

Strategic Plan

2018-2021



National Development Programme-NDP

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Executive Summary

National Development Programme- NDP emerges on 1st January 1992. Presently it has been working in 18 districts of Rajshahi, Rangpur and Dhaka of Bangladesh with a vision to build **"A nation free of exploitation and poverty achieving equality and rights for all"**.

Mission of NDP has been set to achieve the vision is **"To foster people's dignity through economic development, participation and equality by utilizing the potentials of the poor especially PWD and women, ensuring access to services for better life, establishing justice and good governance and a friendly environment for all"**.

Since inception NDP is working for the underprivileged people to establish their rights and access to resources. It gives special emphasis to the People with Disability (PWD) who are neglected in the family, community and service providing level.

NDP through its work has established a platform in the heart of the people for whom the organization is dedicated. In the way of development process, NDP has realized that for systematic implementation of the programme as well as decide strategy for the organization it requires a periodical Strategic Plan. Accordingly for the first time NDP has developed Strategic Plan for the period 2008-2011 and accordingly on line of the series the present Strategic Plan has developed for the period 2018-2021.

NDP will continue its work on seven main development sectors such as **Social, Economic, Livelihoods, Agricultural, Disaster Risk Reduction & Climate Change Adaptation, Institutional and Rights & Governance**. In total 26 different issues have been identified to address in the next three years. NDP is already working on most of the issues. Considering the needs of the people of the working areas, some new issues has been incorporated, which will help the people to participate in the development process for a sustainable poverty free environment where rights of the people will be ensured and a friendly environment is prevailed.

NDP is currently working in 3,217 villages/wards of 288 Union/Pourasava under 41 Upazilas of ten districts. It has own head office in Sirajganj district with 55 branch offices and 30 project offices spread all over the working areas. Besides, it own one well-equipped training center adjacent to its head office. NDP believes in gradual expansion.

Now NDP is running 30 major program/projects with the funding support from 18 national and international donors. We envisage that more new donors will be interested to provide supports on some emerging and innovative issues and some donors will increase input to cover more areas.

NDP is dedicated to the sustainable and tangible development of the underprivileged people of its working area. Provision has been made to build capacity of the staffs to run the programs efficiently and effectively. Peoples are with us in our long 26 years journey. We believe in partnership and participation. We are confident that all our partners will remain with us in the coming years and we will be able to work hand in hand for the overall development of our country.

Md. Alauddin Khan
Executive Director
National Development Programme- NDP

Date: July 01, 2018

Acknowledgement

It's a great initiative for NDP to develop the Strategic Plan (2012-2015) of its third time. A needful, perfect and realistic plan always help doing the things more efficiently, minimize the wastage of resources and time thus help making the program more cost-effective. The previous Strategic Plans guided in efficient management of the overall operations of the organization. I believe that the present Strategic Plan- the valuable document that has prepared will guide and help us to go through the right direction. Through practicing the ways those have been incorporated in the Strategic Plan could help us to achieve our desired goals and objectives.

NDP management is grateful to the community people who gave their valuable time and energy and actively participated in identifying problems and priorities of the programmes in the development process of this Strategic Plan.

We are also thankful to the staff members, the government officials and the public representatives, who participated in the development of Strategic Plan (2018-2021) and contributed in successfully development of the plan.

The Strategic Plan is a management tool and will help the staffs to adopt with changing environment and meet the future challenges. It is expected that the NDP management persons, who are mostly responsible to implement the guiding principles of the Strategic Plan (2018-2021) will be cautious to use it, as only the right direction indicated in the plan can help achieving the cherished dream of the organization.

Aleya Akhtar Banu
Chairperson
EC, NDP

Date: July 01, 2018

ACRONYMS

AD	Assistant Director
ADL	Activities on Daily Living
AGM	Annual General Meeting
AIDS	Acute Immune Deficiency Syndrome
ALRD	Association of Land Reform Development
AM	Area Manager
ANC	Anti-Natal Care
BDPC	Bangladesh Disaster Preparedness Centre
BFRG	Bangladesh Fund Raising Group
CAMPE	Campaign for Popular Education
BM	Branch Manager
CBO	Community Based Organization
CBR	Community Based Rehabilitation
CDA	Community Development Approach
CDD	Centre for Disability in Development
CEDRRP	Community Empowerment in Disaster Risk Reduction Project
CEO	Chief Executive Officer
CHDRP	Community Handicapped and Disability Resource Person
CLP	Chars Livelihoods Programme
CMC	Centre Management Committee
CRRAP	Community Risk Reduction Action Plan
CSN	Child Sight Network
CSP	Credit Support Programme
DD	Deputy Director
DLAC	District Legal Aid Committee
DM	Disaster Management
DMC	Disaster Management Committee
DMP	Disaster Management Project
EC	Executive Committee
ECCD	Early Childhood Care and Development
ED	Executive Director
EKATA	Empowerment Knowledge And Transformative action
EWG	Election Working Group
F&A	Finance and Accounts
FEMA	Fair Election Monitoring Alliance
FP	Family Planning
FSUP	Food Security for Ultra Poor project
GC	General Committee
GOB	Government of Bangladesh
HI	Heifer International
HID	Human and Institution Development
HIV	High Yielding Varieties
HR	Human Resource

IDCOL	Infrastructure Development Company Limited
IGA	Income Generating Activities
LAC	Legal Aid Committee
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MJF	Manusher Jonno Foundation
MFP	Micro Finance Programme
MSE	Micro and Small Enterprise
NDP	National Development Programme
NFOWD	Network for Organizations with Disabilities
NGO	Non Governmental Organization
NIRAPAD	Network of Information Response and Preparedness Activities
O&M	Orientation & Mobility
PA	Programme Associate
PC	Project Coordinator
PGAT	Participatory Gender Analysis Tools
PHC	Primary Health Care
PKSF	Palli Karmo Sahayak Foundation
PNC	Post-Natal Care
PO	Project Officer
PRM	Planning & Resource Mobilization
PRA	Participatory Reflection and Action
PRT	Primary Rehabilitation Therapy
PWD	People with Disability
OHP	Overhead Projector
R&D	Research and Documentation
SBK	Shishu Bikash Kendra
SC	Standing Committee
SHOUHARDO	Strengthening Households Ability to Respond to Development Opportunities
SP	Strategic Plan/Service provider
SUPRA	Su Shashoner Jonno Prochar Avijan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBA	Traditional Birth Attendant
TGA	Target Group Approach
UDMC	Union Disaster Management Committee
UP	Union Parishad
VDC	Village Development Committee
VGD	Vulnerable Group development
VHSS	Voluntary Health Services Society
VIP	Visually Impaired People
Wat-San	Water and Sanitation
WHO	World Health Organization
ZM	Zonal Manager

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I. BACKGROUND: Strategic Planning (SP) is a management tool. As with any management tool, it is used for one purpose only: to help an organization do a better job- to focus its energy, to ensure that members of the organization are working towards the same goals, to assess and adjust the organization's direction in response to a changing environment. In short, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future.

National Development Programme- NDP, a national non-government organization (NGO) working in six districts in the north-west region of Bangladesh. Based on current needs it has decided to develop its 3rd Strategic Plan for the period of 2018-2021. This Strategic Plan will help the organization to cope with the changing environment, meet the future challenge and make the staff and stakeholders capable to act strategically to achieve the goal.

II. INTRODUCTION TO NDP: At the end of 1988, there was a devastating flood that engulfed large areas of land and caused huge damage to lives, livelihoods and properties in Bangladesh. Sirajganj district was particularly vulnerable at this time due to its position, situated as it is on the bank of the Jamuna River. A number of national as well as international NGOs came forward to provide support to the flood victims. A group of dedicated local youths, including Md. Alauddin Khan, the Director at present, voluntarily involved themselves with these NGOs in emergency response and rehabilitation operations. Being very close to the harsh realities of the poor people of the area, they realized that merely carrying out relief and rehabilitation operations was not enough. They decided that long term solutions are necessary to support the most vulnerable poor peoples. They also realized that for sustainable development to be successful, programmes with clear goals and objectives that specifically addressed the needs of the community would be necessary. These programmes would require the effective participation of the whole community in planning, management and monitoring processes and be backed up with needs-based credit support. Future programmes would also need to build the capacity of individuals and communities through technically viable activities in order for true development to take place. They exchanged their views with the donor NGO community and received a positive response to their ideas on sustainable development. It encourages them to build a new organization independently and accordingly, on the 1st January 1992 "National Development Programme- NDP" emerges as an organization. NDP is a non-governmental organization, called as NGO. By virtue of the constitution, it is a non-profit and non-political voluntary development organization. The key objective of NDP is to **strengthen the capacity of the target beneficiaries and to create opportunities to bring the poor into the mainstream of development.** NDP always places an emphasis on human rights and gender equality and the empowerment of women. Through its dedicated efforts over more than twenty-three years, NDP has become the symbol of hope for the poor people it serves and likes to continue this work for as long as it is needed.

III. ASSESSMENT OF EXISTING SITUATION: Bangladesh is a disaster prone country in this continent. Rivers influences significantly to the life and livelihoods of the rural people. Rivers are blessing for the country as well as sorrows. People living within and around the main river basin are getting benefits and losses round the year. River erosions and floods make people landless and homeless. Whatever efforts people give to move forward in their life that is pushed them back by these natural disasters.

Disaster brings poverty. Poor people of this river basin area always fight with the nature for survival. Scarcities of land, lack of employment opportunity, lack of access to available services, denied of basic human rights always push them to hardship. The people here born with

poverty, live with poverty and die with poverty. Situation of disadvantage segments like women, children, ethnic minorities and PWD are more vulnerable. Their voices are neglected by other people of the community. Strong social prejudices, social injustice, interest of the vested groups are responsible for the prevailing situation.

Bangladesh government undertakes many development programs as well as safety-net programs every year for those neglected bypass segments. MDGs are well taken care by the government. All ministries and the departments of government undertook long term programs to achieve the goals within stipulated time. But those programs are not enough in terms of resources and technical supports to meet the need of all communities. Many NGOs are working in parallel with the government on different development components to cooperate and support the disadvantaged people. Still it requires more safety net measure and facilitation support to make the development efforts self propelling.

IV. VISION, MISSION, GOAL & OBJECTIVES:

Vision: Build a nation free of exploitation and poverty; ensure governance, equality, rights and a friendly environment for all.

Mission statement: NDP is working towards promoting poor people's access to services for better life & livelihoods through economic development and participation utilizing their potentials.

NDP is committed to ensure access to services for better life and livelihoods establishing justice, good governance and eco-friendly atmosphere for all.

Goal: Improve livelihoods and establish rights of the poor people towards achieving National Developmental Goals.

Objectives: The Major objectives are to:

- Raise awareness, build capacity and develop skill human resources
- Create employment opportunities and income generation of the poor people
- Empower and improve livelihoods and dignity of the poor peoples
- Reduce food insecurity and improve nutritional status of the extreme/ultra poor peoples
- Enhance poor people's participation and access to development opportunities
- Increase poor people's access to basic primary health care (PHC) and FP services
- Increase poor people's access to education and promote quality education
- Increase poor people's access to basic rights, information and services
- Provide advocacy and legal supports to the poor and distressed women
- Reduce violence against women and promote HR, good governance and gender equality
- Promote adolescent boys and girls' access to child rights, culture, education and health
- Link people with special ability (PWD) with the main stream of development
- Develop poor people's resilience capacity to cope with local disasters
- Promote bio-diversity conservation & renewable energy making the earth good for living
- Strengthen capacity of civil societies, CBO & UP in local level planning and management
- Ensure standard and extent quality services for organizational sustainability

V. CORE VALUES OF NDP

Core values: NDP is a value driven organization. It strongly believes that values are the foundations on which an organization is based and these represent the core beliefs and convictions of an organization. Values establish moral and ethical priorities, which serve to guide all organizational activities. The organizational principles, standards and qualities are also reflected through its practicing values. NDP has identified the following organizational core values and it places equal importance on all the values.

- Ensuring participation
- Transparency & accountability
- Credibility
- Commitment
- Dynamism & professionalism
- Prosperity & sustainability
- Secular & democratic environment
- Gender & environment friendly environment

VI. PROGRAMME STRATEGY:

Crawling, crawling, stand, walk and self propel is the motto of NDP.

NDP decides its program emphasizing the need of the community people especially the hard to reach poorer people, PWD, women and other disadvantaged groups. Strategies for the programs have been developed considering the gradual empowerment of the partners and stakeholders as well as the optimum use of local resources and a safe environment for the future generation.

Current program strategies of NDP are always be in line with the government's commitment to development programs and plans focusing MDGs. All programs will consider the existing available public and private resources before allocation of own resources. Facilitation support will be provided to establish linkages between the people and the service providers.

