



**PARTICIPATORY
STRATEGIC
PLAN
2015-2020**

WAVE Foundation

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SECTION 1: INTRODUCTION

1. Background

Established in 1990, over the years WAVE Foundation has grown significantly in geographical coverage and program diversification; grassroots economic empowerment of poor and marginalized, and campaign and advocacy for rights at national and regional (South Asia) level. In the beginning years (1990-2004) WAVE Foundation has been following an 'Adaptive Approach' for strategic direction based on pragmatic considerations of organizational survival, learning and growth.

In 2005, WAVE Foundation has prepared its first Strategic Plan for the period of 2006-2010 for setting "Strategic Direction and priorities". Similarly, at the end of first Strategic Plan period, the second Strategic Plan was formulated for the period of 2010-2015.

This is the Third Strategic Plan of WAVE Foundation for the period of 2015 - 2020 and beyond.

Concerning the paradigm and process of previous strategic plans, in both cases it remained 'organization centric' with limited consultation with relevant stakeholders and program partners, including some "beneficiaries". The context was analyzed as the requirements of SWOT analysis. However, the principle of participation and need for comprehensive context analysis has also been mentioned in previous documents.

In the formulation of Third Strategic Plan, the paradigm and process of Participatory Strategic Planning (PSP) is adopted and followed. To be relevant in the fast changing socio-economic and political context and to keep the 'People Centric' approach to development alive, the concern of in-depth context analysis and a process of wider participation of all relevant actors was expressed, agreed and accordingly designed. All the program staff, members of Peoples Organizations (POs) and Civil Society Organizations (CSOs) in operation area and all the field level staff have participated in the process. However, given the resource, time and political situation the wider participation was constrained; the local level consultation could have been more intensive and longer, and the POs strategic planning process could have been incorporated.

This draft Strategic Plan contains (1) Section One as Introduction of the Participatory Strategic Planning (PSP) process in WAVE Foundation; (2) Section Two is the Strategic plan Document for 2015-2020; (3) Section Three is all the documents a) Context Analysis, b) Concept Analysis and c) Organization analysis including Strength, Weakness, Capacity and Potentials of WAVE Foundation.

For the wider use, Section One and Two could be useful for audience who only want to know only about formulated plan, and for interested cooperation partners and for the internal use the context, concept and organizational analysis will provide theoretical basis for understanding and implementing the program and projects WAVE Foundation is promoting.

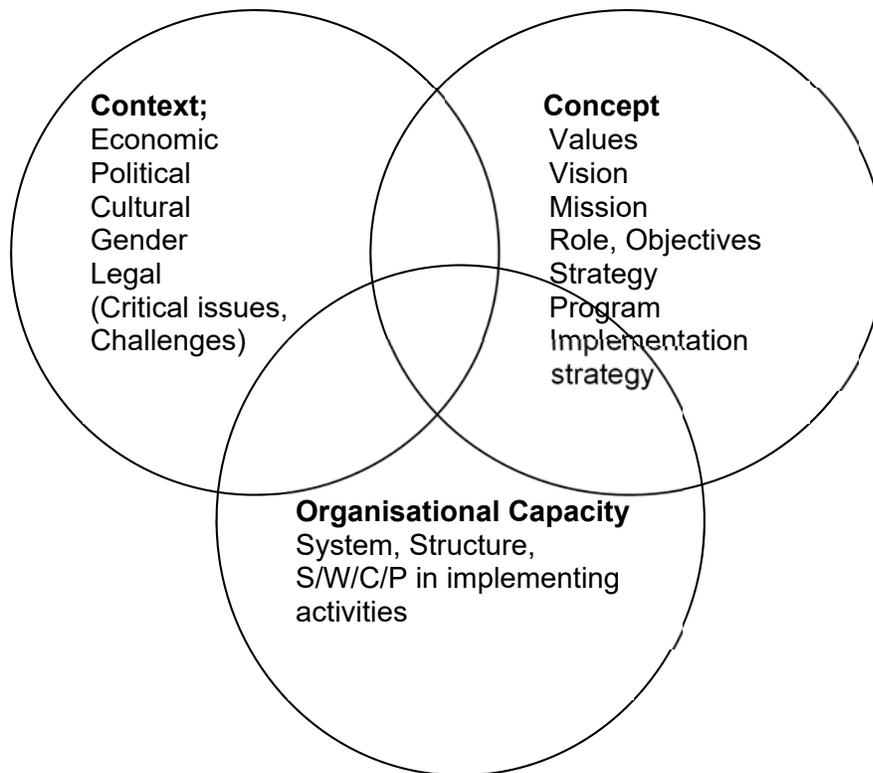
2. Participatory Strategic Planning (PSP) Process in WAVE Foundation

The use of label “Participatory” could only be a discourse as there are various ways organizations tend to practice participation, nevertheless, in many cases it remains token, partial or symbolic. Participatory Strategic Planning is to refer a definite concept and method intended to ensure authentic participation of all concerned.

PSP as a process tend to transfer knowledge of strategic planning concept and tools to the organization to eliminate dependency on external consultants, end the practice of top down expert oriented planning, and ensure the right of the poor and marginalized people to participate in the planning process that affects their lives. PSP is a process that democratizing the planning process and by doing that empowering the people. The core value is that People should have power, rights and opportunity to plan their own vision and aspirations.

While conventional strategic planning method considers ‘organization’ and ‘environment’ or context to identify SWOT (Strength and Weakness of organization and Opportunity and Threats in the context), in addition, PSP considers a third dimension “concept” that explore and re-examine the theoretical basis or paradigm. The following diagram depicts the three aspects that PSP critically and collectively reflected and analyzed.

(1) Context, (2) Concept, and (3) Organization capacity:



3. Methodology and Process

As it mentioned, PSP involves all level of the organizational staff/activists/volunteers and the members of the Peoples Organization (POs) in the working area. The people involved and the development workers collectively analyze the social political context to identify critical and strategic issues, their causes and probable trends, and based on this analysis POs and NGOs formulate their Vision, Mission, Role, Objectives and Strategy for future and design the Program.

To ensure conscious and active participation for analysis, formulation and design of Strategic Plan, it requires a substantial level of *Orientation* and *Capacity Building* of the development workers and the PO's members to undertake the planning exercise in the villages, project level and in central level. The expected outcome of this capacity building process is to have several groups of PSP facilitators in both organization and people's level, who will conduct the PSP exercise.

Data and information on social, political, economic and cultural context need to be gathered and may need to reshape or re-write for using in the workshop. This includes statistical documents, research monograph and selected publications. On the other hand relevant organizational documents are also need to be collected and processed.

The orientation and preparation phase start with the formal acceptance of the mandate vis-à-vis willingness from all concerned people in the organization with regard to the introduction of PSP.

The action plan and program schedule, what indicates the whole activities and time plan developed during the learning workshop of Core facilitators. The whole PSP process could be divided in three phases; first, preparation; second, conduction of analysis and formulation workshops and third, preparation of planning documents. The PSP process for the WAVE Foundation was the following:

PREPARATION	PARTICIPATION/ANALYSIS	FORMULATION
<p>Step 1: Orientation on concept, method and process, ownership and decision making. Senior management and potential core facilitators participate in One day workshop. Identification of core facilitators.</p> <p>Step 2: Capacity building and methodology transfer to the core facilitators of the organizations by Conducting a Training of Facilitators (TOF) on use of PSP method and tools for One day</p>	<p>Step 3: PSP workshop at the village/community and project level participated by the relevant stakeholders, facilitated by core team members and in few cases with PSP consultant, preparation of workshop proceedings.</p> <p>Step 4: Processing of data gathered from all the PSP workshops and consolidated as draft report.</p>	<p>Step 5: Based on the the draft reports of PSP a three days Central workshop is organized, facilitated jointly by core team and external PSP expert for formulation.</p> <p>Step 6: long term Strategic Plan is Formulated and final Document prepared.</p>

SECTION 2: STRATEGIC PLAN 2015-2020

Strategic Plan for 2015 - 2020

Vision: *A just and prosperous society*

The Vision is elaborated in the following form:

Bangladesh society is free from terrorism, poverty, unemployment, bad governance, political violence and instability and a sound political system prevails with honest, neutral public representatives

Where women, men and children are live in friendly cultural environment, women rights are respected and gender equality prevails.

Where justice is in practice, people are socially secured, technologically developed and accountability in every sphere of life.

Where adequate healthcare system is in place with sufficient doctors, nurses, and medicine, dirt-free clean environment and food is safe (free from adulteration), people are healthy both physically and mentally.

Where distribution of agriculture inputs are proper, equitable use of all resources, storage system is in each and every villages and farmers have access to agriculture input and advanced knowledge for sustainable production and consumption.

Where environment and infrastructure is protected, natural flow of river maintained, city is planned and growth is environment sensitive, renewable energy is used and sustainable use of water resources including rainwater harvesting.

Where human resources are created in consideration of economic, social and cultural needs and priorities, with freedom of choice and enhance the potentials of creative individuals.

Where local society is self reliant with professionals, communication technology and cultural resources, libraries, laboratories, and recreational institutions, such as parks, museum, swimming pool and play grounds.

Mission:

To transform the society towards human dignity, equality, accountability, quality of life and inclusive holistic development.

Goal:

To improve sustainable livelihood resources, enhancing good governance and access to rights and advancing self-reliant community

Role:

Our role is to facilitate the process of development interventions at grassroots, policy promotion at national-international level, building alliance and encourage innovation.

Values: Justice, equality, freedom, secularism

Principles: Accountability, integrity, gender sensitivity, equity and team building.

Strategies

i) Strategy for achieving the goal

1. A combination of service delivery, rights based and creative transformation, - an integrated approach able to address the urgent and immediate concern of the poor and structural dimension of poverty and inequality.
2. Networking, alliance, institution building, research, advocacy and campaign are the process that links macro-micro conditions and sustainability.
3. Integrated support services for all types of Livelihood resources and conservation of nature.

Strategic Objectives

1. Promotion of Rights & Governance

Indicators: (1) Increased access to rights and justice, (2) Expanded decentralization and responsive governance.

2. Enhancing Economic Empowerment, Livelihood Resources & Raise Renewable Energy

Indicators: (1) Intensified finance and economic empowerment, (2) Improved food security, agriculture and values chain, (3) Initiation of Self-reliant community development, (4) Enhance community climate resilience, (5) Renewable energy developed.

3. Development of Human Resources and Productive Skills

Indicators: (1) Human resource developed, (2) Productive skills developed.

