should be documented and shared as methodological practice and insights.

PME will be guided by the IEDs policy guidelines based on adopting participatory tools. There will be periodic and own monitoring system, and evaluation will be by own members/staff, by peers or network partners and by external evaluators.

Appendix - 1

Framework and Process of PSP in IED

Introduction

ED 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 (Janaudyog) in eight districts. The primary women groups, community organisations, youth organisations and Janaudyog 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.

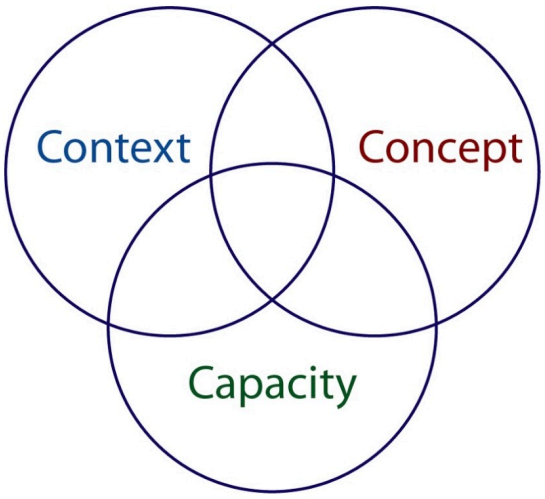
Therefore, the overall objective of the strategic planning is to collectively reflect the fast changing context and sets future directions and priorities: vision, mission, role, strategic objectives, program, and activities. Furthermore, the capacity enhancement projections including change management,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

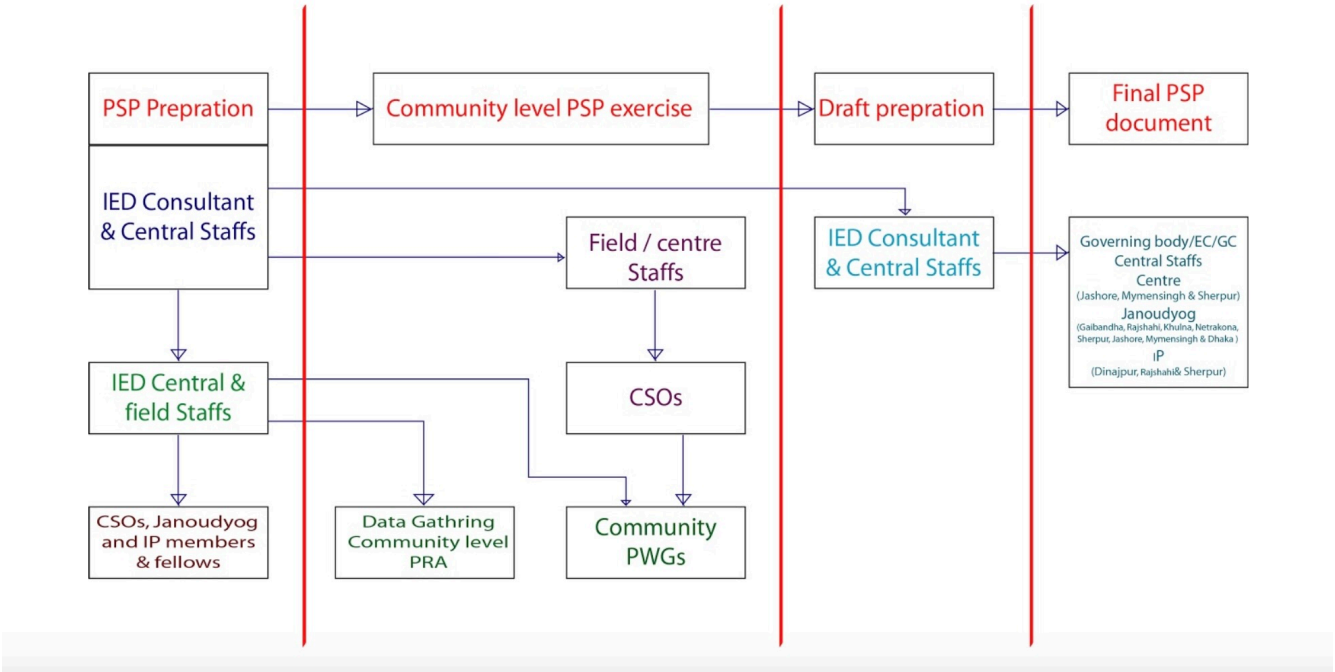
The development organisations also needs changes to be congruent with their “values and vision”, therefore, instead of organisation centric, the framework stars analysis with context, development theories, theory of change and required capacity of the organisation including the management of change.

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

The whole planning process could be divided in two different parts. First part was (a) **re-flections & 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 Planing 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 process- ing 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 filed 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.