Potentials of all people will be explored and duly acknowledged to support them to fit with the main stream of development. Emphasis will be given on facilitation to reduce people's dependency on development organization. Awareness building, skill development, mobilization of local resources will be the main elements of development.

NDP will continue its programs on seven main development sectors; Social, Economic, Livelihoods, Agricultural, Energy and Environment, Institutional and Rights & Governance.

VII. STRATEGIC ISSUES, OBJECTIVES, OUTCOME, ACTIVITIES:

Sl. #	Name of Sector	Name of Sub-sector
1	Social	1.1 Social Development 1.2 Education 1.3 Health 1.4 Disability & Development 1.5 Culture & Sports
2	Economic	2.1 Credit Support Programme 2.2 Savings 2.3 Low Income Community Housing Support Project 2.4 Char Microfinance 2.5 BSRM
3	Livelihoods	3.1 Food Security 3.2 Livelihoods and 3.3 Nutrition
4	Agricultural	4.1 Agriculture 4.2 Livestock and 4.3 Fisheries
5	Energy and Environmental	5.1 Climate Change Adaptation 5.2 Bio-diversity conservation and 5.3 Disaster Management
6	Institutional	6.1 Training 6.2 Capacity Building of CBO and 6.3 Strengthening of Local Government
7	Rights and Governance	7.1 Human Rights 7.2 Gender & Rights Programme and 7.3 Gender Mainstreaming

1. SOCIAL: Society is a complex institution where vested groups are always gaining and disadvantaged are countered from their basic rights. People with disability are deprived from their rights. Their access to services are either denied or restricted. Similarly women are the victim of social injustice and malpractices. Adolescents are considered as a living creature between child and adult with no voices to raise their basic needs. None try to listen to or understand the problems of adolescent.

NDP has considered social issue as the most important component to address and response the needs of the concern people.

Strategic issue- 1.1: Social development: For the complexity and different behavioral attitudes from different group of people in the context of geographical area, religion, ethnicity, education, profession, age group, sex and culture, the responsiveness from them are also different. In social development it requires to address the needs of all categories and consider the factors those influence human behavior of the whole community. NDP always try to develop human resources, the capacities and leaderships of the target beneficiaries and CBO through developing social awareness among them of their basic rights and entitlements. It organizes groups as the community platform for raising voices for their interest.

NDP through different program/projects organize the groups and give them training to develop their capacities and leaderships as the group can work as a community platform for raising voices for their entitlements and rights. It also tries to link them in the development initiatives as they can be a part of the whole development process.

Objective- 1.1.1: To develop capacities and social responsiveness of the target groups

Outcome:

- Target beneficiaries are organized
- Community platform is responsive and sensitized towards their rights and entitlements

Activities:

- 1.1.1 Conduct baseline to identify the target beneficiaries
- 1.1.2 Training on social and right-base issues, capacity and leadership development
- 1.1.3 Organized sensitizing meetings
- 1.1.4 Social mobilization
- 1.1.5 CBO development

Strategic issue- 1.2: Education: A person without education is blind is a common proverb. Lack of basic education is one of the causes of poverty and sufferings. Accesses of the children of poor families are sometime denied due to poverty, lack of awareness, access to information or access to resources. The department of primary education (DPE) is providing supports to all over the country using a common national curriculum for all the primary schools. Some private education centers have emerged in the name of KG school, which are mainly for the rich/solvent people. Small numbers of NGOs are providing support for early childhood care and development (ECCD), pre-school and primary education to the children of poor families.

NDP will explore those families deprived from education and will provide necessary technical and logistic support to ensure their access to education. Creating awareness and building linkages with the existing education institutions is considered as the prime task of NDP. Moreover, it has been providing necessary supports for the establishment of education/coaching centers in the remote areas and also providing scholarships for the poor meritorious student to assist them in junior school education.

Objective- 1.2.1: To increase access to education of under privileged people**Outcome:**

- Increased poor children access to primary and high school
- Ensured quality education in the primary and high school

Activities:

- 1.2.1.1 Conduct baseline survey on the children of school going age and their status
- 1.2.1.2 Organize education watch committee
- 1.2.1.3 Organize sensitizing meeting for all level stakeholders at community level
- 1.2.1.4 Organize meetings with school management committee
- 1.2.1.5 Operation of sikkha charcha kendro
- 1.2.1.6 Scholarship programme for the poor meritorious students

Objective- 1.2.2: To increase enrolment of children in pre-primary education**Outcome:**

- Increased enrollment in the primary school
- Mental and physical development of children ensured

Activities:

- 1. 2.2.1 Parents/community counseling
- 1.2.2.2 Recruit volunteer/teacher/staff to run the education centers
- 1.2.2.3 Operation of ECCD (early childhood care and development) center
- 1.2.2.4 Conduct CMC meeting
- 1.2.2.5 Organize six monthly/annual promotion tests
- 1.2.2.6 Assist the children getting admission in the primary school

Strategic issue- 1.3: Health and Family Planning: “Health is wealth” is a common proverb. People with ill health cannot contribute for self development or for others. They become burden for the family and sometime for the community. Many people of rural areas always suffer from different diseases throughout the year. Ignorance, reluctant to good health, hygiene & family planning practice, lack of available services, poverty and access to information are the main reasons for it. Open defecation is a common scenario in the rural areas. Using polluted and unsafe water causes waterborne diseases. Women suffer from different diseases related to reproductive health. Maternal and child mortality rate is still high in the rural areas.

Primary health care and family planning services are still not available in the remote char areas. Distance, unavailability of transport, transport cost and cost for treatment are the main barriers for access to services. As a result people are dependent on village quacks and Traditional Birth Attendant (TBA). Availing services from these quacks make their lives more miserable.

NDP has been providing necessary technical supports to promote basic primary health care and family planning services for the poor people in the rural areas. The services include awareness building on better health & family planning practices; create access to available health (primary health care, ANC, PNC, small testing and normal dressing- cut & injury) and family planning (supplying of FP contraceptives, services, and making available the hygiene materials).

Objective- 1.3.1: To promote health, hygiene and FP practices in the rural area

Outcome:

- Rural people do health, hygiene and FP practice
- Healthy environment prevailing in the rural area

Activities:

- 1.3.1.1 Conduct baseline survey
- 1.3.1.2 Promote demand driven health, hygiene and FP practices in the rural areas
- 1.3.1.3 Awareness raising meeting, seminars, workshop and court yard sessions
- 1.3.1.4 Community (new couple, religious leaders) mobilization for health and FP practices

Objective- 1.3.2: To enhance access of poor people to available health and FP services

Outcome:

- Access of poor people in the existing health & FP services increased
- Health status of the poor people improved

Activities:

- 1.3.2.1 Awareness campaign through court yard meeting, workshop and seminars
- 1.3.2.2 Organize mother's club/adolescent groups
- 1.3.2.3 Conduct session on health, hygiene, nutrition and FP at community level
- 1.3.2.4 Organize satellite/static clinic
- 1.3.2.5 Provide information on available health & FP services
- 1.3.2.6 Arrange emergency medicines within affordable price

Objective- 1.3.3: To promote better reproductive health practice among the adolescent girls

Outcome:

- Better reproductive health practices by the adolescent girls &
- Hygiene practice materials or alternatives are available

Activities:

- 1.3.3.1 Organize adolescent groups
- 1.3.3.2 Reproductive health education for the adolescent groups
- 1.3.3.3 Ensure availability of hygiene practice materials or alternatives

Strategic issue- 1.4: Water and Sanitation: Still there are many poor people in the rural areas, particularly in the char land areas in our country do not have access to clean and safe water. Open defecation is a common scenario in the rural areas. Using polluted and unsafe water causes waterborne diseases. Further, somewhere the presence of destructive elements, like- arsenic and excessive iron particle in water make it out of use or create health hazards.

NDP through different programme/project has been providing necessary technical supports to improve water and sanitation condition of the poor people in the rural areas. The services will include awareness building on hygienic sanitation management, use of water seal latrine and use of safe water practices; create access to available sanitation facilities and arsenic free shallow tube-wells in the rural areas.

Objective- 1.4.1: To ensure access to safe water and low cost sanitation facilities**Outcome:**

- Increased peoples awareness on hygienic sanitation management and safe water
- Enhanced poor people's access to clean and safe water
- Reduced water-borne diseases born

Activities:

- 1.4.1.1 Organize meeting, seminars, workshop at community level
- 1.4.1.2 Awareness campaign such as poster display, leaflet, and display/billboard
- 1.4.1.3 Supports for installation/construction of shallow tube-well and low cost sanitary latrines
- 1.4.1.4 Search for alternative water sources and demonstrate on safe water use
- 1.4.1.5 Arsenic testing of tube-wells containing arsenic in water and mark the tube-well head with red color

Strategic issue- 1.5: Disability: As per the statement of World Health Organization (WHO), there are about 10% of the total population in our country are People with Disability (PWD) and according to the census report of 2001 Bangladesh has about 10 million PWD. Many people are becoming disable everyday due to accident. Very few donor organizations and NGOs are working for the overall development of these disadvantaged people. They could turn into resources of the country if they get right support in right time.

NDP has working on disability issue since 2000 and is committed to work for preventing increasing number of disables and undertook responsibility to include the PWDs in the working area to improve their life and livelihoods through different programs. Problems and limitations of the PWD will be assessed using participatory tools and techniques. Needs of the PWD will be determined and prioritized before designing the program implementation process.

Objective- 1.5.1: To prevent increasing number of disable**Outcome:**

- Number (percentage) of disable people are stable or reduced
- People are aware on the causes of disability

Activities:

- 1.5.1.1 Baseline survey on disable persons
- 1.5.1.2 Awareness raising on the causes of disability through orientation, meetings, seminars, workshops
- 1.5.1.3 Develop orientation and training materials on disability
- 1.5.1.4 Campaign and movement at grassroots level

Objective- 1.5.2: To establish rights of people with disability (PWD)**Outcome:**

- Rights of the PWD is established in the society
- PWD get equal opportunity in the society
- Dignity of the PWD raised in the family and society

Activities:

- 1.5.2.1 Identify gaps where PWD need supports
- 1.5.2.2 Orient PWD on their rights and access to services
- 1.5.2.3 Organize meeting, seminars, workshop on disability rights
- 1.5.2.4 Facilitate/organizing day observance on PWD rights
- 1.5.2.5 Counseling at family level on the rights of the PWD

Objective- 1.5.3: To link PWD with the mainstream development**Outcome:**

- Enrollment of PWD children in inclusive education increased
- Develop skill to the PWD
- Increased opportunity for access to employment
- Increased income of PWD

Activities:

- 1.5.3.1 Meeting with education institution to enroll children with disability
- 1.5.3.2 Training to the PWD on skill development
- 1.5.3.3 Credit support/link PWD with micro-financing organizations
- 1.5.3.4 Distribution of assistive device to the PWD
- 1.5.3.5 Promote referral services for the PWD clients
- 1.5.3.6 Training the visually impaired people on ADL and O&M
- 1.5.3.7 Technical follows up to the PWD on their life and livelihoods

Strategic issue- 1.6: Adolescent Girls and Boys: As revealed in the report of Bangladesh Demographic and Health Survey, which stated that there are 12% of total population in our country belongs to adolescents group, who are always kept a side in any development initiatives. If the adolescent girls and boys are to be empowered properly they could be able to bring positive change in their lives, contribute towards development of their family and society as well as to achieve the national prospect.

There is a greater scope to work for the development of adolescent groups. NDP currently is running a few programmes with the adolescent girls & boys in the chars livelihoods programme. The adolescent girls & boys are being organized in groups and given reproductive health education to them. Further, NDP will take initiatives for the empowerment of the adolescent girls & boys towards bringing positive change in their lives, creating safety environment for them through establishing rights and build a society free of discrimination and exploitation.

Objective- 1.6.1: To empower adolescent girls and boys towards bringing positive change in their lives

Outcome:

- Adolescent girls and boys are empowered
- Created safety environment for the adolescent girls and boys
- Positive changes are visible in the lives of the adolescent girls & boys

Activities:

- 1.6.1.1 Conduct survey to find out adolescent girls and boys
- 1.6.1.2 Organize groups of adolescent girls & boys
- 1.6.1.3 Orient and conduct session on reproductive health education
- 1.6.1.4 Facilitate cultural events and sports for the adolescent girls & boys

2. ECONOMIC: Economic development is indispensable to eliminate poverty. This is important from family to national level. People of the rural area are mostly depend on agriculture but due to the rapid growth of population number of families having cultivable land are decreasing. Farmers are turning into share cropper and agricultural labor. Drought, flood, river erosion and seasonal unemployment make the poor people more vulnerable. Many poor people of rural areas migrate to other areas for searching employment. Some look for alternative income sources but due to lack of appropriate skill, a very limited number of them could become able to manage it. Women have very limited scope for earning at village level. Generation of employment in the rural areas can help these people to stay in the community and participate in the development programmes.