Sectors

1. Rights & Governance
2. Inclusive Finance, Livelihood & Renewable Energy
3. Human Resources and Productive Skills Development

Programs

The following Programs are the Core Program for next five years, primarily expanding, enhancing, innovating based on previous experience and deepening existing initiatives. The “Projects” implemented by WAVE foundation may have different titles/templates are all under these 9 programs.

1. Access to Rights and Justice

Issues/Activities: Right to Food, Social Protection, Social Safety Net, Women Rights, Violence against Women, Right to Employment, Youth Rights, Child Rights, Human Rights and Justice.

2. Decentralization and Responsive Governance

Issues/Activities: Democratic Decentralization & Local-Self Government, Local Governance, Responsive Public Services, Food Governance, Governance in Guardian Institutions

3. Economic Empowerment

Issues/Activities: Savings, mainstream credit, micro-entrepreneurship, credit for extreme poor, agriculture credit, housing credit, skill training, micro insurance, etc

4. Food Security, Agriculture and Value chain development

Issues/Activities: Food Security, Agriculture (crop & aquaculture) Development, Livestock (Black Bengal Goat, Sheep, Cow Rearing) Development, access to market

5. Self-reliant Community Development

Issues/Activities: Ultra Poor Development, Community Development, Health & Educational Services, socio cultural mobilization.

6. Community Climate Resilience

Issues/Activities: DRR, Climate Adaptation, Climate Adaptive Integrated Farming

7. Renewable Energy Development

Issues/Activities: Solar Power, Biogas & Cook Stoves

8. Human Resources Development

Issues/Activities: WAVE Training Centre, Cooperation & affiliation with national and international institutions

9. Productive Skills Development

Issues/Activities: WAVE Trade Training Centre
WAVE Agriculture Institute
Cooperation & affiliation with national and international institutions

Cross Cutting Issues:

1. Gender Sensitivity
2. Disaster Risk Reduction and Climate Change

Organizational Vision & Strategy for 2015 - 2020

In order to implement the envisioned goal, objectives and program, WAVE Foundation will build its own organizational capacity, including the organizational governance role and operation management skills.

Strategy for organizational functioning, growth and sustainability

- (1) Expansion and Replication (Geographical and programmatic)
 - Vertical and rational horizontal expansion
 - Model establishment and replication
- (2) Capacity enhancement
 - Training and education for all level of staff.
 - Extending SMT.
 - Participatory monitoring and evaluation.
 - Training division strengthening with number and skills.
 - Team building (CCT, PCT)
 - On-job special training for leadership development
 - Young interns development program emphasizing women.
- (3) Strengthen governance structure
 - Inclusion of new members.
 - Exposure visit/retreat
 - Orientation/training
- (4) strengthen knowledge management initiative
 - Research
 - Documentation and publication
 - Information management
- (5) Innovation and Participatory Action Research (PRA)
- (6) Alliance and Network facilitation strategy
- (7) Resource mobilization and partner cooperation strategy (sharing learning and innovation)

Organizational Capacity Building Indicators

1. Gender balance at all levels of the organization structure
2. Staff training needs assessed, plan developed, implemented and all new staff received induction training.
3. New training courses developed, existing training modules reviewed and improved
4. Policies translated in English version
5. RM&E Division strengthened and knowledge management system adopted

SECTION 3 : CONTEXT, CONCEPT & ORGANIZATION ANALYSIS

CONTEXT ANALYSIS:

Context Analysis includes the following areas:

1. Economic, 2. Political, 3. Governance, 4. Gender, 5. Environment, 6. Culture, 7. Education, 8. Health, 9. Development, 10. Peoples Organization, 11. Technology, 12. Social Conflict, 13. Indigenous & Excluded Communities

The following Context Analysis is done by the staff, members of POs and CSOs, and several members of networks and cooperation partners.

The following context analysis is from a definite perspective and for a definite purpose. It should be mentioned that this analysis is a collective understanding of people participated in the PSP process and the whole analysis is based on the life experience of the people involved in development activities one or other way. Nevertheless, the identification of critical issues is from the perspective of poor and marginalized section of our society.

Therefore, the analysis is NOT claimed to be a comprehensive academic exercise based on quantitative statistical data and to be useful for all other purpose that are not directly related with the development of poor and marginalized community.

1. Economic:

Bangladesh has achieved remarkable progress in terms of Gross National Income (GNI), become a “lower-middle income country”, with an average of 6.1 percent annual growth. According to data released by Bangladesh Bureau of Statistics (BBS) on May 14, the per capita income in Bangladesh rose from \$1,190 to \$1,314. The figure emerged from an analysis of data pertaining to the first nine months (July-March) of the 2014-15 financial year.

The other side of the fact is, still there are 31.5 percent of the total population lives below the “Upper Poverty Line” and 17.6 percent lives in “Lower Poverty Line” or in extreme poverty. [According to HIES (Household Income & Expenditure Survey) 2010].

In one hand, economic growth indicators show encouraging fact and figures, on the other hand, discrimination and deprivation of different socio-economic section is widespread. Consequently, the gap between rich and poor is increasing alarmingly. It is also found that there is a growing gap between income and expenditure over the years that hamper the standard of living of poor people.

Considering ownership of livelihood assets Bangladesh is sharply divided class society. In rural Bangladesh the peasant can be classified in five categories. These are:

Landlords: don't work on land, supervise paid workers, let out their land to sharecroppers.

Rich peasants: involve in peasantry, earn most of their income from land, they cultivate by hired labour or sharecroppers.

Middle peasants: make their living mainly by working on their own land, small farmers.
Poor peasants: own little land, earn their living by working basically wage laborers, sometimes sharecroppers.

Landless laborers: own no land, own their small ancestral house site only, but sometimes not even own this house site, lives temporarily in a makeshift house on others land, have no cattle or agriculture implement to crop land, they have no other option but to be a wage laborer for their livelihood.

Appallingly, most people in rural Bangladesh fall into the nearer the lower end of this classification scale like pyramid model. This huge agriculture dependent population is extremely susceptible to any change in this sector that have a negative impact on this vital sector. These factors affect agriculture sector and people who are dependent on this sector adversely.

Critical Issues in agriculture, economy and livelihood (identified by the workshops participants):

1. Unemployment, poverty and landlessness:

According to an estimate more than 30 million people of Bangladesh are unemployed. Population explosion, illiteracy, religious prejudice (influence of fundamentalists), slow growth of agro-industries etc considered as the causes of unemployment.

Peasants never leave a small portion of cultivable land unused and usually harvest two or more crops in a year. Naturally, pressure on the land is intense. Since Bangladesh is a densely populated country, land people ratio is alarmingly disproportionate. This scarcity makes peasants work really hard for their meager existence. To make things worse, generally only 10-15 percent people of a village own the half of the cultivable land while a third of the villagers own no land at all.

2. **Sharecropping and leasing is not regulated;** Bangladesh's economy is still predominantly agrarian. The agriculture sector is the main driving force of the economy. As much as 70.62 percent (2013) of the total population live in rural areas and agriculture sector is the life line of rural economy. A large number of population solely depends on agriculture sector for either producing food or more importantly without leaving any other option for the purpose of their livelihood. In this context, the sharecropping and leasing is wide spread but not properly regulated, therefore benefit goes to the rich farmers and big land owners.

3. Quality of Seeds, fertilizer and pesticides

4. Farmers do not get fair prices

5. Limited access to training, technology and equipments for poor farmers

6. Costly irrigation due to power crisis

7. Reduction of cultivable land due indiscriminate use

8. Risky transportation (local adopted vehicle)

9. Market is controlled by syndicate and absence of monitoring

10. Overuse of fertilizer and pesticide

11. Decreasing fertility of land

12. Storing of agriculture product also caused low price

13. Crop failure for low productivity for flood, yield gaps

14. Unstable demand of labor, wage fluctuating, absent of agriculture labor policy

15. Jute and sugar industries are at stake
16. Capital crisis of small traders
17. Income disparity
18. Slow growth of agro based industries
19. Discriminatory credit policy for small entrepreneurs
20. Corruptions (bribe, partisan favoritism, adulteration)
21. Excessive use of ground water
22. Agriculture Research not always compatible with needs of farmers and context.

Strategic Issues:

(a) Pro-Poor Policy; there are changes in the overall economic policy, especially in agriculture policy over the period based on the paradigm of growth model and neo liberal 'structural adjustment' paradigm. The concern of growth, inequality and food security to be addressed.

(b) Inequality; the corporate dominance of input market, the market syndicates and other governance issues are crucial for even growth, equitable distribution and development.

(c) Self-reliant and sustainable economy; the self reliant and sustainable local economic issues are multidimensional and based on local livelihood resources and competitiveness. Which includes: **Micro finance** (Market segments: Agriculture, Micro enterprise, Classical Micro finance. Internet based accounts...e-payment based platform, e-commerce, mobile ATM booth at village level). **Micro Enterprise** (Business cluster, Value Chain, Brand are created by producers, Spice (Ginger, etc.), Business centre, internal competition, export). **Value Chain Unit** (Enterprise Development Unit, value chain development service, capacity building). **Agriculture Institute** (Human capacity building, diploma course and trade course, building skilled person power).

(d) Use of appropriate technology; the concern is environmental sustainability as well as for inputs and technological independence, which includes, **Technical Institute** (Skills training courses on appropriate technology and innovation). **Technology Transfer** (Appropriate technology, local technology, technology transfer mechanism), and use of **Renewal Energy** (sustainable, solar and others).

Opportunities, Threats and Challenges

Opportunities: Fertile land, cheap labour, cottage industries, family based agricultural production and practices, expanding market, scope for fisheries, livestock and poultry farms.

Threats: Mono agriculture, corporate dominance and dependence, climate change effects (Flood, excessive rain, river erosion, salinity and other disasters), changes of policy against poor farmers.

Challenges: Create income and employment opportunities for all, human resource development, sustainable growth of all livelihood resources, fair and equitable distribution, pro poor agriculture policy reform, economic governance, access to entitled services, use of appropriate technology and renewable energy.

2. Political: Political Leadership, Democracy and Conflict

The following perceptions and analysis is absolutely based on the discussion with the participants in the workshops.

1. **Political leadership:** The role of political leaders have been changing. Previously political leaders used to address peoples economic and rights issues, now it is no more. Political leaders made politics a source of income. They use cadres (hooligans) to show muscle power for increased power and money. Except few parliament Members, most of them have black money.

Politics is no more for service to people or development of the society. Politicians are not coming to politics, more and more business people are doing politics, so they are doing various businesses.

2. **Women leadership:** There should be 30% women leaders in principle, but it is only on papers. Political parties, the central committees are dominated by men. The role of women in policy formulation is very limited. There are policy gaps in encouraging women to join in politics

3. **Political parties and pro-poor policies, relation with NGOs:** No major political parties have positive attitude to NGOs and have the interest to work on the agenda of the poor. The trend is that pro poor politics is withering away. Development work of NGOs are challenged by political program such as hortals and Oborodh. Raising issues against gender based violence is not so easy by the NGOs as local political leaders believe in early marriages (not only fundamentalists but secularists too)..

4. **Democratic practices within parties:** The major political parties have little interests to practice internal democracy. All of them are preaching democracy, but hardly practiced within the party. There are individual powerful leaders, no collective leadership, dynastic policies and nepotism, no internal election system. There are factions and grouping in major parties.

5. Election system and culture is one the contentious issue that contributes to continued political conflicts and leads to violence. The major political parties are divided in two political positions regarding election system. While one favors election under caretaker government, another according to constitution and under election commission.

The election culture is influenced by black money, muscle power and use of religion to manipulate voters, including create fear for religious and ethnic minorities. The complaint against vote rigging and result manipulation is common. It is opined that if all parties take part in election then the chance of rigging and manipulation is usually mitigated.

6. Improved communal harmony: Compare to 2001 (when Islamists were in part of power) and post 2008 (after the left liberal alliance in power), the communal violence reduced significantly. Nevertheless, the isolated communal incidents are there and general fear of violence exists among the religious and ethnic minorities.

7. Political Parties work in cultural front, trade union and farmers organizations: Major political parties have poor involvement in promoting secular and democratic cultural activities and organizations, except the religion based politics. There are no real trade unions and farmers organizations. The trade unions are named by persons. The local issues are not raised by the political leaders.

8. Political corruptions: The services for the poor, for instance VGD, VGF etc. is not always received by the poor who are eligible for those services, but political cadres and service goes to vote banks. The influence by the politicians in getting contracts is also unusual. Political leaders are taking advantages by using political position, linkage and power. It is observed that there are illegal interferences of some local MPs in implementing the development project.

9. Political conflict: legacy of 1947: The political conflicts are at the level of power politics, who will control the state power, win the election, and at the ideological level following the legacy of 1947 communal and religion based politics. The conflict is between secular and religion based politics. The religion based politics is getting stronger as they have working among students and increasing influence in culture. One example is the use of Hizab and "Islamic" dresses.

10. Influence of fundamentalism on secular politics: The value of service to the people is not cultivated. The discussion and orientation of secular liberal ideology and on the ideology of equality and freedom is not discussed. On the contrary the fundamentalist ideology or political Islam is discussed in wazz mahofils organized by not only the fundamentalists but also the secularists. The ideological discussion and systemic orientation of political Islam is overwhelming. Given the absence of liberal and socialist ideological orientation to the young leadership, and in opposite, strong program of ideological orientation of Fundamentalism, in 20 years the political leadership will be dominated by the fundamentalist leaders. At present, the fundamentalist forces have

power to use both political alliances in favor of their political agenda. The Electoral politics also paved the way for fundamentalists to gain their ground.

11. **Political violence**, refers to clash between rival political parties and between state security forces and political parties. The extent of attack on rival political parties and attack on police/security forces varies in regions depending on the asymmetric or symmetric power relations between political rivals and the presence of extremist forces like fundamentalists. The attack on public transports and civil population such as using molotov cocktails also varies according to regions. However, no region is free from political rivalry and violence.

The violence occurs during the *Hortal* and *Oborodh* (blocked) types of political program declared by political parties. There are other forms of non-violent political mobilizations such as building human chains and peaceful protests.

12. **Degenerated Students politics**; New political leaders used to come from students politics. Degeneration of student politics to follow their parent party and not promoting progressive cause created barriers for visionary and secular young people to get in student politics and later move to upper positions in political parties.

Strategic Issues:

- (a) **Participatory democracy**; democratic values and practices within the party, democratic institutions, democratic culture etc.
- (b) **Political conflict, violence and Peace**; the issue of secular and liberal values and practice of democratic norms and principles, and the prevention of fundamentalism, and the impact of political violence on society.

Opportunity, Threats and Challenges

Opportunity: History and memory of secular movements and anti-militarism struggle, living inspirations of freedom struggle, social movements against corruptions, for protecting natural environments and communal harmony, the voice of anti-fundamentalist youth, legal aid and human rights organizations

Threats: Intra party and interparty conflict and violence, religious fundamentalism and extremism, religion based politics, use of muscle power in politics, political corruption and unethical influence of political parties, strike and blocked,

Challenges: democratic practices at all levels and in elections, good governance at all levels, political conflict resolution, promotion of secular values, strengthen rule of law,

Rights: Human rights, women rights, youth rights, child rights, labor/workers' rights, minority rights, disables' rights, senior citizens' rights, etc.

3. Governance

Concerning governance at national level there are example like share market crash and almost 87% business person elected in parliament indicates that politics of national priority is gradually controlled by the business/corporate interests. Nevertheless, the national governance should be contextualized in the emergence of fundamentalism and their violence. In this regard the national governance should be evaluated. The role of national governance is positive in this regard. One should consider the class dynamics and present form of capital accumulation (Black money) as constrains for good governance.

Local government in Bangladesh has remained to be an immensely potential but under-utilized structure. Even though there has been incessant rhetoric about strengthening local government and devolution of power from the centre, effective steps are yet to be designed and implemented. Ideally, the local government is supposed to be an autonomous entity consisting of locally elected bodies that plays a pivotal role in development driven by local needs and priorities. It has been duly mandated by the Constitution though have a few weaknesses in local government acts. In section 11, 59 & 60 of the constitution of Bangladesh it is clearly spelled out to form local government with the elected representatives in every administrative units of the country that will hold the authority to develop and implement the economic development plans, impose tax based on local needs including budget preparation and management of own funds. But in reality the local government institutions cannot perform their roles because of the gradual centralization of the authority.

There are some positive regulations in the Union Parishad Act like formation of ward shava, organize open budget session, display citizen charter, use of advanced information technology, increase of manpower, approval of budget by the UP body, authority of writing the ACRs of UP officials, etc. On the other hand, it is also made open for any time interference by the central government and to keep continue bureaucratic control over this smallest unit of local government institution through provisioning of no-confidence motion, removal/sacking of people's representatives, etc. Besides, the powers of the local level people's representatives are being reduced every now and then through issuing different circulars.

The provisions in the Upazila Act like Members of the Parliament (MP) as the advisors of the Upazila Parishad and the controversial hierarchy of Upazila Chair and Upazila Nirbahi Officer (UNO), etc. are making the upazila parishad activities ineffective.

Although there are constitutional endorsements and guidelines in Bangladesh, local government institutions went through discrete, interrupted, ad-hoc, partisan reforms, which in different way perpetuate the central control over local government institutions.

Appendix 1: Context Analysis

The following major Critical Issues are identified by the PSP workshop participants:

1. **Centralization of Power;** centralization of power at various levels, national, district, upazila in the hands of government and bureaucratic authority.
2. **Corruption;** the rampant bribe, use of political position etc influence governance
3. **Redtapism;** part of corruption, nevertheless it has economic, time and psychological impact
4. **Business and Corporate Influence;** influence of business and corporate interests on policy making, budget and dealing with black money.
5. **Non-disclosure of information;** there are crucial public interest related information, especially development and budget related is not easy available. This happen at various levels.
6. **Limited participation of women;** in governance structure
7. **Weak local government;** structure
8. **Limited democratic participation;** due to class dynamic, influence of black money and use of religion as manipulation and pressure in democratic elections
9. **Public service culture;** non-responsive to poor
10. **Exclusion;** of religious, ethnic minorities and castism
11. **Transparency and accountability;** political, economic, institutional governance
12. **Democratic participation;** not only in national elections but in case of many other institutional elections, planning and decision making.

Strategic Issues

- (a) **Democratic Participation;**
- (b) **Local Governance;** includes weak leadership, few educated and honest leaders, majority of the politicians are indifference of the public representations and peoples interests, grassroots-level leaders have little say in local development plans, and weak dispute resolution system.
- (c) **Local Self-Government;**
- (d) **Rule of law;** includes, freedom of expression of one's opinion, sense of insecurity, obstacles to exercising voting rights, corruption, bureaucratic complexities, influence

of the central government on the local government, politics based on religion and communal violence.

- (e) **Access to services;** includes, corruption by the administration thus common people are being deprived of their rights in the constant shifting of power, impossible to receive services without political connections, corruption in the distribution of allotment cards/wheat/rice by the local government,

Opportunity, Threats and Challenges

Opportunities:

Constitutional direction
Statutory bodies
Existing laws and politics
People's political consciousness
Historical background of political movement

Threats:

Partisan political influence
Strong bureaucratic control
Emergence of Fundamentalism

Challenges:

Political consensus for national interest
Decentralization of power.
Reducing Corruption
Equitable distribution of resources and opportunities
Ensuring all-level people's participation
Conflict resolution and mediation
Promotion of youth leadership
Decentralization of power
Promotion of participatory democracy

4. Gender: Gender Based Violence (GBV) and Inequality

In Bangladesh, through the patriarchal social structure and values, women's subordination is so profoundly rooted in the familial-social norms that even women themselves have internalized this ideology and act accordingly. Various studies and data show that despite eye-catching attainments in women development for more than several decades, women are still severely afflicted with poverty, social and economic injustices, and widespread discrimination at all spheres of public and private life.

Every aspect of Bangladeshi women's lives is affected by the socio-cultural factors that inhibit women's overall empowerment. From familial hierarchy to political participation; from economic activities to religious verdicts; from legal rights to wage discrimination; from domestic violence to communal violence -- everywhere, women are exposed to numerous forms of subjugations. In Bangladesh, women's inferior position in the family and society is characterised by numerous social norms such as early marriage with low education, poor health and nutritional status, economic dependence, unequal legal status, etc. Appallingly, all these women empowerment-detering norms and systems work well within the umbrella of family relations and put women in the medieval darkness of gender violence.

Violence against Women

Violence against women refers to acts, attitudes or threats that cause physical or psychological harm to women and restrict their human rights in public and private spheres. In addition to pervasive inequalities in every sectors, horrific forms of violence against women, which are the most visible and extreme forms of oppression against them by men. It clearly indicates that widespread oppression and subjugation of women exists in the society. As fear of violence too poses a threat and potentially curtail women's human rights, very few women are immune from the incidence of violence in Bangladesh. According to the police headquarters, from January, 2011 to June 2011 a total of 8,886 cases of violence against women have been recorded. It is needless to mention that the reported incidents were only the tip of the iceberg. Due to social stigma, fear, lack of trust in the legal system, and threat of further assault most of the incidents are not reported. Hence, an alarming number of girls and women are exposed to different forms of violent torture including beating and beating to death, strangulating, burnt or burnt to death, rape, gang-rape, killed after rape, acid thrown on them, and so on, both in public and private spheres. Besides, there are other forms including remarriage for having boy children or multiple marriages, early marriage of girl children; deaths due to early motherhood, and *fatwa* and, *salish*; stalking and intimidating school and college girls by boys and men, and horrific forms of trafficking. Thus, every year thousands of women are being killed in patriarchal violence.