NDP is currently running microfinance programme with the financial support of PKSf. It likes to expand its working areas and supports in the coming years. On the other hand NDP will look for alternative income generating activities within limited resources emphasizing opportunities for the poor people. It will encourage poor people to mobilize and generate own resources. IGA for women will be given preference to create self employment opportunity within the community. Emphasize will be given for marketing of products through value chain and developing linkage with the buyers. In view to ensure market demand and for getting higher price, it will develop skills of the farmers on quality production, harvesting and preservation.

Strategic issue- 2.1: Micro Finance: Bangladesh is known as the land of Microfinance programme. Most of the NGOs are involved with microfinance programme in any form. Microfinance has created scope for access of the poor to credit. In many NGOs microfinance is confined within receiving and repaying money, which is not desire. It does not help people to look for alternative and innovative IGAs, thus unable to create positive impact on changing livelihoods of the poor people. Opportunity for marketing of the product becomes limited due to market saturation and not having any appropriate information on it.

NDP will emphasis on skill development of the poor people mainly women on alternative IGAs. Necessary market research will be conducted to assess demand, profitability, and supply of raw materials and skills of the people. Access to fund will be made easier and economic activities will be linked with other development programmes, like- education and health. Peoples involved with microfinance activity will be organized through group formation to form their own platform of development. Women, PWD and hard core poor will be given preference to involve with the programme.

Objective- 2.1.1: To organize poor community for economic development**Outcome:**

- Target people are organized
- Target people are capable to use micro credit properly

Activities:

- 2.1.1.1 Base line survey of occupation and innovative ideas
- 2.1.1.2 Group formation
- 2.1.1.3 Conduct group meetings with session on various socio-economic and right base issues
- 2.1.1.4 Provide basic training on group dynamics and leadership development
- 2.1.1.5 Provide training on micro credit management
- 2.1.1.6 Provide micro credit supports in diversified IGA based on capacity and needs
- 2.1.1.7 Provide different development supports to the target beneficiary households
- 2.1.1.8 Expansion of operational areas

Objective-2.1.2: To build capacity of the poor people in increasing income**Outcome:**

- Developed beneficiaries skills on IGA management
- Increased income level
- Linked with various development initiatives/projects

Activities:

- 2.1.2.1 Selection of potential IGAs
- 2.1.2.2 Organize skill development training on IGAs
- 2.1.2.3 Provide technical assistance and support in IGA management
- 2.1.2.4 Monitoring and follow up of IGAs
- 2.1.2.5 Market survey on demand of potential IGA products
- 2.1.2.6 Provide training supports on business development plan
- 2.1.2.7 Arrange exchange visit to learn from others and share experiences
- 2.1.2.8 Organize linkage building workshop with private sectors
- 2.1.2.9 Establishment of sale centers
- 2.1.2.10 Organize workshop with development stakeholders
- 2.1.2.11 Provide supports developing linkage with GOB line ministry departments and private sectors

Strategic issue- 2.2: Savings- Savings is strength for a poor family. It can help them meet up any emergencies, like- disaster, emergency health services or others. The beneficiaries of MFP are encouraged to accumulate savings to reduce their dependency on credit supports. Besides, the beneficiaries under CLP, SHOUHARDO and VGD Program are also encouraged to accumulate savings and collective use of group savings.

Objective- 2.2.1: To promote savings practice by the target beneficiaries**Outcome:**

- Developed savings practice by the target beneficiaries
- Proper use of group savings

Activities:

- 2.2.1.1 Encourage the target beneficiaries in savings building
- 2.2.1.2 Training on savings management
- 2.2.1.2 Facilitate in use of group savings

3. LIVELIHOODS: There are nearly about 30% populations in our country lies below poverty line and nearly half of them are chronically food insecure and consume less than 1800 Kcal per day. The pregnant mothers in rural areas suffer from chronic energy deficiency and nearly half of the children under5 are underweight. The main drives of food insecurity among these ultra poor are lack of access to food. Furthermore, access to productive assets and services, and promotion of diversified activities can enhance household income and reduce poverty thus change livelihoods. Generation of employment in the rural areas can help in this process and increased income could contribute towards accelerating livelihoods empowerment. NDP has taken different initiatives to reducing food insecurity and changing livelihoods of the poor people. There are the health and nutrition education, distribution of food commodity supports, distribution of blended food and distribution of asset grant supports to make the project participants enable to get ready access to resources or make them able to start economic development activities for promoting livelihoods.

Strategic issue- 3.1: Food Security- A large number of poor people facing extreme food insecurity and are unable to manage food for all the family members everyday thus lives with poverty. The challenge in achieving food security for the ultra poor are totally depends on ensuring economic access to food and improving nutritional security. Introduce and promotion of new technologies in agricultural cultivation and livestock management by the beneficiaries can enhance production thus create access to food for them. Furthermore, commodity supports is essential for the extreme/ultra poor households to meet up their emergency needs.

Objective- 3.1.1: To reduce food insecurity

Outcome:

- The poor people have access to food
- The foods are being served accordingly among the family members
- Increased crops and homestead vegetable production
- Increased livestock production
- Increased consumption of diversified food habits

Activities:

- 3.1.1.1 Awareness raising on appropriate food management
- 3.1.1.2 Distribution of food commodity/blended foods supports
- 3.1.1.3 Training on crops cultivation, vegetable production and livestock management
- 3.1.1.4 Demonstration of new technologies in crops cultivation and livestock management
- 3.1.1.5 Distribution of agricultural inputs/small livestock
- 3.1.1.6 Demonstration of food processing and cooking

Strategic issue- 3.2: Livelihoods- Most of the poor peoples in the rural areas have lack of skills to be employed and remain jobless in the particular seasons throughout the years and especially the women do not have any scope of work. Generation of employment in the rural areas and access to services, and promotion of diversified activities can enhance household income could contribute towards accelerating livelihoods empowerment. It requires developing their skills and capacity to manage the small income generating initiatives.

Objective- 3.2.1: To change livelihoods of the poor people

Outcome:

- Created poor peoples access to employment
- Developed poor peoples capacity to manage income generating activities
- Poor peoples are engaged in diversified economic activities

Activities:

- 3.2.1.1 Life skill training to the target beneficiaries
- 3.2.1.2 Distribution of input supports
- 3.2.1.3 Distribution of IGA grant supports
- 3.2.1.4 Facilitate operating sustainable income generation and diversified economic activities
- 3.2.1.5 Encouraged in savings buildings and utilization of group savings

Strategic issue- 3.3: Nutrition- Half of the total populations in our country consumes less than 1800 Kcal per day. The great numbers of population in the rural areas suffer mal-nutrition, of them the pregnant mothers in rural areas suffer from chronic energy deficiency and nearly half of the children under 5 are underweight. The main drives of nutrition deficiency among these ultra poor are lack of access to food. The extreme poor also lack physical health due to a poor diet. A 'vicious cycle' therefore exists whereby individuals are not healthy due to a poor diet and are unfit to work.

Objective- 3.3.1: To enhance nutritional status of the malnourished pregnant women lactating mothers, children under5 and adolescent girls thus reduce poverty of the poor households

Outcome:

- Developed nutrition awareness and knowledge
- Enhanced homestead vegetable production
- Increased diversified food practices
- Reduced vitamin and iron deficiency to the mothers
- Increased nutritional status at the poor households

Activities:

- 3.3.1.1 Conduction of regular BCC (behavior change and communication) sessions and health & nutrition education
- 3.3.1.2 Food distribution among the eligible beneficiaries
- 3.3.1.3 Training on homestead vegetable gardening and poultry rearing
- 3.3.1.4 Distribution of agricultural inputs like- seeds and saplings
- 3.3.1.5 Promotion of vegetable gardening and backyard poultry rearing
- 3.3.1.6 Cooking demonstration
- 3.3.1.7 Distribution of micro-nutrients/anti-helminthes tablet/syrup and folic/iron tablet
- 3.3.1.8 Growth monitoring
- 3.3.1.9 Refer the severe malnourished clients to nearby health clinic or hospital

4. AGRICULTURAL: The Earth is limited. The rapid population growth, massive increase of need for foods, extension of inhabitant and random establishment of industries impacts on reducing cultivable crops land resulting less production in agricultural sector. On the other hand, climate change affects negatively towards food production and huge loss of crops caused by natural disaster occur in each year. Food shortage always becomes a crucial issue for the nation. Despite impressive economic and social gains in the past decade, Bangladesh is facing considerable challenges in sustaining and building on achievements towards the Millennium Development Goals (MDGs). Macroeconomic growth and higher agricultural productivity are insufficient to address food insecurity and malnutrition especially among the ultra poor in disaster prone areas. Therefore, to eliminate poverty it needs to increase agricultural production and crops diversification. The major populations in our country have their livelihoods on agricultural activities and the rural economy are mainly depends on agriculture. NDP works to increase agricultural production using appropriate technology and likes to promotion of crops production and food processing technology, and involve the target groups in agricultural development activities.

Strategic issue- 4.1: Agriculture- Members of extreme poor households need increased agricultural production which can also create employment opportunities for them. Increased agricultural production and crops diversification can enhance poor people's access to food. In view to increased agricultural production in a massive way, the target beneficiaries are assisted with agricultural inputs supports, like- seeds, seedlings, fertilizer, pesticides, etc. along with technical supports (follow-up and marketing linkage) also provided to them.

Objective- 4.1.1: To increase poor peoples access to increased agricultural production

Outcome:

- Agricultural production increased
- Created poor peoples access to diversified food production and consumption
- Increased income of the target beneficiaries involved with crops/vegetable production

Activities:

- 4.1.1.1 Training on new crops/vegetable cultivation
- 4.1.1.2 Demonstration on new technologies
- 4.1.1.3 Distribution of agricultural inputs
- 4.1.1.4 Promotion of crops/vegetable cultivation
- 4.1.1.5 Technical and marketing supports

Strategic issue- 4.2: Fisheries: Fish is one of the major sources of protein for the poor households but reducing the breeding points- sources of fish production and at the same time rapid growth of population there is huge shortage of fish protein compared to the needs. Also some initiatives found in some areas for fish production as income generation, still there are lack of poor knowledge and inability to manage ponds for fish cultivation the poor people deprived of getting much fishes, which is a cause for their malnutrition.

In view to enhance fish production utilizing the local resources and create short-term employment and income opportunities for the target beneficiaries, NDP provides different supports to them. It supports in leasing of private ponds and provide fish culture management training. The beneficiaries are also provided fish finger-lings, and necessary financial and technical support services for fish cultivation.

Objective- 4.2.1: To enhance fish production utilizing the local resources and create income opportunities for the target beneficiaries

Outcome:

- Fish production increased
- Local resources, like- abandoned ponds, ditches are properly utilized
- Created short-term employment opportunities for the target beneficiaries
- Increased income of the target beneficiaries involved with fish production

Activities:

- 4.2.1.1 Training on fish cultivation and pond management
- 4.2.1.2 Supports in pond leasing
- 4.2.1.3 Supports in fish cultivation
- 4.2.1.4 Inputs and finger-lings supports

Strategic issue- 4.3: Livestock: Livestock is the main sources of protein for the people in our country. The cattle production can meet up only *** % of the total demand of meat in our country. Also the huge demand of poultry meat, milk and eggs can not meet up through the production. With the rapid growth of population there is huge shortage of meat protein compared to the needs. As a result large numbers of cattle are imported from the neighboring country every year. There is also the huge amount of milk products and powder milk is imported from outside in each year, which cost big amount of money. The poor people are unable to manage the cattle/poultry meat, milk or eggs for its higher price, which is a cause for their malnutrition. There are huge scopes in the rural areas of our country for increasing cattle and poultry production, and also create employment opportunities for the poor people. Although some initiatives found in the areas now for cattle and poultry rearing as income generation, but still there are lack of poor knowledge and inability to manage the farm that deprive them getting more production. NDP is working with large number of target beneficiaries, who can be involved in cattle and poultry rearing thus up the protein deficiency. In view to enhance production of meat and milk through proper management utilizing the appropriate technologies and create employment and income opportunities for the target beneficiaries, NDP provides different supports to them.