Dowry System

The most common reason for domestic violence in Bangladesh occurs due to dowry demands. For obvious reasons, this is a significant aspect of the cultural attitudes that have a negative impact on women's lives. But according to the Dowry Prohibition Act 1982, demanding and giving of dowry is a punishable offence. But, legal action is hardly in use as the social custom of dowry has become so pervasive and widely accepted that it is almost necessary to give it for daughters' marriages.

Unequal Inheritance: Barred Access to Resources

Although the other sectors of laws are being reformed, the country still follows the Islamic law of inheritance for Muslims, which gives daughters half of what sons get and Hindu family law for Hindus where daughters get nothing as inheritance. Lawmakers seem reluctant to amend this discriminatory anti-women law through formulating uniform civil law. Whereas unequal inheritance law is one of the root causes of women's lower status in the society. CEDAW is the most important international instrument for protecting women's human rights and rights to access to resources. But Bangladesh still has reservations on two articles - Article 2 and Article 16.1.c of this extremely important policy document which can pave the way of uniform civil law instead of present discriminatory laws of inheritance.

Early Marriage

The United Nations has been observing a day¹ for the girl child highlighting their special challenges including the constant threat to be married off at a very young age. Unfortunately, majority of the young girls in rural and urban slum areas in Bangladesh face this threat as a harsh reality of their lives. However, this practice is not limited within the slums and rural areas only. A study shows that in Bangladesh, 58% of urban girls and 69% of those in village areas are married off before the age of 18 which is the legal age of marriage in the country (UNFPA, 2013). Another Unicef study shows that Bangladesh's position in early marriage is 3rd in the world. It shows that two-thirds of all girl children are married off before they are 18 years old, and 3 out of 10 girls are married off before 15 years. Frustratingly, among girls the mean age of marriage is 16.6 years.

Women's Economic Status

Women's economic status in Bangladesh is mostly as that of their economic dependence on men. Women are perceived as economic liabilities since most of their work is unpaid and does not have any immediate economic gain. Within the social contexts of Bangladesh, women are held entirely responsible for tasks related to reproduction, child rearing and domestic chores. Women's labour market participation is considered a significant determinant to assess their relative empowered position in a society. Due to its utmost importance, assessing the 'share of women in wage employment in the non-agricultural sector' has been set as one of the prime indicators of the MDGs relating to women's empowerment. A small percentage of middle-class women are involved in

¹ 11th October is observed worldwide as World Girl Child Day.

activities in the social and public arena and a larger percentage of women from the lower economic group are involved in lower-segment jobs.

Political Participation of Women

The provision of reserving 3 seats of Union Parishad membership for women to be elected by direct vote in 1999 has caused some changes in the rural political scenario. Union Parishad (Union Council) - the lowest administrative unit of local govt body consisting 12 members. There are 4,432 union parishads in 64 districts of the country. 3 seats of membership are reserved for women to be elected directly by the peoples vote. This step resulted in 12,828 women being elected as Union Parishad members all over the country. Frustratingly, various studies show that the attitude of the male UP members is not respectful towards elected women UP members. They are not conferred with the responsibilities and jobs meant for the post and struggling with the age old patriarchal values and attitudes from their male counterparts.

Concept of Purdah

Male-biased interpretation of religious norms, laws and practices appear to keep women inferior to men in all respects in the name of religious belief. Particularly in rural areas by using the instrument of fatwa and salish, they preach women's duty and code of conduct. Waz Mahfils and its cassettes and CDs that are interpreted and tailored in order to ensure women's subordination. Purdah is one of the issues they frequently preach. In many cases, after being condemned to the fatwa punishment victims commit suicide to get rid of the emotional scar due to torture in front of a public gathering. Gender Inequalities and violence identified in the PSP workshops

Critical Issues:

1. Low education
2. Early marriage
3. Dowry
4. Patriarchal values and attitude
5. Discriminatory inheritance law
6. Restricted free movement
7. Discriminatory wages
8. Economic dependency
9. Gender inequality in workplace
10. Non-recognition of women's contribution in agriculture
11. Disrespect in women labor
12. Non recognition in women's contribution inGDP
13. Domestic violence; physical and mental torture
14. Gender based violence

15. Acid throwing
16. Sexual harassment, eve teasing
17. Killing, suicide
18. Deprivation of decision making
19. Deprivation of leadership role
20. Derivation of expressing opinion
21. Deprivation of women councilors from specific responsibilities
22. Less women participation in governance structure
23. Concept of purdah, veiling

Strategic Issues:

(a) Gender Based Violence; includes all forms of domestic and direct physical violence, structural violence like child marriage, dowry etc., and cultural violence by religious fundamentalism and wide spread pornography.

(b) Gender Stereotype and Patriarchal values; includes religious preaching, dominant media portrayal of femininity and role of women.

(c) Discrimination and inequality; includes economic wages, inheritance, social mobility and political participation, discriminatory family law conflicts constitutional rights.

(d) Deprivation from rights; includes legal, educational and other social rights.

(e) Discriminatory family law

Opportunities, Threats and Challenges:

Opportunities: Women workforce, cheap labor, knowledge on agriculture (especially rural women), national and local women rights organizations, training and awareness raising courses.

Threats: Fundamentalism and seclusion of women, trafficking of women, culture of violence, husbands leave for foreign country, patriarchal values, norms, culture and attitudes,

Challenges: Prevention of domestic violence, prevention of all other gender based violence, awareness raising for the equal status and rights of women, empowerment of women and recognition of the economic and social role of women. Uniformed family code law. Constitutional amendment.

5. Environment

Environmental degradation and depletion of natural resources are often observed in Bangladesh. It is manifested by deforestation, destruction of wetlands, depletion of soil nutrients, etc. Natural calamities like floods, cyclones and tidal-bores also result in severe socio-economic and environmental damage. Environmental degradation, whenever and wherever it occurs, almost immediately alters the way of living of the people. The impact it has on the overall economy of the country is also crucial when considering how to uplift the living standard of the common people.

In recent years, the government has taken some important steps towards protection of the environment, environmentally sound use of natural resources and pollution control, Adoption of National Environment Policy and formulation of National Conservation Strategy and the National Environment Management Action Plan are some of the measures undertaken by the government to integrate environment with development in a policy framework.

To take prompt legal action against environmental pollution, the government has recently set up Environment courts. The Environment Conservation Rules 1997 has also been passed by the Parliament. The Department of Environment is taking measures to carry out surveys on identification and control of polluting industries, river pollution and automobile pollution.

However, there are crucial issues like, many people are landless and forced to live on and cultivate flood-prone land; waterborne diseases prevalent in surface water; water pollution, especially of fishing areas, results from the use of commercial pesticides; ground water contaminated by naturally occurring arsenic; intermittent water shortages because of falling water tables in the northern and central parts of the country; soil degradation and erosion; deforestation;

The following critical issues have identified in the PSP workshops:

1. **Natural Calamities:** there are various types of calamities, cyclone, tornado, flood, cold wave, drought, earth quake etc. The poor, women and children are more sufferer.
2. **Pollutions;** the air, water, soil and noise pollution is in alarming level created by fossil fuel use and use of vehicles, amplifiers and use of plastic and poly-bags etc. There are arsenic in water and there are other contaminations that pollutes the water.
3. **Deforestations;** deforestation is happening not only from logging business or use of fire wood for reasons like brick fields and cooking, it is also in the name of infrastructure development and industrialization. Even sometimes conversion activities also ended up creating more deforestation. Poor and corrupted forest management can be noted as another reason in this regard.

4. **Industrializations;** there are several industries which are more responsible for air, water and other types of pollutions. For instance the leather industries and garments industries are the most polluters, lowering of ground-water level, increase in salination of surface water, pollution caused by welding factories, dumping of the poisonous industrial waste, establishing factories indiscriminately.
5. **Unsustainable “modern” agriculture production;** the excessive use of chemical fertilizer, pesticides and insecticides contributed not only pollutions but destroying the bio diversity. Hybrid varieties are replacing local varieties which also resulting health hazard and environmental degradation. Smuggling of harmful chemical and invasive seeds also another point of concern.
6. **Water and Sanitation;** absent of sanitation system as well as poorly build sanitation system. Getting safe water is becoming more and more difficult for poor and marginalized and the the sanitation is unhygienic in many areas. Lack of awareness is another important concern in sanitation issue.
7. **Waste management:** The waste management system is still very poor and the culture of waste management is almost absent. In the urban area the a significant number people have zero access to waste management service. Poorly planned and not adequate infrastructure system also another issue of concern. There are also lack of coordination between relevant stakeholders and participation from the community.
8. **River erosion and dying;** drying up of rivers and canals, grabbing of ponds, canals, rivers, etc and slowing down of the flow of rivers. Industrialization also is a factor here. Poor negotiation at government level in trans-boundary river management.
9. **Loss of soil fertility:** The use of chemical fertilizer and blocking of getting fertile soil by blocking rivers and canals. Unplanned embankments, Sediment flow blockage from upstream rivers. Increased cropping intensity and hybrid productions and disasters like drought & salinity intrusion contributes in loss of soil fertility.
10. **Climate change;** Bangladesh is one of the most vulnerable countries, especially the coastal areas will be most affected. However, climate change effects are visible in weather changes and span of natural calamities. it will affect both economy and well-being.
11. **Environmental awareness;** The environmental awareness among general people are increasing. The use of organic fertilizer and environment friendly method is supported by government agriculture extension workers indicates the awareness among various actors. However, the industrial and corporate interest still challenging the effects of climate change and their role in pollutions.

12. **Biodiversity degradation:** Increase of chemical use in environment resulting degradation of biodiversity. Illegal hunting of different endangered animals and birds also an issue of concern.

13. **Conservation;** of forests sunder ban, rumple project, mega project, physical enclosure

Strategic Issues:

(a) **Environmental Awareness;** many actors and different issues

(b) **Climate Change;** effects and adaptation and disaster management

(c) **Environment governance;** advocacy and other related issues, EIA and monitoring

(d) **Nature conservation;**

Opportunities, Threats and Challenges

Opportunities: fertile land, temperature, solar energy options, indigenous knowledge and practices those are sustainable.