Objective- 4.3.1: To enhance meat and milk production usizing appropriate technologies in beef fattening and milk value chain, and create income opportunities for the target beneficiaries

Outcome:

- Cattle production increased
- Milk production increased
- Beneficiaries practiced appropriate technologies in beef fattening and milk value chain
- Created employment opportunities for the target beneficiaries
- Increased income of the target beneficiaries involved with beef fattening and milk cow rearing

Activities:

- 4.3.1.1 Training on beef fattening and milk cow rearing
- 4.3.1.2 Supports in cattle rearing
- 4.3.1.3 Supports in milk value chain
- 4.3.1.4 Technical supports in cattle management

Objective- 4.3.2: To enhance poultry and egg production utilizing the appropriate technologies and create income opportunities for the target beneficiaries

Outcome:

- Poultry production increased
- Egg production increased
- Beneficiaries practiced appropriate technologies in poultry rearing
- Created employment opportunities for the target beneficiaries
- Increased income of the target beneficiaries involved with poultry rearing

Activities:

- 4.3.2.1 Training on poultry rearing
- 4.3.2.2 Supports in poultry rearing
- 4.3.2.3 Technical supports in poultry management

5. ENERGY & ENVIRONMENT: Safe environment is essential for the survival of all living creature on earth. People are polluting the environment with waste dump, transport and industry smoke, using chemical fertilizer and pesticides. The country has to face serious consequence of such abuse of nature. Already desertification process has started in the north western part of Bangladesh. Rising of sea level is another result of climate change. On the other hand, climate change affects negatively towards food production and huge loss of crops caused by natural disaster occur in each year. This is the time to promote use of natural energy/resources thus save the green earth.

Its geographical location and characteristics with a multiplicity of rivers and the monsoon climate render Bangladesh highly vulnerable to natural disasters. People suffer from different types of natural disasters almost every year. Bangladesh is exposed to natural hazards, such as flood, river erosion, cyclones, droughts, tornadoes, hailstorms, cold-weaves, earthquakes etc. Loss of lives and resources occur during every disaster. Early preparation and proper management for disaster can reduce losses. We cannot stop disaster but reduce the intensity of damage through proper management. NDP has started its journey with the programme on bio-diversity conservation- a research initiative and climate change adaptation, and has been working on disaster risk reduction and management since couple of years back.

Strategic issue- 5.1: Climate change adaptation- The people of Bangladesh are at risk causing environmental pollution. The desertification process in the north western part and rising of sea level is the result of climate change, which could make hazards to the lives of many people in our country. The negative affects towards food production caused by climate change and huge loss of crops caused by natural disaster in each year pushed the country's economic growth back. Many peoples in the rural areas remain jobless causing the climate change effect. Without alternative mitigation planning or appropriate management it also impact to the livelihoods of the poor people, which need to be addressed.

Very few organizations are working on the climate change issue though some work on disaster management. NDP is keen to work extensively on climate change and disaster management, and already starts the initiatives.

Objective- 5.1.1: To sensitize the mass people on climate change

Outcome: Community people are aware on climate change

Activities:

- 5.1.1.1 Organize rally, street drama and meetings/seminar/workshops
- 5.1.1.2 Develop/install posters, leaflets, bill-boards, etc.
- 5.1.1.3 Orient community people on the possible effect changed climate
- 5.1.1.4 Community level campaign with demonstration of activities
- 5.1.1.5 Issue based discussion at group level

Objective- 5.1.2: To promote people's adaptation to climate change

Outcome: Increased environment friendly plantation at community level

Activities:

- 5.1.2.1 Organize community sensitizing meeting
- 5.1.2.2 Facilitate community need-based adaptation initiatives
- 5.1.2.3 Promote installation/construction of Bandhu Chula, Biogas Plant and Solar Panel
- 5.1.2.4 Door-step technical follow-up to beneficiary households

Strategic issue- 5.2: Biodiversity conservation- Bio-diversity (presence of all living creatures on earth) is valuable for mankind. Each and every species has some contribution for safe living of others. But unplanned growths of urban periphery, unplanned use of pesticides, cutting of trees encourage desertification. Destruction breeding ground of fish, bird and other species put the nature under threat. We have lost many species due to continuous destruction of nature.

Negligible numbers of organizations are working on biodiversity. NDP feels it important to save human being and other species from further destruction. It has gained a few experiences through implementing a new research initiative on biodiversity conservation the findings of which can be replicate in other places.

Objective- 5.2.1: To understand the present status of biodiversity

Outcome: Present status of biodiversity recorded and preserved at organization

Activities:

- 5.2.1.1 Conduct base line survey and develop data base
- 5.2.1.2 Introduce community people with biodiversity and species
- 5.2.1.3 Facilitate in documenting different species and its behavior

Objective- 5.2.2: To promote conservation of biodiversity

Outcome:

- Awareness of community people on biodiversity conservation increased
- Use of chemical fertilizer and pesticides reduced
- Increased cultivation of environment friendly crops and plants

Activities:

- 5.2.2.1 Organize sessions at community on biodiversity conservation
- 5.2.2.2 Conduct sessions with farmers on the harmful effect of using chemical fertilizer and pesticides
- 5.2.2.3 Demonstrate and encourage farmer to use organic fertilizers/vermin-compost/pheromone trap
- 5.2.2.4 Undertake different 'Action Research' to promote biodiversity conservation
- 5.2.2.5 Conduct farmer field school to promote biodiversity conservation
- 5.2.2.6 Encourage farmers to change cropping pattern and crop rotation

Strategic issue- 5.3: Disaster management: Sirajganj district, which is situated at the river banks of the Jamuna, one of the world's greatest rivers both in terms of sediment and water discharge, and therefore is one of the most disaster prone areas of Bangladesh. Floods occur frequently adversely affecting the lives of the local population almost every year. In addition, river erosion, cold-weaves and severe droughts caused significant disruption of rural productive infrastructures, economics and people's livelihoods. A large number of people forced to displace elsewhere in the safe places losing all assets and resources. Ultimately it impacts negatively towards development as well as to the national economy.

NDP since its beginning has been involved in emergency response and rehabilitation activities. The organization has its own resources- both the trained staff and other resources including disaster fund. In the event of any emergency, it works together in collaboration and linkages with the local administration, DMCs and the NGOs working in the similar fields.

Objective-5.3.1: To enhance capacity of people in disaster risk reduction and disaster management

Outcome:

- Increased community awareness on disaster preparedness
- Developed CRRAP (community risk reduction action plan)
- Enhanced coping capacity at community level
- Reduced disaster vulnerability

Activities:

- 5.3.1.1 Awareness raising on disaster issues
- 5.3.1.2 Orient people on their role to cope with disaster at local level
- 5.3.1.3 Training the community people and UDMC on disaster management
- 5.3.1.4 Risk & Resource mapping
- 5.3.1.5 Develop CRRAP (community risk reduction action plan)
- 5.3.1.6 Develop contingency plan and updating it
- 5.3.1.7 Carry out rescue and emergency response initiatives

6. INSTITUTIONAL: Developing capacities of the human resources (staffs, beneficiaries and other stakeholders) can effectively promote sustainable development. Training is considered as an effective tool/vital component for development of human resources. Furthermore, collective strength is more powerful than a single effort. Poor and underprivileged people are deprived from their rights mainly due to lack of their collective strengths. Since the beginning NDP is organizing poor and underprivileged people through formation of community based organizations (CBO) as a platform for raising their voice. NDP will put special emphasis to build capacity of the CBOs and establish CBOs as independent local organization through its different programmes.

Strategic issue- 6.1: Training- NDP provides different training supports to its staffs for developing their capacities and skill to make them efficient rendering effective professional services to promote participatory and sustainable development. Also, different training supports provided to the beneficiaries for developing their capacities and skill to make them fit to be linked with sustainable development process. Furthermore, different training supports provided to other stakeholder as they can effectively link with beneficiaries in accelerating development process thus the beneficiaries can get more benefit from it.

Objective- 6.1.1: To develop capacities of the human resources

Outcome:

- Developed capacities and skills of the staffs and beneficiaries
- Promoted effective professional services by the staffs
- Beneficiaries are effectively link with participatory and sustainable development

Activities:

- 6.1.1.1 Designing of training curriculum, modules and materials
- 6.1.1.2 Training needs assessment/identification (TNA)
- 6.1.1.3 Conduct human resources development training for staffs
- 6.1.1.4 Conduct training on group dynamics, leadership development, social, right-base and other issues
- 6.1.1.5 Training evaluation/follow-up

Strategic issue- 6.2: CBO strengthening- Through the believe that creating people's access to the rights and services make them empower thus can change their livelihoods, NDP initiates developing peoples platform on the name of group, federation, CBO and try to develop their capacities as they can claim their entitlements and rights.

Objective- 6.2.1: To empower and strengthen capacities of the CBOs

Outcome:

- CBOs are capacitated and run smoothly
- CBOs play active role to establish rights of the people
- Peoples are enjoying their entitlements and rights

Activities:

6.2.1.1 Organize regular sessions with CBO members

6.2.1.2 Organize training on human rights, women rights and child rights for the CBO members

6.2.1.3 Organize leadership development and financial management training for the CBO leaders

6.2.1.4 Introduce participatory techniques and facilitate participatory process in the CBO

6.2.1.5 Promote women participation in the CBO

6.2.1.6 Facilitate to establish linkages with other organizations/local service providers

Objective- 6.2.2: To establish CBOs as independent local development organizations

Outcome:

- CBOs obtained registration from legal authorities
- Dependency of CBOs on external resources reduced
- CBOs are linked with mainstream of development

Activities:

6.2.2.1 Organize training and exchange visit for the CBO leaders

6.2.2.2 Facilitate CBOs to generate and mobilize own resources

6.2.2.3 Organize workshop to introduce CBOs with other development organizations

6.2.2.4 Facilitate CBOs to form network for attaining collective strengths

6.2.2.5 Linked CBOs with other service providing organizations for getting access to services

Strategic issue- 6.3: Strengthening Local Government- Local government/Union Parishad is the last tire of the government. All development decisions are executed by the UP at the grassroots level. UP body is elected through direct vote of the people. They are the public representative act as bridge between people and the government. Unfortunately many UP body have no clear knowledge on their roles and responsibilities. Government has instructed the UP to form thirteen standing committees on different development issues. Most of the committees are found inactive and committee members do not meet until there is any pressure from the top administration.

Proper functioning of the UP can make the development process faster. NDP will take initiative to make the UP body transparent and accountable to people thus enhance development process in the rural areas.

Objective- 6.3.1: To build capacity of the local government

Outcome:

- UP bodies are aware about their roles and responsibilities
- UP members are responsive to the need of the community people
- UP bodies practiced participatory development process
- UP are capable to disclose annual open budget
- Participation of common people in development programmes are ensured

Activities:

- 6.3.1.1 Orient UP bodies on the UP manuals, roles and responsibilities
- 6.3.1.2 Introduce participatory process in the UP planning, monitoring and follow up
- 6.3.1.3 Facilitate UP in organizing planning and budgeting with the community people
- 6.3.1.4 Facilitate UP in disclose annual open budget

Objective- 6.3.2: Activate standing committee of Local government**Outcome:**

- All thirteen standing committees (SC) are active and members are playing role properly
- People know the activities of all standing committees

Activities:

- 6.3.2.1 Orient all standing committee members about their roles and responsibilities
- 6.3.2.2 Facilitate standing committees to develop action plan
- 6.3.2.3 Facilitate SCs to organize meeting, take decisions and activate decisions
- 6.3.2.4 Organize sessions at community level to inform people about the roles and responsibilities of the standing committees

7. RIGHTS AND GOVERNANCE: The Bangladesh Constitution and the general laws of the country entitle women to equal rights and status to those of men in public life, but non-discrimination in the private sphere is not guaranteed. Consequently there are significant disparities between men and women in all realms of life. Rights of the poor and disadvantaged people are always neglected or denied. Women, poor, PWD and children are the victims and considered as most vulnerable. Poor have no access to information and limited access to available services. Many eligible poor people are deprived of getting safety net services. Establishment of transparency and accountability will be ensured if rights of all people are established. Good governance can only be established if participation of all people and their voices are duly acknowledged. Many organizations are working on rights and governance issues; still there is ample scope to work on those. NDP will continue and extend its cooperation to all the disadvantaged/underprivileged people to establish their rights. The issue will be taken care in all programs of NDP as cross cutting.

Strategic issue-7.1: Legal Aid Services- With an initiative of the honorary board (executive committee) members in the AGM 2011-2012, it has decided that from now and onwards NDP will provide all sorts of legal supports to the victims (distressed women and girl child) of the organization's operational areas. The initiatives to develop community awareness on legal rights and government's services on the issue, strengthen capacity of the local UP, especially in conducting village courts can enhance right-based supports for the community people. Further, the development of community legal volunteers and establishing linkage with the DLAC (district legal aid committee) can help poor people getting legal aid services.

Objective-7.1.1: To promote governance and legal services for the poor people

Outcome:

- People are aware on the concept of good governance and their rights on legal services
- Village courts activated and the poor people getting services
- Legal supports available to the poor women and girl child victims
- Practice of good governance and rights at family and community level enhanced

Activities:

- 7.1.1.1 Organize different community awareness raising initiatives
- 7.1.1.2 Organize meetings/seminar/workshops
- 7.1.1.3 Orientation/training to the community people, religious leaders and other stakeholders on human rights and legal services
- 7.1.1.4 Strengthen and activate village courts
- 7.1.1.5 Community and parents counseling in mitigating social and family conflicts
- 7.1.1.6 Conduct legal aid clinic
- 7.1.1.7 Provide legal supports to the poor women and girl child victims
- 7.1.1.8 Initiate alternative dispute resolutions

Strategic issue-7.2: Social safety net- Social protection is a means for states to protect their most vulnerable citizen and which is a human right to them. Current safety net programmes reflect the Government's response to support the poor and the vulnerable population manage the risks of hunger and poverty. Bangladesh's current social protection system in 2010 reaches just 35% of those living below the poverty line. A large proportion of the poor and vulnerable households do not have any access to these programmes. There is considerable leakage of allocated funds and a significant percentage of household beneficiaries are non-poor. NDP has taken program on issue and has given emphasize on developing community awareness on the issue. The citizen platform has been developed and sensitized them towards mobilizing for getting entitlement of the poor people. NDP will continue its present program strategy of mobilizing the community people towards getting entitlement of the vulnerable poor people.

Objective-7.2.1: To reflect people's voice, opinion and participation in social safety net program

Outcome:

- People are aware on social safety net issues
- The rights, services and entitlements of the eligible poor people ensured
- The civil society is strengthen and participating in social safety net program management
- The service giver institutions acknowledges the participation of civil society in the process
- Ensured service giver institutions accountability

Activities:

- 7.2.1.1 Develop community awareness on social safety net issues
- 7.2.1.2 Formation of civil society forum/platform
- 7.2.1.3 Meetings, workshops and dialogue with service giver institutions
- 7.2.1.4 Institutional performance monitoring
- 7.2.1.5 Display of safety net services rules

Strategic issue-7.3: Gender mainstreaming and women empowerment- NDP always try to give emphasize on gender equality and women empowerment. It has taken different initiatives for promoting gender practices and women empowerment. Gender issue has been taken as a cross-cutting issue in all projects. There are gender committees within the organization- both at head office and branch/project office level with a gender focal point in each committee, who sit together regular on monthly to analyze gender situation of the

organization and place recommendations to the management in favor of the women well beings. The gender analysis using PGAT (participatory gender analysis tools) have been done in the organization. It has taken different initiatives restricting all forms of violence against women through community awareness raising, developing responsibilities and mobilizing them towards ending violence against women. NDP likes to continue its initiatives on the issue.

Objective-7.3.1: To promote gender equalities and reduce violence against women and girls in the family and in the society

Outcome:

- People are aware and understand on the benefits of gender equality
- The women are consulted in the family decision making process
- Reduced gender disparities and all forms of violence against women and girls at the family and in the society
- Established gender friendly environment in the offices of NDP
- Considered gender issues in project designing and implementation

Activities:

- 7.3.1.1 Awareness raising and publicity campaign on gender issues
- 7.3.1.2 Training for the community people and staffs on gender equality
- 7.3.1.3 Orientation, meeting, seminars, workshop on gender issue
- 7.3.1.4 Gender analysis in NDP using PGAT (participatory gender analysis tools)
- 7.3.1.5 Community program on ending violence against women and girls
- 7.3.1.6 Community and parents counseling
- 7.3.1.7 Consultation with different women groups in project designing
- 7.3.1.8 Identification, prioritize and emphasize on women needs in project design and implementation

VIII. ORGANIZATIONAL STRATEGY:

Strategy of the organization management is necessary to decide the strategy for implementation of the programmes. NDP believes in change and always ready to review its current organizational strategy and take necessary steps to fit with the changed programme strategy.

The organization's strategic issues, objectives, outcome, activities are:

Strategic issue-1: Capacity building- Some of the programmes are continuous and there are some new programmes adding regularly. To run the programmes smoothly NDP will build its capacity both at management and at staff level. Improvement will be made in management with the revision of existing process and introduce new and innovative ideas. All existing process will be reviewed to identify its matching with the changed environment. Necessary adjustment will be made and gradually it will be adapted with the new strategy.

Development is a continuous learning process. Staff working in NDP attained skills by work with the community people. However, more new knowledge is adding in the development field everyday, which will help staffs to act according to the changing need of the people and the environment. NDP will create scope for the staffs to become update with modern development knowledge. Access to internet web site, trainings, sharing meetings, experience sharing visits will be organized to enhance the knowledge of the staffs. The existing training center facilities are always in a process to develop and expansion and upgraded with necessary modern facilities to fit with the needs of the changed situation.

Objective-1.1: Capacity building of NDP as a development organization

Outcome:

- NDP is established as a competent NGO in the field of development
- Modern facilities are available to couple with any development initiatives

Activities:

- 1.1.1 Review existing capacities of NDP based on the changes strategies
- 1.1.2 Identify the areas for improvement
- 1.1.3 Upgrade the existing equipment and facilities
- 1.1.4 Introduce participatory planning, monitoring and evaluation system at community level
- 1.1.5 Review and upgrade existing MIS system by introducing necessary software

Objective-1.2: Capacity building of staffs as development worker

Outcome:

- NDP staffs are competent enough to implement the programmes
- A team of dedicated staffs developed

Activities:

- 1.2.1 Develop 'Annual Staff Appraisal' of all staffs based on performance
- 1.2.2 Identify training needs of the staff
- 1.2.3 Organize need based training for the staff
- 1.2.4 Develop 'Annual Staff Development Plan'

Strategic issue-2: Policy advocacy- Where the organization alone or the beneficiary groups are unable to claim and enjoy their fundamental rights, it is on the part of the organization required policy advocacy at local and national level on the issues concerned for the development of the target beneficiaries. It can be done through sharing the issues at different level and sensitizing other stakeholders related with the services.

Objective-2.1: To influence policy level on different emerging issues

Outcome:

- Policy level people understand the existing situation
- Policy decisions related to the issues reviewed and changes made accordingly
- the beneficiary groups enjoy their fundamental rights

Activities:

- 2.1.1 Identify issues for policy advocacy
- 2.1.2 Sensitize local community on the issue
- 2.1.3 Organize rally, drama, seminars, workshop, and press conference at different levels
- 2.1.4 Document outcome of the seminars and send to the policy level
- 2.1.5 Lobby at policy level in favor of the issue

IX. GEOGRAPHICAL CONCENTRATIONS:

At the beginning the activities of the organization was confined only within a few villages of Sirajganj sadar and Kamarkhanda upazila under Sirajganj district. At present it has been launching twenty-six different development programmes/projects in six districts in the northern-west region of Bangladesh. The following chart shows the organization's present geographical coverage.

Division	District	Upazila		Number of Union and PS	Number of Village
		Name	Number		
Dhaka	Tangail	Bhuapur	01	03	16
	Jamalpur	Sarishabai	01	01	02
Rajshahi	Sirajganj	Sirajganj (s), Kazipur, Raigonj, Tarash, Shahajadpur, Ullahpara, Kamarkhanda, Belkuchi and Chowhali	09	88	1,435
	Bogra	Bogra sadar, Gabtoli, Dhunat, Shahajahanpur and Sherpur,	05	23	177
	Pabna	Bera, Bhangura, Chatmohar, Sathia, Faridpur and Ishwardi	06	20	197
	Natore	Natore sadar, Boraigram, Gurudaspur, Lalpur, Shinra, Bagatipara and Naldanga	07	35	344
	Rajshahi	Godagari	01	09	73
	Nawabganj	Nawabganj Sadar	01	14	153
	Naogaon	Porsa of Naogaon	01	06	47
	Joypurhat	Panchbibi of Joypurhat	01	08	77
	Rangpur	Gangachara	01	10	87
	Kurigram	Char Rajibpur	01	03	29
Rangpur	Lalmonirhat	Hitibandha	01	10	78
	Nilphamari	Nilphamari Sadar	01	15	136
	Gaibandha	Saghata	01	10	76
	Thakurgaon	Thakurgaon Sadar	01	19	176
	Panchagarh	Panchagarh Sadar	01	10	75
	Dinajpur	Ghoraghat	01	04	39
Total: 06	--	--	41	288	3,217

NDP believes in gradual spreading of areas keeping place of origin, Sirajganj district in the focal point. So it will expand its working area to the neighboring districts those are close to its present operational areas.

X. PARTNERS AND THEIR ROLE:

A. Community level Partners:

The organization works with different categories of beneficiaries, mostly the poor and extreme/ultra poor people, the women, children, PWD and minorities; different professionals, like- marginal farmers, business-men, small shop keepers, weavers, craftsmen, rickshaw-van pullers etc. The primary target group beneficiaries in the micro-finance programme, the core programme of NDP are mostly the women of poor and ultra poor households. Presently NDP has been serving a total of about 4,50,000 project participants through different programme/projects. The organization will cover more areas and target people in the next three years. Some model village will be developed in one of the project areas, which will work as laboratory for different experiment on development.

B. Development Partners:

In implementing various programme/projects, the organization works with the support from different national and international and, both government and non-government development partners (donors). The following are the development partners, who have been presently assisting NDP.

- Campaign for Popular Education (CAMPE)
- CARE Bangladesh
- Center for Disability in Development (CDD)
- Department of Women Affairs (DWA)
- DFID-CLP
- DFID-Light House
- Election Working Group (EWG)- The Asia Foundation (TAF)
- Heifer International (HI)
- IDCOL (Infrastructure Development Company Limited)
- INAFI-Oxfam Novib
- Manuser Jonno Foundation (MJF)
- M4C-Swisscontact
- Nari Pokkho
- NGO Forum for Public Health
- Palli Karmo Sahayak Foundation (PKSF)
- UNDP
- UNICEF
- WFP

C. Networking:

In view to develop coordination linkage, sharing development information, experiences and views, the organization has build up networking linkages with different government and non-govt. organizations. Now NDP is the active member of the following networking organizations.

- Association of Land Reform in Bangladesh (ALRD)
- Bangladesh Fund Raising Group (BFRG)
- Bangladesh Disaster Preparedness Center (BDPC)
- Campaign for Popular Education (CAMPE)
- Child Sights Network (CSN)
- Community Managed Disaster Risk Reduction (CMDRR) Network- Rajshahi division
- Credit and Development Forum (CDF)
- Election Working Groups (EWG)
- Fair Election Monitoring Alliance (FEMA)
- INAFI (International Network of Alternative Financial Institutions)-Oxfam Novib
- National Forum for the Organization Working with Disability (NFOWD)
- Network of Information, Response and Preparedness Activities on Disaster (NIRAPAD)
- Voluntary Health Services Society (VHSS)
- SUPRA (Su Shasaner Jannya Prochar Avijan)

XI. PROGRAMME IMPLEMENTATION APPROACH:

A. Implementation Process:

The organization adopts following two approaches to implement its programmes/projects: Although, in deciding any one of the approach for implementing the project, it is either follow the project design or/and the donor's consent.

i) Target Group Approach (TGA): Before taking up any programme/project for a selected area, the organization conducts baseline (socio-economic) survey in that area to identify the target beneficiaries and their needs following the set-up criteria. Programs/Projects are taken addressing their needs based on priority. This approach helps NDP to concentrate on the needs of the target people.

ii) Community Development Approach (CDA): The whole community people of the project area are benefited by this approach. The Programmes/Projects are implemented based on the needs of the whole community. As a result, the total community people get benefit. However, sometimes it so done that a particular community is considered to get special benefits from such approach.

B. Monitoring and Evaluation:

The organization follows participatory monitoring system and involved the beneficiaries, public representatives (UP bodies), local administration and other stakeholders in monitoring process. There is annual monitoring plan and the monitoring indicators are set up based on the outputs and activities. The regular information is collected using various tools and techniques following the participatory monitoring process. Generally reports are collected on regular or weekly basis at field level and compiled the same at branch/project office/upazila level. The same report is compiled on monthly/ quarterly/annual basis and is sending to the development partners/donors as per their requisite. Besides, annual/closing reports are made separately in narrative form for each project. Organization's 'Annual Report' is prepared based on the performance of all the programmes/projects supported with impact analysis and photographic evidences.

NDP will review its existing monitoring and evaluation system and will further strengthen the participatory process to involve the community people in all steps of planning, monitoring and evaluation. Further, more qualified staffs will higher in this sector and develop capacities of the existing staffs.

XII. ORGANIZATIONAL MANAGEMENT:

A. Office set up:

The organization owned '**NDP Bhaban**' a two-storied building for its head office located adjacent to the highway of the western part of Jumana Multipurpose Bridge Approach Road at Bagbari under Kamarkhanda Upazila of Sirajganj district.