Threats: Natural disaster, River erosion, Environmental degradation, Draught, cold wave

Challenges: awareness raising, alternative technology, renewable energy, climate change adaptation

6. Culture:

The overall culture that dictates the behavior and social norms of a country has a profound impact on almost all aspects of peoples' lives. Therefore, economic development alone cannot ensure the holistic development of a country if the predominant culture of that region does not complement the process of economic growth. So, it is very important to take the prevailing socio-cultural atmosphere into account when attempting to uplift the overall living standard of the peoples' lives.

Critical Issues identified in the PSP workshops:

1. **Religious identity domination;** fundamentalism, only religious identity and communalism, religious intolerance, religion as means of social domination.

2. **Anti-social values;** self centeredness, profiteering, bribe, lies, exploitation seems normal, discrimination and domination is norm, not caring especially elders/parents

3. **Foreign culture;** Western and Arab cultural influence and negative impact

4. **Drug abuse;** availability of industrial drug, law is not effective in drug prevention

5. **Cyber crime:** pornography

6. **Superstitions;** supported by religion, blind faith,

7. **Few cultural organizations;** secular and ethnic cultural organization and practices are few and occasional (only pohela boisakh)
8. **Erosion of ethnic and indigenous culture:** the indigenous culture are under threat of extinction
9. **Sexism:** in media and films the sexism is predominant,

Strategic Issues:

(a) **Religious fundamentalism**

(b) **Erosion of indigenous and humane cultural values**

(c) **Drug abuse**

Opportunities, Threats and Challenges:

Opportunities: Indigenous values of caring, sharing and cooperation

Threats; Fundamentalism, drug abuse, sexism

Challenges: promote humane cultural values of equality, justice, freedom, sharing, cooperation and other social values. Protect own ethnic culture.

7. Education

A vision oriented, well planned, accessible for all education systems spreading from primary to tertiary level and its precise implementation is key to socio-cultural and economic development of a country. But the overall educational scenario of the country is still far away from what it ought to be. There are issues that still needs to be addressed if education is to be a force that can change the society towards a developed, equitable and just country.

Critical Issues;

1. **Illiteracy;** explanation and causes and trends..
2. **Commercialization of education,** increased cost of education. migration for higher education,
3. **Drop-out rate; of Children (?), women,**
4. **Inadequate Educational Institutions;** facilities
5. **Religion based education;**
6. **Few Technical and vocational Educational institutions;** vocational

7. **Coaching Centers business; and related corruptions,**
8. **Inadequate public institution in chars, haors, CHT.**
9. **Multi system and multiple curriculum;** creating different ideological orientations and perpetuates class divisions
10. **Urban primary schools students are only from poor background**
11. **Brain drain**
12. **Education governance; UGC, Public university ordinance, autonomy, political appointment, corruption**

Strategic Issues:

(a) **Access to Education;** poverty, gender discrimination, access to all, education policy implementation , law, and budget

(b) **Quality education;** two aspects, quality management of educational institution and teaching process, and curriculum appropriate for human potentials and creativity development, access to digital communication technology facilities.

(c) **Vocational and technical education;** expansion and scaling up,

(d) **Pro-poor policy and increased budget;** policy implementation and budget allocation

Opportunity: Most of the parents are aware of benefit of education, educational institutions are available and increasing (except CHT and Haor area)

Threat: Drop-out rate of children, un-friend and unskilled teacher, political influence in management of educational institutions, multiple curriculum and conflicting orientation.

Challenge: Check the drop-out rate of children, ensure well planned education system, increase awareness among parents using popular culture, activate school management committee to prevent drop-out, SMC, Illegal transactions

8. Health

Bangladesh has achieved remarkable progress in the health sector by improving on other key indicators including reducing child mortality rate, maternal death, immunization coverage, and survival from some infectious diseases including malaria, tuberculosis, and diarrhoea. However, some challenges for the health system remain critical. These are as follows:

Inequitable access to health services between urban and rural areas. Lack of coordination in govt. agencies. Poor implementing of primary health-care service delivery in rural and

urban areas, Dearth of skilled trained health providers in the public sector. Widespread increase in unregulated informal/private providers for an alternative source of care. Low annual allocation to health in the government budget. Expensive payments by households and individuals for private health care. Slow progress in achieving universal health coverage. Equitable distribution is mandatory to achieve universal health care system in the country.

Health services must be shared equally by all people irrespective of their financial capability. People must have access to health services- from urban slum to remote rural people- irrespective of where they live in. Primary health care services need to address the current imbalance in health care by shifting the centre of importance from cities where a majority of the health budget is spent to rural areas where the majority of people live. Active community participation is crucial in this regard.

Poor Reproductive and Maternal Health

Over 7,000 mothers die every year from pregnancy related complications in Bangladesh. Of these deaths, 31% occurred due to excessive bleeding, 21% from eclampsia, 7% due to prolonged delivery, 1% from miscarriage, and 40% due to other complications (ICDDR, 2012). Maternal Mortality Survey 2010 shows that 68.4% of the pregnant women did not receive ante-natal care because they did not feel its necessity. It means almost three in every four women are beyond any coverage of health check-up during their pregnancy. Strikingly, this life-threatening negligence of women's reproductive health comes from the social view that conception and child-delivery is a natural process and nothing much can be done in this regard. Malnourished mothers give birth to low-weight babies who can become stunted and underweight. Due to widespread discrimination against them, girls and women are deprived of minimum nutritional intake. Not surprisingly, around 70 percent of women and children in Bangladesh suffer from nutritional deficiency.

Critical Issues Identified in PSP workshops

1. **Poor Public health service;** Community Clinic; Ill-health/Lack of adequate community clinic/ Lack of government-run healthcare system
2. **Reproductive health;**
3. **Unavailability of safe drinking water;** Arsenic-contaminated water/ Lack of pure drinking water
4. **Poor sanitation;** gradually improving but still needs to be Lack of sanitary toilets
5. **Waste management;** Not disposing off waste in the proper place /, medical waste,
6. **Contaminated and adulterated food;** Threat posed on health due to use of formalin

7. **Expensive treatment;** higher cost of medicine and treatment

8. **Poor health service;** Lack of safe maternity service/ Health care for adolescents. No required personnel in the health sector/Lack of modern equipments, medicine for healthcare

9. **Mental health;** stigma, abuse

10. **New types of disease;** New type and spread of certain disease;

11. **Indigenous medicine;**

12. **Low quality medicine;** adulterated medicine

13. **Commercialization of health service;** medicine

14. **Health governance**

Strategic Issues:

(a) **Access to quality Health services**

(b) **Reproductive health**

(c) **Health Governance**

Opportunity, Threats and Challenges

Opportunity: Ward-based community health clinic, communication system, herbal medicinal plants, development of pharmaceuticals

Threats: Drug abuse, Threat of virus attack (bird flu), Availability of drug and its business, Smoking, tobacco farming

Challenges: drug control, improve rural health services, counseling, Increase personnel of union health center, provide medicines

9. Development

Critical Issues identified in PSP workshops

1. **Development is biased;** towards infrastructure and agriculture growth, Resources are not being properly used, urban bias and rich bias.
2. **Improper indicators;** - only GNI, GDP etc. can't address unequal distribution of wealth or development benefit.
3. **Unequal distribution of development** benefits resulting wider discrimination and increasing the gap between poor and rich
4. **HR development ignored** external influence on infrastructure development ignores long term HR development
5. **Uneven development;** urban and regional
6. **Short term plan;**
7. **Dependency** on donor and government
8. **Non-transparent;**
9. **Non-Inclusive;**
10. **Imposed development plan;** non-participatory, top-down,

Strategic Issues

- (a) **Development paradigm/approach/Mindset;** related issues long-term, holistic, participatory
- (b) **Human Development** Resources; to address unemployment
- (c) **Equitable distribution** of Development benefit

Opportunities, Threats and Challenges:

Opportunities: Existence of few good policies, development in communication technology and transportation

Threats; Neo-liberal policy influence, non-transparent use of foreign external resources, instability and political violence, fundamentalism

Challenges: awareness of holistic development approach, participatory inclusive development, benefit share, enabling environment for sustainable growth, alignment to common goal, citizen participation and common agreement, inclusiveness, economic sustainability.

10. Peoples Organizations

There are various organizations CBOs. POs and civil society organizations at village level and some are Union parishad and Upazila level, called Peoples organizations. The

definition seems arbitrary and sometimes inappropriate use. However, there are various organizations at local level, as follows:

Local club
Self-help groups
Women organizations
Loak Morcha
Local cooperatives

Critical Issues identified in PSP workshops

1. Limited resources

2. **Weak organization**; structure, system

3. Weak leadership

4. **Limited women participation** in CBOs; usually higher level committees dominated by male members

5. Less participation of marginalized people

6. Local political influence

7. **Dependency on NGO**; needs facilitation

Strategic Issues

(a) Leadership; team building, participatory decision making, democratic practice, gender sensitivity.

(b) Sustainability; long term planning, resource mobilization

Opportunities, Threats and Challenges

Opportunities: Voluntarism, social commitment, own initiatives, grassroots women mobilization

Threats: Erosion of voluntary spirit, social dependency and insecurity, fundamentalism, partisan political division

Challenges: Fund crisis, leadership capacity development through training, social mobilization for self reliance and rights

11. Technology

Introduction: State recognition of indigenous agriculture technology, Digital Bangladesh, communication technology.

Critical Issues identified in PSP workshops

1. **Non recognition of indigenous technology** by state and society in general
2. **No infrastructure for scientific research on indigenous technology**
3. **Poor knowledge on appropriate technology**; in general people have poor knowledge and access to appropriate and advance technology
4. **Widespread communication technology**; mobile phone and networks available
5. **Limited access for e-communication technology for poor** (Computer is only for rich families, communication and information technology is costly and out of reach for the poor.)
6. **Education system is not productive and conducive for technology** Sustainable and appropriate technology; Education system is not technology friendly
7. **Most of the imported technology is insensitive to ecology**;
8. **Imported technologies are costly** and not manageable for common people (some costly medical technology are not in use)
9. **National policy**; digital Bangladesh
10. **Abuse of communication technology**; uploading pornography etc.