Type of Office	Number	Remarks
Head Office	01	A two-storied building with a capacity of 5,000 square feet
Training Center	01	Having two-hall rooms, 1 conference room, 2 dining rooms and 35 hostel rooms
Zonal Office	02	Under MFP
Area Office	10	Under MFP

Branch Office	55	Under CSP; 4 owned by the organization
HSP Office	18	Centre-based office located at branch office
Project Office	30	Upazila and union level

B. Staffing pattern and service policy:

The organization has a good number of experienced as well as dedicated staff with different capacities. NDP has its own **'Human Resource/Service Policy'** to guide the employees. In addition there are the individual guidelines in donor-assisted project to guide the respective project staffs. There are 850 employees now enrolled in NDP of which about 29% are female and among all a total of 50 staffs based at NDP's head office. Besides, the organization has 443 volunteers in different sectors. The number of staffs will be increased depending on the inclusion of new working area and projects.

The following table shows staffs on different categories:

Staff Category	Male	Percentage	Female	Percentage	Total	Paid Volunteer
Senior level	29	85%	05	15%	34	Women 414 (93%)
Mid level	125	80%	32	20%	157	
Junior level	410	73%	150	27%	560	Male 29 (7%)
Others	41	41%	58	59%	99	
Total:	605	71%	245	29%	850	443

C. General Management:

The overall management of the organization is guided by the approved constitution. General committee (GC) is the highest body of NDP. It consists of twenty-nine members from different professionals. The general committee elects the executive committee (EC) for a period of three years. Presently, there are seven members in the executive committee. It performs all responsibilities on behalf of the general committee. The EC appoints the Executive Director (ED), the chief executive officer (CEO) of the organization. He is responsible for overall management and keeping contact with the donor agencies. Besides, there is a five-member advisory committee to advise the EC and ED in policy matters.

There is programme operation division headed by Director (Programme) and the planning monitoring research & evaluation division is headed by Director (PRM). The micro-finance programme (MFP) represents the core programme unit and all other projects included in development programme unit; likely the PRM division has research & documentation (R&D) unit and monitoring & evaluation (M&E) unit.

Director (Programme) looks after overall programme operations, coordination and management. He assists the ED and directly accountable to him. He is assisted by the Deputy Director (MFP), who is responsible for overall operation- coordination and management of the micro-finance programme. The Deputy Director (CSP) is assisted by two Zonal Managers and eight Area Managers in programme operations. There are forty branch offices, each with one Branch Manager, the in-charges of field offices and responsible for overall management of MFP under his jurisdiction and reportable to the Area Manager. Furthermore, in general, there is one senior staff, usually designated as Programme or Project Manager/Coordinator, who is responsible for overall operation- planning, coordination and management of a specific programme/project. He is assisted by other staffs as designed and approved under the project.

The planning, monitoring, research & evaluation division works independently. The Director (PMR&E) looks after the unit and accountable to the ED. He is assisted by one AD (M&E) and one Manager (R&D). All these units work with the assigned staff forces under the unit.

There are separate human resource & administration, training, finance & accounts and audit units. These units run independently and directly reportable to the ED. The human resource & administration unit is headed by one Manager (HR & Admin), who is assisted by other administrative staffs. There is one Procurement Officer responsible for overall procurement and supplying the logistics is reportable to the Manager (HR & Admin). The Manager (Training) is the head of training unit and supported by other trainers. The Training Center Manager is responsible for training center management and assisted by other staffs employed in the training center. There is one Deputy Director (F&A), who is the head of finance & accounts unit and responsible for overall financial management is reportable to the ED. He is assisted by one Manager (Finance & Accounts) and other accounts personnel. There is one Manager (Audit), acting as the head of audit unit is responsible for overall internal audit management. He is assisted by the internal auditors and reportable to the ED.

D. Communication:

The organization has established good communication network. It has established PABX telephone service facilities along with e-mail and fax services in the head office. The senior staffs are frequently allowed to communicate outside through PABX telephone set at his desk. These are used for the emergency communication with donors and other stakeholders. Further, it has provided mobile phone facilities to staffs under business solution services of GP corporate package.

There is a microbus for staffs pick up and drop in from/to the office. The core staffs are allowed soft loan facilities for purchasing motorbikes. Besides, the motorbikes and bi-cycles are purchased as per the needs of different projects when required.

E. Resource generation and sustainability:

Dependency on external resources can not be a strategy for any organization and each of them should think for its self-sustainability. NDP is also working for its own sustainability by mobilizing and generating own resources that will reduce dependency on others. The organization has established its head office, training center and four branch offices on own land and procuring necessary resources to manage different programmes/projects. Further, in the recent years it has promoted some economic and social business like- construction/installation of biogas plant and solar energy for ensuring greater participation of the target beneficiaries and earning organizational sustainability. It has the logistic plan to manage the organizational need. Among the logistics the major items are in the follows:

List of Fixed Assets and Resources:

Sl. #	Description	Quantity	Remarks
1.	Head Office Building	1 no.	2-storied; 5,000 square feet in each floor
2.	Training Center Building	1 no.	2-storied; 6,500 square feet in each floor with 2 hall rooms, 1 conference room, 2 dining rooms and dormitory facilities.
3.	Branch Office Building	1 no.	2,600 square feet
4.	Semi pucca Building for Branch/Project Office	3 nos.	15 rooms
5.	Computer with Printer	75 nos.	
6.	Laptop	25 nos.	
7.	Digital Camera	10 nos.	
8.	Video Camera	2 nos.	
9.	Engine Boat	3 nos.	1 located at Kazipur upazila of Sirajganj district and 2 at Bhuapur upazila of Tangail district
10.	Generator	10 nos.	1 big with 35 Kilo-watt capacity
11.	Land	3.38 Acres	Head Office, Training Center and Branch Office
12.	Micro	3 nos.	8-seated each
13.	Jeep	1 no.	4-seated
14.	Pick-up Van	1 no.	2 tones capacity
15.	Motor Cycles	145 nos.	
16.	Multi Media Projector	3 sets	
17.	OHP	2 sets	
18.	PABX Telephone	24 set	
19.	Photocopier Machine	4 nos.	
20.	Television (colored)	35 nos.	
21.	Warehouse	1 no.	65,000 cubic feet

Annexure

Annexure-1: Strategic planning process

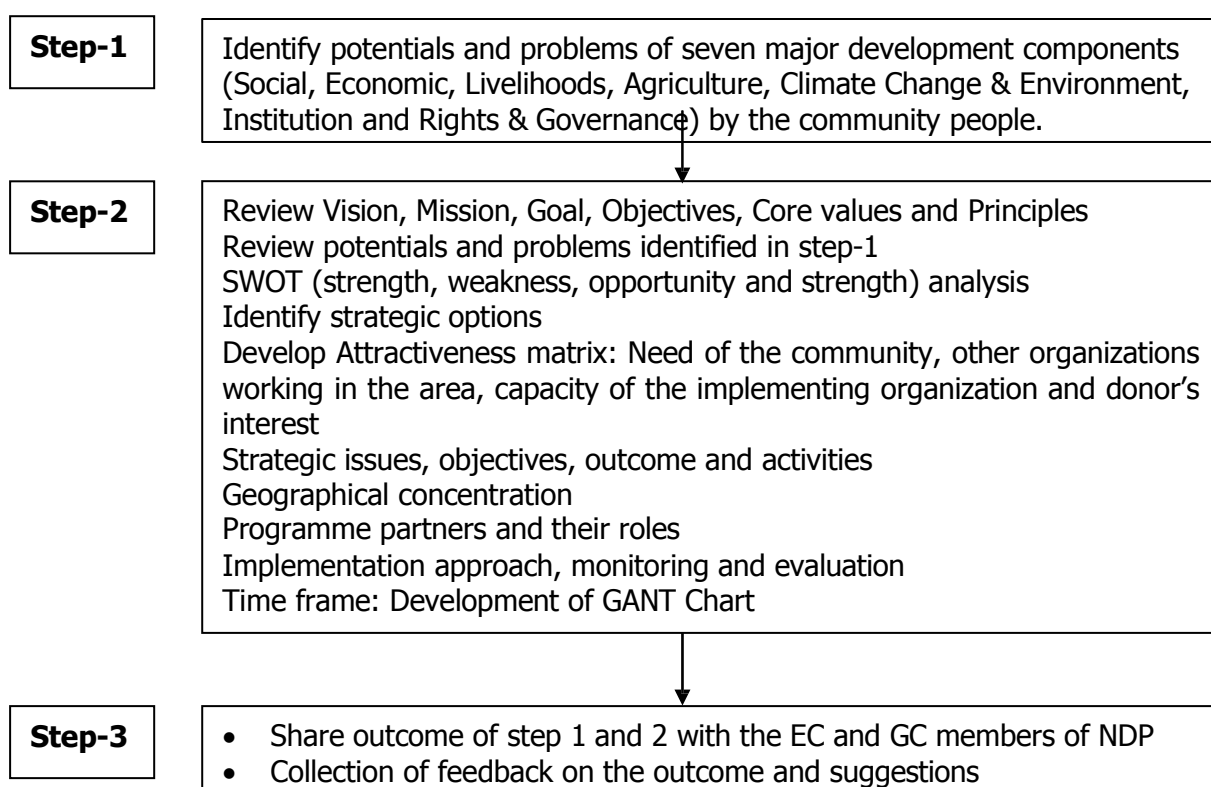
The development of three-year Strategic plan (2015-2018) of NDP comprised of three different steps.

First step started was a day long workshop with the community representatives from different programmes and working areas. Participants of the workshop identified potentials and problems of seven different development sectors such as Social, Economic, Livelihoods, Agriculture, Climate change & Environment, Institution and Rights & Governance. They also ranked the problems according to intensity.

Second step was to develop skeleton of the Strategic Plan. All key staff of different programmes including the Director took part in that workshop. The workshop participants reviewed the Vision, Mission, and Goal, Objectives, Core values and Principles of the organization. They also reviewed the outcomes of first workshop, identified strategies and strategic options for each component/theme. Objectives, expected outcome and activities for each component were identified. Finally a Gant chart was developed incorporating activities of each component.

Third step was to share findings of step-1 & 2 with EC and GC members and get their views to develop the Strategic Plan for NDP.

The following process was followed in developing the Strategic Plan:



Annexure-2: List of participants involved in SP development

Step-1: Workshop with representatives of community people and selected field staffs

Sl. No.	Name	Position/Project	Address
1.	Md. Osman Gani	General Secretary Samriddhi Project	Varanga Jubo Unnayan Sangstha, Jhawail Union, Kamarkhanda Upazila, Sirajganj
2.	Aklima Begum Hossain	SHOUHARDO VDC secretary	Puran Bharenga Union, Bera, Pabna
3.	Marzina Khatun	MFP beneficiary	Fuljore Bohumukhi Mohila Samity, Jhawail Tetulia, Kalia Haripur Union, Sirajganj sadar Upazila, Sirajganj
4.	Nurzahan Begum	FSUP SHKMG beneficiary	Bordhul, Belkuchi Upazila, Sirajganj
5.	Mohammad Ali	Disability & Develop Project beneficiary	Uttaran Protibondhi Adhikar Sangathan, Chouduar, Bhadra Ghat Union, Sirajganj sadar Upazila, Sirajganj
6.	Md. Al Amin Shaikh	Disability & Develop Project beneficiary	Alor Prodip Protibondhi Unnayan Sangstha, Shibnathpur, SealKole Union, Sirajganj sadar Upazila, Sirajganj
7.	Md. Abdus Sattar	Chairman, Self-help group, Disability & Develop Project	Hatikamrul Dristi Protibondhi Samabay Samity, Panchlia, Hatikamrul, Ullapara Upazila, Sirajganj
8.	Md. Moznu Miah	Member, CMC, Education Project	Konabari, Jhawail Union, Kamarkhanda Upazila, Sirajganj
9.	Ms. Sultana Razia	Field Facilitator, SSNP Project	Kazipur Upazila, Sirajganj
10.	Ms. Reshma Khatun	Field Facilitator, SSNP Project	Kazipur Upazila, Sirajganj
11.	Md. Helal Ahmed	Community Legal Aid Facilitator, IJLAS Project	Kazipur Upazila, Sirajganj
12.	Md. Sirajul Islam	Area Manager MFP	Kamarkhanda Area, Sirajganj
13.	Md. Fajal Karim	Programme Officer, Culture & Sports	Belkuchi, Sirajganj
14.	Shipon Nag	Assistant Manager, Education & Disability	NDP Head Office