Strategic Issues:

(a) research on indigenous technology; promotion and extension of indigenous technology through research and government support

(b) Access to technology; to appropriate technology and easy access to technology for all

(c) Abuse of technology; sensitizing people on technology

Opportunity, Threats and Challenges

Opportunity: availability of various indigenous technology, technology users are growing, infrastructure of communication technology is growing, state policy of digital Bangladesh

Threats: Negative attitude towards indigenous technology, Risk of technology use due to lack of exposure/knowledge, waste management of medical technology, imported technologies are not eco-friendly, facing corporate sector imposition

Challenges: Mainstreaming indigenous technology, Ensuring access and productive use of appropriate technology, fusion of indigenous and imported technology.

12. Social Conflict

Critical Issues identified in PSP workshops

1. Inter party and intra party conflict; social tensions, exclusions and violence, erosion of local capacity for peace.

Competition in local power structure and power position

Family rivalry; interfamily and gothi (clan) conflict

Market and price; disputes conflict on wages, product and commodity price

Land ownership and control; dispute over land, khasland

Gender based conflict; within and outside family

Religious; interpretation of religious texts, sect, religious political position

Communal; religious, caste and ethnic

Arbitration and local dispute resolution

Control and access resources; local and state resources and services, tender, contract,

Strategic Issues

(a) Conflict Resolution; conflict management, settlements, transformations

(b) Local power structure; inclusion, democratization, gender sensitivity and effectivity

Opportunities, Threats and Challenges

Opportunities; village court and traditional mediation culture, values and norms that supports cooperation and peace

Threats: influence of narrow partisan interests and violence, religious fundamentalism, corruption, scarcity of resources and dominating elite.

Challenges: Political and social conflict resolution, establish the culture of mediation (win win situation for all conflicting parties), empowerment of powerless marginalized people, transforming patriarchal values and practices.

13. Indigenous & Excluded Communities

In Bangladesh there are around 54 Indigenous communities are living and there are excluded communities like Dalits. Most of the Indigenous population live in Chittagong Hill Tracts (CHT). Although some of the Indigenous people are live in the plains who are

more or less facing the similar deprivation, the Indigenous peoples in CHT have different critical issues.

1. Dispossession of Land and Landlessness

There are migratory movements after the Kaptai Project, for various economic, political and social reasons. Mainly non-indigenous peoples moved to CHT and many indigenous people displaced and moved out of the country. There was state policy of “demographic engineering” that contribute to political migration. However, Indigenous Peoples have been unable to obtain legal titles of land, in part due to the virtual freeze on land settlements in CHT since 1989. Therefore, there are political, legal, economic factors contributing to the dispossession of land and land conflict.

1. Agriculture and Jum Cultivation

2. Market Control and Syndicate

3. Poverty and Deprivation

4. Discrimination and Violence Against Women

5. Customary Self Governing System

6. Ethnic and Political Conflict and political violence

7. Deprivation from Education

8. Deprivation from Health Service

9. Cultural Aggression & Cultural Hegemony

10. Environmental Degradation

11. Development Domination

CONCEPT ANALYSIS: DEVELOPMENT PERSPECTIVES

REFLECTIONS ON CONCEPT & STRATEGY

1. Development Perspective: Why we need theoretically informed interventions

“Development must be redefined as an attack on the chief evils of the world today: malnutrition, disease, illiteracy, slums, unemployment and inequality. Measured in terms of aggregate growth rates, development has been a great success. But measured in terms of jobs, justice and the elimination of poverty, it has been a failure or only a partial success.”

Paul P. Streeten,

Reflecting, analyzing, identifying and pursuing a definite development paradigm is crucial but challenging. There are competing development paradigms which are not value free and ideologically neutral and most importantly certain paradigms are supported by powerful institutions, therefore, dominate both the discourse and practices, which has consequences on life, livelihood and freedom of people.

Amartya Sen, in his book *Development as Freedom*, concludes that real development cannot be reduced to simply increasing basic incomes, nor to rising average per capita incomes. Rather, it requires a package of overlapping mechanisms that progressively enable the exercise of a growing range of freedoms.

The ‘economic growth’ paradigm with naive illusion of “trickle down” effect still appears with new discourses, although multiple goals have now replaced the initial single focus of economic growth. There is now a greater understanding of the profound interaction between international and national factors in the development process and an increasing emphasis on human beings and the human potential as the basis, the means, and the ultimate purpose of the development effort.

Bangladesh has made tremendous progress in extending basic infrastructure, social services and economic opportunities to a population around 160 million people. While the economy has grown at a consistent pace for the last decades, the benefits of economic growth have yet to extend the entire population. In a country like Bangladesh, where class differences and patriarchy is so dominant, any development intervention may create economic growth in terms of GDP, nevertheless, it may contribute to unequal power relations between class, gender and ethnicities as well as environmental damage (pollution, climate change) and widen inequality (gap between poor and rich).

Therefore, the conceptual assumptions and the nature of the development paradigm of any intervention needs careful and critical examinations. While preparing for the next phase strategic plan, WAVE foundation is intend to critically look at its previous development interventions and most importantly its underlying development paradigm.

2. Addressing the Problems: Poverty and Inequality

The core development problem identified and articulated in the first Strategy Plan document of WAVE Foundation is 'poverty and inequality'. The vision of a "poverty free just society" by fostering "people's dignity through economic development, participation and equality", and to "empower poor and marginalized people" through "increasing income, promoting good governance and equality", is indicative to the basic understanding of development problems by WAVE Foundation.

Later WAVE Foundation has taken the issue of Responsive Governance also perceived within the framework of poverty and inequality. It was assumed that access to resources and services by the poor legally and constitutionally entitled is depending on the responsiveness of governance. Weak governance is perceived problems which "has stood as the greatest obstacle to broad-based national development and poverty reduction, through a combination of factors that include partisan political tensions, absence of decentralization policy, weak local government system and lack of people's participation in decision-making process."

However, it may be relevant to mention that there is another perspective "Governance and State building" addressing the issue of corruption, rule of law etc. as part of the objective of well functioning of state. This perspective is to create effective state for ensuring service delivery, also congruent with Rights Based Approach, nevertheless, ineffective in addressing structural inequality.

Although, the problems of 'poverty and inequality' is identified as a core problem, deeper analysis of the problem was inadequate. It was linked with governance but without much articulation that it is the manifestations of a socio-economic and political system, in other words, as structural deprivation historically emerged, reproduced and maintained by the class and patriarchal system, interlinked with the global political economy.

3. Development Interventions: Economic Empowerment of Poor and Marginalized, and Advocacy for Responsive Governance

Looking at the program/projects of WAVE Foundation, two distinctive development interventions (strategic objectives?) could be identified: (1) Economic empowerment of poor and marginalized, and (2) Responsive Governance. The gender and climate change is addressed as crosscutting issue.

Under the economic empowerment intervention strategy, there are several types of program and activities:

1. Micro finance Program is the largest and diversified micro credit with savings and Micro insurance with the objectives to promote self-employment, economic development and micro entrepreneurship development.
2. Enhance Resource and Increasing Capacities of poor Household towards Elimination of their Poverty (ENRICH) is a program to empower households to fulfill basic needs

and constitutional rights. An interesting approach to combine economic growth and access to entitlement rights.

3. Increasing Community Capacity for Holistic Development (ICCHD) with the specific objectives to increase annual income and nutrition of participating families, through cooperation in the form of SHGs.
4. Coastal Area Rehabilitation Project (CARP) with the objective of livelihood rehabilitation of climate induced vulnerable people, through SHG and women entrepreneurship.
5. There are several other programs aims at essential services for the poor such as “Campaign for Food and Employment Rights of Marginalized people”, “Coastal Livelihood Adaptation Project (CLAP)”, “Rehabilitation of Coastal Infrastructure in Bangladesh (RICB)”, “Sanitation, Hygiene, Education and water Supply in Bangladesh (SHEWA-B)”, etc. to provide support services which enhance the livelihood resources.

The “Economic Empowerment” is primarily the enhancement of “Livelihood Resources” (Natural, Physical, Financial, Human and Social) of Poor, Women and marginalized people. Considering the class and patriarchal power structure, how such enhancement of livelihood resources impact on power relations has to be researched. At the same time relevant question is, how to measure the outcome and progress towards right direction, by applying what kind of indicators.

Under the Responsive Governance, the strategies are “Promoting rights and entitlements of poor and marginalized specially women”, and “Advancing democratic decentralization and local self-governance,” with following program activities:

1. “Campaign for Democratic Decentralization Policy of Bangladesh (CDDPB)” aims to strengthen local government by advocating “reformation of the Local Government Acts and increased allocation for the local government in national Budget”.
2. “Strengthening Democratic Local Governance (SDLG)” is to enhance capacity of elected representatives and different committee members of Local Government Units.
3. “Strengthening Pro-poor and Participatory Local Governance (SPLG) to facilitate local Civil Society platforms (Loak Morchas) for civic engagements.
4. “Promoting Responsiveness of Public Service Institutions in Selective Districts (RPS)” is to promote responsive agricultural services through encouraging Members of Parliament in national policy making process.
5. “Activating village courts in Bangladesh” and “Ensuring Rights of Maternal & Neonatal Health (MNH) Service Users and Accountability for MNH Service under joint GOB-UN MNH Initiative” and some other similar activities.

It is indicative that the Responsive Governance intervention strategy has expected impact on both access to resources and service according to entitlement rights of the poor and marginalized, at the same time contribute to “Governance and State building”.

However, question remained that how the outcome and progress measured with appropriate indicators.

4. Rights Based Approach and Empowerment Approach

The 'Rights-based approach to development' is at present the dominant development paradigm in Bangladesh. The use of this approach is to get access to services that are constitutionally entitled by the citizens. There are two stakeholder groups in rights-based development, the **rights holders**, or the group who does not experience full rights, and the **duty bearers**, or the institutions who are obligated to fulfill the rights of the rights holders. It is assumed that the Rights-based approach aims at strengthening the capacity of duty bearers and empowering the rights holders.

It is important to recognize the limits of Rights-based Approach. The structural constraints and political economy factors determined the capacity of the duty bearers to realistically provide the material and other services entitled constitutionally by the citizens. The advocacy for rights or mobilization for entitlements of right holders may not produce expected results if the resources availability is less than required.

The conception that the empowerment of poor and marginalized is needed for strengthening the rights holder capacity, so that they can raise their voice for entitled services is an instrumentalist perception. It may contribute to strengthen the rights holders, but from the "putting people first" or sustainable human development perspective, this approach has its own value and justifications.

WAVE Foundation seems combining both empowerment approach by providing financial and other livelihood services and gradually embraced the Right Based Approach. This combination of approaches may provide interesting insights regarding choice of multiple approaches and how it combines different approaches and whether it creates greater synergy and impact.

5. Reflections on Development concepts and Intervention strategies

Theories of Development have evolved over the period, from economic determinism (Modernization Theory) to sustainable human development. From economic growth to structural transformation. From state centric to people centric. From problem solving approach to vision oriented approach. From single strategy to multiple strategies. And there are revivals of old paradigms as backlash in new forms.

There are various academic theorizations of development. Some of them are veiled justification of maintaining structural deprivation and inequality, justifying existing unjust system. While many others have conceptualization of development by the critique of dominant and ineffective models. Most interestingly some of the alternative development paradigm are based on insights gathered from the grassroots actions and reflections of people's innovative practices, indigenous knowledge and women struggles.

While in the past, in post second world war period, the "economic development" theories dominated the theory and practices, and state supposed to be the main actor. As a critique of such theory, paradigm like "Sustainable Human Development" has evolved. Much attention has given to peoples indigenous and endogenous knowledge, the concept

of “putting people first” articulated with environmental sustainability, gender justice and inclusion.

At present, development theories are pluralistic, includes wide range of sub disciplines; “Poverty and Inequality”, “Conflict and Security”, “Governance and Statebuilding”, “International Political Economy (aid, trade and dependency)”, “Gender” and “Environment”, etc. It is all about various components of a whole “system”. (The RBA is mainly about Governance and Statebuilding).

The problem of poverty and inequality is structural and need to be addressed the whole system(economic, political, cultural), therefore, for addressing the whole system by combining different paradigm relates to different components/sub disciplines of development theory, is more appropriate. WAVE foundation has already been experienced on combining economic empowerment with RBA approach, may easily include other relevant theoretical paradigm to address the whole system.

[For instance, the growing conflict between political competitors, between ideologies, between gender, and growing violence by religious fundamentalists as well as part of state apparatus, has direct impact on WAVE Foundation’s work, therefore, may need to take “Conflict Transformation” approach.]

Concerning intervention strategy, ‘Small is beautiful”, “think global act local”, “peoples power” and “empowerment” strategies were employed to solve the problems of poverty and inequality. Most of them were looking for transforming the existing system by advocating alternatives, and building it with single strategy “empowerment”.

Over the years, from grassroots practices, multiple strategies have evolved. It becomes crystal clear that poor and marginalized people have urgent and immediate concerns of mere biological survival and they need rehabilitation and protection (food, income, shelter). At the same token, the problem of poverty is historical, structural and interlinked with global political economy. Therefore, it needs, structural change, at local, national and global level. The realization is attained that development STRATEGY must address the both urgent and structural dimension of poverty and inequality. The agenda of policy reform was considered to change the policy, thus structure.

The policy reform strategy also has its limits. Its state centric, depends of political forces on power and may not interested in pro-poor policy reform that are opposed by business or other vested interest groups.

Concerning strategy in contemporary practice, there are strategies that are either rehabilitation/protection or policy “reform” with the hope that it will address the system. It is important to recognize that both rehabilitation/protection is crucial given the nature of abject poverty, and advocacy for policy reform also important for access to rights and services.

What is in the process of evolution is the strategy for “transformation” of system, beside of protection and reform. This is called “vision oriented approach”, in the form of Action Research in South Asian region among Indigenous peoples. The approach is to “transform” the micro community/village (what is achievable) based on the vision and aspirations of the whole community.

WAVE Foundation has already been engaged at the village level interventions in regard to strengthening “village court” and “local government” institutions. Therefore, WAVE Foundation may initiate and innovate “village community transformation” through Action Research, by adopting ‘vision oriented approach’.

What is vision oriented approach? It is opposite to “problem solving” approach. It first envisions a system or desired reality for future and device strategy to achieve it, instead of solving a present problems. In other words, it is a “creative transformational” process of existing reality.

6. Reflections on Values, Vision, Missions, Role & Goal

Values: *Accountability, Integrity, Participation, Gender Responsiveness and team building.*

There are explanations of “values”, such as “Honesty and **integrity** are central to our work”, “Transparency and **accountability** guides to our organizational management and governance”, “Treat people equally regardless of gender, race and religion”, “**Gender sensitive** work culture”.

There is a difference between Values and Principles. Many organizations have organization principles, which is valuable and important frame of reference for expected behavior, nevertheless, they are not values. For instance, the “gender sensitive” behavior is expected as organization principle, but it only can happen if staff believe in “equality” of men and women. Or the expected behavior in “Team Building” is authentically happens when people believe in ‘Cooperation”, rather than “competition”.

Looking at the “values”, vision and mission statement of previous documents, the Core Values of WAVE Foundation could be: Equality, Justice, Participation, Freedom, Cooperation and Secularism.

Vision

“A conducive condition of good governance and sustainable livelihood towards a poverty free just society”.

Vision is about create a picture/scenario of future social condition, that is aspired or desired. Vision can be for the whole society, or on a particular aspect of it. For example,

Begum Rokeya (1880-1932) in her novel "Sultana's Dream" articulated a vision that was gender equal.

Vision needs to be articulated in positive form (Instead of poverty free, it could be "prosperous"), it should be value congruent, not principle but description of conditions that are different than the present condition.

Vision is important to get future direction of all the activities are implementing. "Vision without action is a daydream. Action with without vision is a nightmare." - Japanese Proverb, explains the how it could be dangerous and counterproductive, if we have no clear vision of development.

Vision should be elaborate, at least one page, describing the desired reality in future, which is achievable. The "vision statement" could be several sentences or a paragraph.

Vision statement also could be short, such as, "Bangladesh a Prosperous, Just and Egalitarian Society". However, more elaboration/explanation is always good for developing shared vision with grassroots people.

Mission

"WAVE Foundation aims to uphold human dignity, equity and accountability through people's active participation, capacity enhanced and access to resources."

Why WAVE Foundation has "aims to uphold human dignity, equity and accountability"? What is the higher goal? One option is to express that higher goal to articulate "why WAVE Foundation exists?"

The second part of the mission statement "through people's active participation, capacity enhancement and access to resources," indicate strategy. This part could be omitted.

The Mission Statement packages the core values and principles of an organization. It operationalizes the vision, and assists in developing goals and objectives.

Mission statement has use for the organization. It should inspire creativity, commitment and innovation in delivering the NGO's programs, motivates people to work within and in collaboration, develops the policies, programs and projects and provides the organization with direction and purpose in everything it does.

Role

There is no Role statement of WAVE Foundation. At this stage of organizational growth and maturity WAVE Foundation should articulate its role for development in Bangladesh.

WAVE Foundation is playing different facilitative and other roles, such as communication with Government agencies and institutions, gathering and providing informations to

relevant policymakers, academia and people's representatives, and educating various actors both grassroots and international. WAVE foundation has strength in grassroots innovation and communication with national actors.

Goal

“People’s empowerment by promoting rights of the poor and marginalized, food security, responsiveness of public services, democratic decentralization and local self government, local governance & local justice, free & fair election, participatory democracy, women-youth-child rights, climate justice, agriculture & livestock development, economic development and employment generation.”

People do things differently. Some organizations have Vision as long term goal and they have SMART Objectives for achieving long term goal.

However, one can formulate goal, say for five years period, a higher level consolidation of several Strategic Objectives.

7. Objectives/Strategic Objectives

In previous SP (2010-2015) document, instead of objectives, the formulation was “strategic directions for WAVE Foundation”. It was:

- Promoting democratic decentralization and making it functional to serve community needs.
- Ensuring fundamental rights and entitlements of women.
- Livelihood development through enhancing productivity and income from agricultural work.
- Scaling up micro finance services with innovation and efficiency.
- Partnering with development programs.
- Strengthening organizational management

Later it was revised as following:

- Promoting rights and entitlements of poor and marginalized specially women
- Advancing democratic decentralization and local self-government
- Livelihood development of poor specially in vulnerable areas
- Economic empowerment and employment generation
- Strengthening organizational management.

ANALYSIS OF ORGANIZATION: WAVE FOUNDATION

1. Organizational Identity

WAVE Foundation is established on April 24, 1990 in the border town Darsana under Chuadanga district, situated in the south-western part of Bangladesh. Since inception WAVE has been working in the field of micro finance, good governance, human rights, agriculture & food security and other relevant development issues. These activities aim at the socio-economic empowerment and livelihood security of poor and marginalized people.

WAVE Foundation is a non-government organization registered under Societies Act, NGO Affairs Bureau and the Department of Social Services (DSS) of the Government of Bangladesh and Micro Credit Authority. WAVE Foundation is one of the key actors in the development efforts in Chuadanga, Meherpur, Jhenaidah, Kushtia and Khulna districts under Khulna division. Over the last few years its programme activities has been extended to Dhaka, Barisal, Rajshahi and Sylhet division. At present WAVE Foundation has been implementing its projects and program in 73 Upazilas of 18 Districts

A total of around 1300 employees are working in WAVE foundations at various levels. WAVE Foundation is in-cooperation with INGOs, National Government ministries and bilateral funding organizations, around 15 partners.

WAVE Foundation coordinates and facilitates several local and national networks and alliances; "Governance Coalition" - a national network formed in 2004, Loak Morcha (People's Alliance) - locally organized secular and non-partisan social organization, Governance Advocacy Forum (GAF) - national platform organized in 2007, Youth for 3D (Democracy, Decentralization & youth Development) - formed in 2011, and Jatiya Nari Nirjatan Protirodh Forum (JNNPF) - a network active against gender based violence.

WAVE Foundation is one of the national organizations playing leading role in organizing national and regional (South Asian/SAARC countries) level campaign and conferences. South Asia Social Forum (SASF) and Right to Food Campaign at SAARC level are the two major events coordinated by WAVE Foundation.