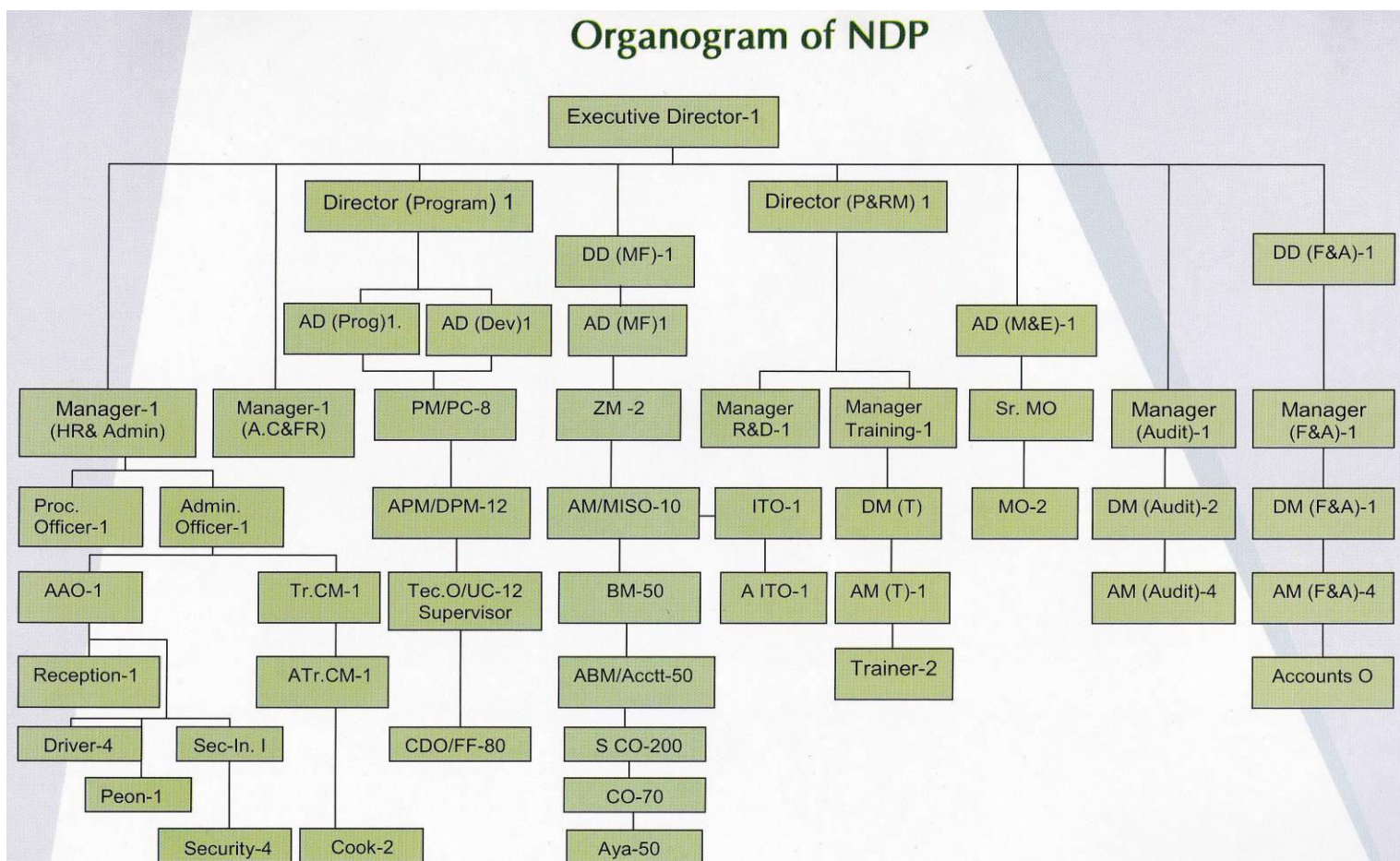
Step-2: Workshop with senior management and programme staff of NDP

Sl. No.	Name	Designation	Programme/Unit
1.	Md. Alauddin Khan	Executive Director	NDP Head Office
2.	Md. Shah Azad Iqbal	Director (Programme)	NDP Head Office
3.	ABM Shazzad Hossain	Director (PMR&E)	NDP Head Office
4.	Moslem Uddin Ahmed	DD (MFP)	NDP Head Office
5.	Mr. Milon Kumar Roy	DD (F&A)	NDP Head Office
6.	Kazi Masuduzzaman Poll	AD (M&E)	NDP Head Office

7.	Jubaer Jahan Khan	AD (Programme)	NDP Head Office
8.	Nurun Naher	Manager (HR & Admin)	NDP Head Office
9.	Molla Abdullah Al Mehdi	Manager (R&D)	NDP Head Office
10.	Mir Tansen Hossain	Manager (F & A)	NDP Head Office
11.	Nurun Naher Chowdhury	Manager (Training)	NDP Head Office
12.	Md. Abdus Salam	PM (SHOUHARDO)	Belkuchi, Sirajganj
13.	Md. Shamsul Alam	PM (M4C)	NDP Head Office
14.	Ms. Aktaree Begum	PC (CGBV)	NDP Head Office
15.	KM Shahidul Islam	ZM (MFP)	Sirajganj Zone, Sirajganj
16.	Nayani Talukder	Admin Officer	NDP Head Office
17.	Soma Das	Manager (Trainer)	NDP Head Office

Step-3: Feed back workshop with GC and EC members of NDP

Sl. No.	Name	Position/ Portfolio	Membership with	
			GC	EC
1.	Aleya Akhtar Banu	Chairperson		✓
2.	Md. Liaquat Ali Khan	Vice Chairman		✓
3.	Mst. Morium Khatun	Treasurer		✓
4.	Md. Alauddin Khan	Secretary & ED NDP		✓
5.	Md. Shah Alam Khan	Member	✓	
6.	Mst Shanaj Mahfuza Parvin	Member	✓	
7.	Md. Asir Uddin	Member	✓	

Annexure-3: NDP's Organogram

P&RM= Planning & Resource Mobilization AD= Assistant Director, F&A= Finance & Accounts, R&D=Research & Documentation, PM/PC= Project Manager/Coordinator, ZM= Zonal Manager, AM=Area Manager, DM= Deputy Manager, AM= Assistant Manager, BM= Branch Manager, PROC= Procurement Officer, HR= Human Resource, MO= Monitoring Officer, ITO= Information & Technology Officer, TCM=Training Center Manager, AO= Administrative Officer/Accounts Officer, AAO= Assistant Admin. Officer, SCO= Senior Credit Officer, CO= Credit Officer, SI= Security In Charge.

Annexure-4: Potentials and Problems of different program components

Component	Issues/ Sub component	Potentials	Problems	
			Rank	Types
SOCIAL	Education	Have education institutions, Availability of education materials	1	Lack of awareness of parents on education
			2	Education curriculum not life oriented
			3	Opportunity for education not open for poor
			3	Inadequate education facilities in the Char land
			3	Inadequate education facilities for the disable people
			4	Lack of quality education
			5	Lack of awareness of pre primary education of children
			6	Lack of accountability of teachers and officials of education dept.
				Inactive SMC and PTA
				Discrimination on girl's education
				Dropout of students
	Health and Family Planning	Government and non-government hospitals, Private clinic, Community clinic, Satellite clinic and health staffs	1	Lack of awareness of people on health and hygiene, HIV & AIDS and other communicable diseases
			2	Lack of awareness on health services
			3	Poor access to services in the main land and char land
			4	High treatment costs, costs of medicine and different tests
			5	Scarcity of skill specialized doctors
			6	Lack of necessary medicines and treatment materials
			7	Insufficient transport facilities
			8	Inadequate and irregular services of satellite clinic in the char land
			9	Health staff do not work properly
			10	Inadequate medicines at GOB hospitals
			11	High population growth
			12	Inadequate health services at villages
			13	Discrimination in receiving health services by women
			14	Limited health facilities for pregnant women and adolescent

Component	Issues/ Sub component	Potentials	Problems	
			Rank	Types
ECONOMIC	Water, Hygiene and Sanitation	Availability of shallow tube-well, Developed ring-slab producers in the rural areas, GoB and NGO programme on sanitation	1	Lack of awareness of people on water, personal hygiene and sanitation
			2	Open defecation and use of open/ unhygienic latrine
			3	Scarcity of water during dry season
			4	Tube-well water contain iron & arsenic
			5	Lack of ring-slab producers at village level in the rural areas
			6	High population growth
			7	Communication barrier to transport ring-slabs in the rural areas
			8	High price of tube-well materials
			9	Lack of tube-well mechanics
	Occupational skill	GO and NGO training facilities Available alternative occupation Training institutions Govt. support for skill dev. Earning from migration Existence of MFIs Private sectors in employment generation	1	Limited scope for alternative economic activities for the poor
			2	Short duration training
			3	Training center distantly located and limited scope for poor to attend
			3	Inadequate job facilities and hard condition for getting job
			4	Inadequate training materials
			5	Less scope at govt. level with many conditions
			6	Social superstition to join in new occupation
			7	Poor cannot work at distant place due to transport problems
			8	Wage discrepancy between women and men
			9	Risk of trafficking of women in the name of job opportunity
			10	Accommodation, transportation and security problems during migration
			11	Seasonal variation of wages
	Resource	Some resources available arketed to buy materials with easy installment	1	Inadequate resources
			2	High price of resources
			3	Scarcity of labour during harvesting season
			4	Damage of resources during disaster
	Capital	Finance by GO, NGO, bank Easy condition & low interest	1	No government control on high interest rate by different NGO and financial institution
			2	Poor financial support to entrepreneurs

Component	Issues/ Sub component	Potentials	Problems	
			Rank	Types
LIVELIHOODS		with or without mortgage Local money lender	3	Receiving of loans by one person from different organizations
			4	Lack of knowledge of loan facilities offered by different organizations
			5	Deprived from getting loan due to lack of different documents and deed
			6	NGO repayment starts before getting benefit from the investment
			7	Banking facilities are not available in the outreach areas, like- char lands
			8	High interest rate of local money lender
	Market	Improvement of communication Existence of big markets in the area	1	No scope for market feasibility study
			2	Toll collection and harassment by local touts
			3	Poor road conditions in the rural areas
			4	Lack of coordination between bank and businessman
			5	Markets are controlled by the brokers
			6	Farmers don't have adequate and update market information
			7	Frequent natural disaster
			8	No scope for women's access to market
			9	No scope for preservation of products
	Food security	HYV crops production Government safety-net programme	1	Natural disaster destroys the food productions
			2	No or inadequate facilities for crops preservation and storage
			3	Unstable market price
			4	Farmers (producers) deprived of getting fair price
			5	High production cost
			6	Unavailability of power supply in rural areas hamper crops production
			7	Poor people lack of access to lands
			8	Khas land occupied by powerful men
			9	Lack of awareness
			10	Markets are controlled by the brokers
			11	Rationing system is not available
			12	Corruption
	Livelihoods	Availability of NGO loan in rural/out reach areas	1	Lack of resources (like- money)
			2	Lack of occupational skill
			3	Lack of employment opportunities and hard competition in getting a job

Component	Issues/ Sub component	Potentials	Problems	
			Rank	Types
AGRICULTURE	Different livelihoods supports by NGO Governments programmes	Different livelihoods supports by NGO Governments programmes	4	Shortage and unavailability of power supply in rural areas
			5	Marketing
			6	Gender discrimination
			7	Religious/social customs
			8	Gender friendly work environment
			9	Security
	Nutrition	Government programmes NGO programmes	1	Lack of awareness and poor knowledge
			2	Poor income
			3	Gender discrimination
			4	Food shortage and preservation
			5	Use of chemical/pesticides in foods
			6	Natural disaster
	Agriculture	Introduce of HYV seeds in agriculture production Abandoned/khas lands Rural Banking Government and NGO programmes	1	Natural disaster
			2	Food shortage
			3	Inadequate storage facilities
			4	Farmers dependency on loan
			5	Dependency on agricultural inputs
			6	Shortage of power supply in rural areas
			7	Higher price of agricultural inputs
			8	Low price of products during harvesting
			9	Middle-men influence in market
			10	Abandoned/khas lands
			11	Industrialization
	Fisheries	Abandoned pond and dishes used, develop fish hatcheries	1	Inadequate production
			2	Lack of technical knowledge
			3	Abandoned/khas water-bodies
			4	Inadequate preservation/storage facility
			5	Farmers dependency on loan
CLIMATE CHANGE AND ENVIRONMENT	Climate change adaptation	Fertile lands Emerging chars GoB and NGO programme on environment Private nursery Social forestry programme	1	Lack of awareness on climate change/ environmental issues
			2	Unplanned use of chemical fertilizer
			3	Scarcity of water during dry season
			4	Tube-well water contain iron & arsenic
			5	Degradation of forestation
			6	Open discharge of chemical wastage by the industries
			7	Random discharge of wastage in the urban areas
			8	Lack of recycling the garbage
			9	Bio diversity not conserved
			10	Government's relevant departments are inactive

Component	Issues/ Sub component	Potentials	Problems	
			Rank	Types
	Natural disaster and disaster management	Training on disaster management Emergency response and rehabilitation programme by donors/NGOs	1	Frequent floods, unusual raining
			2	Severe drought
			3	Severe cold
			4	River erosion
			5	Siltation/rising of river bed
			6	Inadequate emergency and rehabilitation supports
			7	Local UDMC are lack of resources and have inadequate skill to handle any emergencies
			8	Shortage of shelter places
			9	Corruption of relevant departments
INSTITUTION	Development of human resource/ Training	NGO's training programme NGO's training centers	1	Inadequate training facilities compared to the needs
			2	NGO's dependency to donors fund
			3	Less initiative by the government to develop human resources
			4	Family/religious barrier for the women to participate in training
			5	Skill development training is expensive
			6	Limited scopes to use the training learning/skills
			7	Scarcity of competent technical staffs in training sector
	Capacity building of CBOs	Available CBOs at village level Easy means to disseminate knowledge & information at grassroots level	1	Lack of coordination and good governance among NGOs
			2	Poor peoples are not well organized
			3	Less women representation in local organizations
			4	Weak foundation/lack of efficiency of most of the people's organizations
			5	Ineffective role of local government
			6	Insufficient own resources of local institutions
			7	Sustainability of local organizations
			8	Religious institutions are not linked with development programmes
	Strengthening of Local Government	Representation of the public representatives (elected bodies) in the UP Physical	1	Political influence
			2	UP personnel have inadequate or little knowledge on UP functionaries
			3	UP standing committees are inactive
			4	Women representatives are dominated by the male

Component	Issues/ Sub component	Potentials	Problems	
			Rank	Types
RIGHTS AND GOVERNANCE		establishment in all UPs Reserve seats for women in the UP	5	Local government have inadequate revenues and resources
			6	Ineffective role of local government
			7	Corruption in local government
			8	People's little faith to local government
	Legal aid service	Village court established at UP level following the government ordinance Legal aid committees (LAC) at union, upazila and district level Legal aid fund allocation by the government at district level	1	Lack of awareness of common people on law and rights
			2	Most people are unaware on HR
			3	Religious/Social superstition
			4	Anarchism of influential community
			5	Lack of poor access to local judiciary
			6	Women are always deprived of getting equal rights
			7	Influence by political personnel and other influential persons
			8	Long-term process for judicial settlement
			9	Poor peoples are afraid of harassment by law enforcing agencies/practitioner
			10	Lack of proper application of disable welfare law
	Gender mainstreaming		1	Women are deprived of getting equal justice and rights
			2	Gender discrimination is common for the women in every sphere of life
			3	Discrimination against the women starts from their family
			4	Early marriage, polygamy, divorce, dowry, etc. exists in our society
			5	Fatawa given by the religious leaders
			6	Women are not allowed equal wages like men
			7	Women are not encouraged in jobs
			8	Most jobs are not women friendly
			9	Unfriendly working environment for the women at the work place
			10	Inadequate social security for the women throughout the country
			11	Indigenous people/minorities are deprived of getting their rights
			12	Women and child trafficking

Annexure-5: SWOT analysis of the organization

4.1 Internal situation:

Strengths	Weaknesses
SOCIAL	
<ul style="list-style-type: none"> Organizational policies Organized community people Networking with different organizations Some committed staff with different capacities Constitution of the organization Gender policy addressing social issues Linkages with GO and NGOs 	<ul style="list-style-type: none"> Inadequate knowledge and skills of staff No central organization of community people Inactive networking Gender policy not upgraded and well functioning Donors supported programs Weak GO and NGO linkages
ECONOMIC	
<ul style="list-style-type: none"> Vision addressing poverty Long working experience on economic issue Committed staff with some long experienced Gender policy addressing economic issue Own matching fund for credit program Various credit support components Some necessary equipment Training cell with training materials Flexibility to accommodate needs of the partners 	<ul style="list-style-type: none"> Inadequate fund and other resources to address poverty reduction Small loan ceiling compared to bigger NGOs Insufficient training facilities at field level Do not have any economic activities for organizational sustainability Limited marketing opportunities No godown support and display center for the product Moderately high staff turn over No insurance policy for the staff Donor dependency
LIVELIHOODS	
<ul style="list-style-type: none"> Operating livelihoods programmes Credit programme in the rural/out reach areas Different livelihoods supports provided to the beneficiaries Lack of effective linkage with government's programmes Office and human resources in remote char areas 	<ul style="list-style-type: none"> Inadequate livelihoods supports compared to huge needs Donor dependency to launch livelihoods programmes Lack of technical staffs Inability to promote/replicate proven livelihoods options Have no own programme with scope to create employment opportunities for the poor
AGRICULTURE	
<ul style="list-style-type: none"> Operating agriculture programmes Provide trainings to beneficiaries Introduce new technologies in agriculture Provide agriculture inputs supports to beneficiaries 	<ul style="list-style-type: none"> Inadequate supports in agriculture production No core staff in agriculture and nutrition discipline No marketing policies or staff professionals No crops/seeds bank (godown) Very less initiatives in fish production

CLIMATE CHANGE AND ENVIRONMENT	
<ul style="list-style-type: none"> • Long working experience in disaster management • Program in the disaster prone area • Program on social forestry • Good will in relief distribution • Disaster management committee • Office and human resources in remote char areas • Own water transport to communicate with the remote areas 	<ul style="list-style-type: none"> • No indication of environment and bio diversity in the vision-mission of the organization • Lack of skill staff in this sector • Lack of necessary fund • Donor dependency • No activities on the overall environmental issues
INSTITUTION	
<ul style="list-style-type: none"> • Own office building on own land • Some skill staff • Goodwill of the organization • Own training center 	<ul style="list-style-type: none"> • Inadequate skill staff • Not well known at national level • Scarcity of resources • No proper monitoring system • Inadequate skill trainer • No effective linkage with local government sectors and local CBOs
RIGHTS AND GOVERNANCE	
<ul style="list-style-type: none"> • Vision addressing HR and good governance • Gender policy • Gender committee • Gender has addressed as a cross-cutting issue in different programmes • Gender analysis done using PGAT (participatory gender analysis tools) 	<ul style="list-style-type: none"> • No regular programme on HR and good governance • Limitations in HR policy to address equalities for all staffs • Many issues related to gender are not properly addressed in gender policy • Lack of skill to the gender committee members • Gender committee members are not pro-active • Less senior staffs are in senior positions • No reservation for women in senior posts

4.2 External situation:

Opportunities	Threats
SOCIAL	
<ul style="list-style-type: none"> Government's commitment to MDGs Available GO-NGO institutions Different supportive policies of GoB Donors interested to work with NGOs 	<ul style="list-style-type: none"> Short duration project Change of government policies with the change of government Lack of political consciousness
ECONOMIC	
<ul style="list-style-type: none"> Availability of fund for micro credit programme from PKSf High demand of the community Good working relationship with different development partners Favourable government policies 	<ul style="list-style-type: none"> Short duration of project Diversion of donor's fund High competition with other NGOs and commercial enterprises Different NGOs are working in same operational areas
LIVELIHOODS	
<ul style="list-style-type: none"> Government's safety-net programme Availability of NGO loan in rural/out reach areas Different livelihoods supports by NGO Women are linked with livelihoods opportunities 	<ul style="list-style-type: none"> Unavailability of funds Inadequate livelihoods supports Lack of appropriate occupational skill Lack of employment opportunities and hard competition in getting a job Gender discrimination
AGRICULTURE	
<ul style="list-style-type: none"> Introducing of HYV seeds in agriculture production Abandoned/ khas lands Rural Banking for loan supports in agriculture NGO's programmes for agriculture promotion 	<ul style="list-style-type: none"> Natural disaster destroys the food productions No or inadequate facilities for crops preservation and storage Farmers deprived of getting fair price Less involvement of women in production Farmers dependency on loan Middle-men influence in market
CLIMATE CHANGE AND ENVIRONMENT	
<ul style="list-style-type: none"> Donor's interest to work in disaster prone area High demand of the people of remote char areas Working opportunities in the disaster prone char areas Very NGOs working on biodiversity 	<ul style="list-style-type: none"> Lack of awareness on climate change/ environmental issues Frequent floods, unusual raining Degradation of forestation Open discharge of chemical wastage by the industries Bio diversity not conserved
INSTITUTION	
<ul style="list-style-type: none"> Interest of donors to work on institution and human resource development and good governance Interest of donors to work in char areas Support of local people and active participation 	<ul style="list-style-type: none"> Poor peoples are not well organized Weak foundation/lack of efficiency of most of the people's organizations Religious institutions are not linked with development programmes Local government have inadequate resource to address community need Corruption in local government

RIGHTS AND GOVERNANCE	
<ul style="list-style-type: none"> Village court exists at UP level Upazila and district administration exists Legal aid fund allocation by the government at district level 	<ul style="list-style-type: none"> Women are deprived of getting rights and equal justice Early marriage, polygamy, divorce, dowry, etc. exists in our society Fatawa given by the religious leaders Women are not allowed equal wages Country's laws deprived women's rights

Annexure-6: Priority scoring and Alternative matrix

A. Priority scoring:

Component	Sub components	Scoring (Out of 10 for each)				
		Community need	NGOs working in the area	Capacity of NDP	Donor's interest	Total score (Av.)
SOCIAL	1. Education	6.00	5.00	4.50	2.50	18.00 (4.50)
	2. Health, FP and Hygiene	7.00	6.00	5.00	3.00	21.00 (5.25)
	3. Water and Sanitation	8.00	5.50	6.00	4.50	24.00 (6.00)
	4. Disability	6.00	5.50	6.00	4.50	22.00 (5.50)
	5. Adolescent Girls & Boys	6.00	2.50	4.50	3.00	16.00 (4.00)
ECONOMIC	6. Micro Finance	9.00	8.00	8.00	3.00	28.00 (7.00)
	7. Savings	8.00	6.00	5.00	3.00	22.00 (5.50)
LLIVELI-HOODS	8. Food Security	7.00	3.00	6.00	5.00	22.00 (5.50)
	9. Livelihoods	7.00	5.00	6.00	5.00	23.00 (5.75)
	10. Nutrition	8.00	4.50	5.50	5.00	23.00 (5.75)
AGRI-CULTURE	11. Agriculture	7.00	6.00	6.00	3.00	22.00 (5.50)
	12. Fisheries	5.50	5.00	5.50	3.00	19.00 (4.75)
CLIMATE CHANGE AND ENVIRON-MENT	13. Climate change adaptation	8.00	6.00	2.00	6.00	22.00 (5.5)
	14. Bio diversity conservation	8.00	7.00	3.00	6.00	24.00 (6.00)
	15. Disaster management	8.00	6.00	6.50	6.50	27.00 (6.75)
INSTITUTION	16. Training	5.50	6.00	5.00	4.50	21.00

						(5.25)
	17. CBO strengthening	5.00	5.50	4.50	4.00	19.00 (4.75)
	18. Strengthening LG	5.00	5.50	4.50	6.00	21.00 (5.25)
RIGHTS AND GOVERNANCE	19. Legal aids	6.00	4.50	4.50	5.00	20.00 (5.00)
	20. Gender	6.50	3.50	3.00	5.00	18.00 (4.50)

Annexure-7: Activity Gantt chart (2015-2018)

Name of Activities	Target	1 st Year (2015-16)				2 nd Year (2016-17)				3 rd Year (2017-18)			
		1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
1. SOCIAL													
Strategic issue-1.1: Social													
Objective-1.1: To develop capacities and social responsiveness of the target groups													
Activities:													
1.1.1 Conduct baseline to identify the target beneficiaries	10 village												
1.1.2 Training on social and right-base issues, capacity and leadership development	50 village												
1.1.3 Organized sensitizing meetings	20 meeting												
1.1.4 Social mobilization	10 events												
1.1.5 CBO development	20 CBO												
Strategic issue-1.2: Education													
Objective-1.2.1: To increase access to education of under privileged school aged children													
Activities:													
1.2.1.1 Conduct baseline survey on the children of school going age and their status	10 village												
1.2.1.2 Organize education watch committee at community level	50 village												
1.2.1.3 Organize sensitizing meeting for all level stakeholders at community level	20 meeting												
1.2.1.4 Organize meetings with school management committee	50 center												
1.2.1.5 Operation of sikkha charcha kendro	25 center												
1.2.1.6 Scholarship programme for the poor meritorious students	100 student												
Objective-1.2.2: To increase enrolment of children in pre-primary education programme													

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