WAVE Foundation has emerged as a new leader in the development sector in Bangladesh, and given the linkage with partners, as a network leader and strong bases at grassroots level, WAVE has build an image that is trust worthy and encourage optimism. The strategic question is, how WAVE Foundation is going to define its ROLE? ("The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it." - Michelangelo)

2. Growth and Expansion of WAVE Foundation

Year	Major Events/ Turning Points
1990	Establishment of WAVE Foundation
1993	First donor fund received and NGO Bureau registration obtained
1995	Formed Chuadanga Development Forum (CDF) with local NGOs
1996	Became partner of Palli Karma-Sahayak Foundation (PKSF) and PKSF, as a long-term donor, started supporting Economic Empowerment Program
1997	- Started implementing Governance Program in partnership with The Asia Foundation - Agro forestation in Chuadanga district
2000	Massive relief and rehabilitation work for the flash flood victims in the south-western districts
2001	Facilitated the formation of South Western Advocacy Network (SWAN) for regional advocacy on violence against women, gender equality and strengthening local governance
2003	Registered under Societies Act XXI of 1860
2004	Facilitated formation of Governance Coalition as a national level network for advocacy on governance issues with emphasis on local governance
2005	- Strategic Plan for 2006 – 2010 developed - Started implementing Women & Child Rights Program through partnership with ActionAid Bangladesh
2006	- Economic Empowerment Program expanded to north-western Bangladesh - Partnership with European Commission established through a project on election and democracy education
2007	- Obtained license from Micro credit Regulatory Authority - Formed alliance of 35 national and international organizations for strengthening national advocacy on governance issues; the alliance was renamed as Governance Advocacy Forum in 2008
2009	- Involved with United Nations Millennium Campaign on social safety net issues - A project on health governance with UNICEF partnership commenced - Involved with Jatiya Nari Nirjaton Prothirodh Forum, a national level forum for policy advocacy on women rights - Governance Internship program introduced
2010	- Organized 'Democratic Decentralization National Convention through Governance Advocacy Forum - Major expansion of Livelihood Program - Remarkable achievement of Microfinance Program - Strategic Plan for 2010-15 developed - Youth Platform 'Youth for 3D' formed as implementation strategy of Responsive Governance Program
2011	- Health Governance Project area expanded - Microfinance Program area expanded - Project on Local Justice started with the support from UNDP - Organized 'South Asia Social Forum (2011) Bangladesh as one of the main organizing committee members

Year	Major Events/ Turning Points
2012	<ul style="list-style-type: none"> - Journey of 'Centre for Development and Capacity' began - Responsive Governance Program expanded and inclusion of more development partners - Facilities of Training Centre increased
2013	<ul style="list-style-type: none"> - More expansion of Health Governance Project area - More expansion of Microfinance Program - Journey of 'WAVE Trade Training Centre' began - Improvement of the Infrastructure of Training Centre - Declaration of 'Goat Loan' as a new loan product of PKSf - Led civil society group in the Post MDG Framework (Governance) development process - Projects on Youth Leadership Development started
2014	<ul style="list-style-type: none"> - Youth Leadership Development projects' area expanded

3. Strength, Weakness, Capacity and Potentials: Governance, Program/Project Management, Staff Members, Structure, Systems, Policy, Culture and Resources,

3.1. Governance:

WAVE Foundation has 19 member General Body and it is the highest authority of the organization. General Body members through Annual General Meeting elect the Governing Body consisting of 7 members for two years term. Governing body is vested with the responsibility to oversee the organization's performance, organization policies and procedures.

Executive Director acts as the management and operational head, who is also the Secretary of Governing Body, the link between legislative and executive.

Strength	Weakness	Capacity	Potentials
Long experience. Acceptance by community and good relation with community people. Committed and cooperative.	Limited exposure on development ideas. Only local level experience. Limited time to contribute. Gender imbalance	Monitor, oversee and advice local level development policies and procedures.	Provide leadership at national level with enhanced capacity

Due to historical reasons, majority of the GB members are from one locality and with limited exposure on development concepts and debates. To overcome the weakness, the number of GB members could be increased by providing membership to renowned and experience individuals, preferably women. There should be policy for the capacity enhancement of GB members.

3.2. Program/Project management:

The overall management of (1) Responsive Governance, (2) Livelihood & Essential Services (3) Microfinance, and (4) Women's Empowerment are assessed:

(i). Responsive Governance

Strength	Weakness	Capacity	Potentials
Networking and alliance at local and national level. Policy advocacy for reform. People's organization. Good relationship with community. Positive impression of donors. Think tank. Strong different tiers management. Recognition as an advocacy organization. Experience of facilitating various networks and alliances.	Insufficient resources. Fund flow is declining. Lack of research activities. Poor documentation and publication. Fund raising through quality proposals.	Have strong linkage with GO, NGOs and community. Skilled staff. Implementation capacity with team spirit. Adaptation capacity. Ability in implementing larger projects.	To be active and influential at all levels. Networking at regional and international level. Provide leadership in this program for other organizations.

The (a) capacity for conducting/managing research and (b) capacity of managing larger and international level advocacy program have to be considered for growth and organizational expansion.

(ii) Livelihood & Essential Services

Strength	Weakness	Capacity	Potentials
<p>Long experience. Skilled staff. Acceptance by the community. Quality seed production. Good relationship with community people & other stakeholders. Positive impression of donors.</p>	<p>Donor dependency. Lack of expertise on climate change. Poor resource in Training Division. Process documentation. Lack of action research and study. Poor documentation and publication. Fund raising through quality proposal. Lack of modern technology use.</p>	<p>Have multidimensional human resources. Ability in implementing larger projects.</p>	<p>Have demand in community. Agriculture Institution. WAVE Trade. Training Centre. Replication of goat farming in new areas. Goat meat processing. Redefine development concept.</p>

The need for (a) capacity building through training/education (b) expansion of program in other areas should be considered in next phase.

(iii) Microfinance

Strength	Weakness	Capacity	Potentials
<p>A is large program. Appropriate policies. Long 25 years' experience. Sustainable. Skilled staff. Operational system is decentralized. Skills development. Cluster based product. Funding on time. Infrastructure & equipment. Good relationship with community people. Positive impression of donors</p>	<p>Staff drop-out Donor dependency</p>	<p>Have ability for large scale coverage Skilled staff Implementation capacity with team spirit Adaptation Automation under process</p>	<p>Have scope for agri-based funding Expansion/replication in new areas Tapping new funds from PKSF/Banks Expansion of renewable energy (solar) Completion of automation will increase efficiency</p>

The (a) upscaling of Microfinance and geographical expansion (b) Capacity building of staff has to be considered in the next phase.

(iv). Women's Empowerment

Strength	Weakness	Capacity	Potentials
Continuous task. Networking & Alliance. Developing women leadership. Cross cutting issue.	Insufficient fund Social and fundamental barrier Operation in limited geographic area	Have experience Ability in implementing larger projects	To be expanded

The (a) special longterm training package for women staff for capacity building and (b) expansion of program should be considered.

3.3. Staff Members

Strength	Weakness	Capacity	Potentials
Skill & experience. Committed and dedicated. Team spirit. Engagement with community. Positive minded.	Poor number of women staff at management level/ Less participation of women in leadership position Lack of creativity Frequent drop out of staff (Microfinance)	Have dedication. Multidimensional experience. Ability to face difficult circumstances.	Cover more area and development issue by Young and skilled staff.

The team spirit has to be maintained with carefully designed policy and structure and capacity building should be considered.

3.4. Structure

General Body and Governing Body (governing position); SMT, (Senior management); CCT, PCT, DCT (Mid level Management), UMT, MMT (Front Line Management)

Strength	Weakness	Capacity	Potentials
Strong commitment Providing Direction and Leadership Well-functioning and active. Delegation of authority. Participatory Flexible. Quick decision making and dissemination.	Irregular meeting/reporting. All are not equally productive. Some lack intellectual ability. Inter divisional communication gap. Few women are in leadership position. Poor documentation. Some ToR and policies needs detailed description.	The bodies can take work independently High commitment Decision implementation Flexibility	Review and restricting Ensuring all level participation Ability of larger program implementation

The number of General Body members should be increased by providing membership to individuals have national and international exposure on development strategies.

3.5. Systems;

System refers to all the aspects: Recruitment, Planning, Implementing, Decision making, Monitoring, Supervising, Reporting, Documentation, Evaluation, Study & Research, Procurement, Audit, Knowledge development, Performance appraisal, Staff development, Staff benefit/incentives, Risk management, Internal control, MIS/AIS, Information & Communication, Compliance, Knowledge sharing

Strength	Weakness	Capacity	Potentials
Functioning as per policy. Practices in program and individual level planning. Quality and quantity – implementation in time. Participatory planning & monitoring. Based on procurement policy. WAVE Training Division. Procurement com. functioning.	Inadequacy of policy/ToR of monitoring. Documentation. Lack of study & research APA is a formality – no effectiveness. Ability of Training Division is not sufficient. Lack of resource of RMU and not well functioning. Non-availability of trained persons. No English version of all policy documents.	Have good resources Following and maintaining standard recruitment and procurement committee Implementation as per plan in time Foundation training course for staff development – in-house & field based Ability to revise and update policies	Scope for review and re-adjustment Ability to meet different donor requirements Donors are supporting OD initiatives

The Training Division and Research and Knowledge Management have to be strengthened

3.6. Policy;

Policy refers to all the aspects: HR, Financial, Gender, Vehicle, Program Management Policy, Operational policy of MFP, Health Policy, PF, Gratuity, Welfare, Information disclosure policy, ToR for all division, unit and program

Strength	Weakness	Capacity	Potentials
Good practice at all level. Regular upgraded precise and communicable. Available at all offices These policies guide the entire management of the organization.	No child protection policy No anti-terrorism policy English version not available No environmental policy No policy for disability Not automated HR & Financial Management	Have manage more through the existing policy. Revision and updating would make these policies standard.	Development partners are positive to update the policies Scope of review and updating. Environmental impact assessment.

Capacity building, especially in the area of research and writing skills.

3.7. Culture;

The culture of the organization is defined as: Participatory, Team work, Gender sensitivity, Integrity, Accountability and Transparency, Secular, Mutual respect, Mutual trust, Friendly, Just, Spirit of freedom fighting (1971), Networking with others

Strength	Weakness	Capacity	Potentials
Practices in most of the levels/staff. Relevant documents to some extent in place.	Lack of practices at some level Lack of proper monitoring Lack of proper direction for all staffs Lack of proper education, training & orientation to sensitize all the staffs regarding these values	Example in development sector Internalize the values and keeping practices Sharing culture These values can meet any donors' requirements	To communicate with donor Scope for sensitization at all levels Practicing these values will increase organization's excellence

The organization culture has to be known to all the staff by training and participatory process. The strategy of cultural orientation, practice and monitoring should be articulated and incorporate in system.

3.8. Resources:

The Resources are the following: Land, Vehicle, Equipment, Furniture & Fixture, IEC materials, Training Centre, Trade Training Centre, Equity, Goodwill, Goat Breeding Farm, Agriculture Institute, Rangan (production & sales centre), Ankur seeds, CDC and Offices

Strength	Weakness	Capacity	Potentials
Properly documented Good management Continued income Smooth functioning of operational activities Effective in program/project implementation Most of the resources have ToR/management policy	Lack of proper planning for using resources. Non-availability of fund. No asset management software. Insufficient All resources are not self-sufficient Few resources have not ToR/management policy	Proper management and maintenance	Sustainability for organization To manage donor Scope for resource mobilization Sufficient scope of mobilization and growth