

Strategic Plan

RISDA - Bangladesh
July 2018 – June 2023



RISDA-Bangladesh

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Section-1: About RISDA Bangladesh

1. Introduction to RISDA-Bangladesh

Resource Integration and Social Development Association in Bangladesh which acronym and registered name is RISDA-Bangladesh and widely familiar as **RISDA** was initiated in 1993 by some young, energetic and enthusiastic people with a philanthropic vision to socio-economic development and establishment of human rights of the underprivileged, marginalized and hard-to-reach peoples. There have been initiated and implemented many projects and programs by the financial and technical support of different - Donors, Governments and individuals.

Vision and Mission of RISDA: The organization at its inception stage conceived with certain goal and objectives, but in the changed context and organizational development business operation this has been revisited and revised as follows:

Vision: RISDA envisions a society where deprived and discriminated people are living sustainable development in their life and livelihood and with respect and dignity.

Mission: In line with above vision, Mission of RISDA is to work with deprived and discriminated people, stakeholders in the society and state party for collective action to establish rights and entitlement for their life and livelihood.

Values: RISDA-Bangladesh is committed to values of mutual respect, equity, justice, rule of law, transparency, accountability, integrity and impartiality.

Governance: The organizational constitution developed during registration with legal authority of Bangladesh government is the institutional legal instrument for its legal existence, policy direction, administration and maintaining good governance. A three level governance structure comprising **general committee**, **executive committee** and **management team** are positioned in organizational hierarchy to ensure good governance. The general body comprising 21 members' representation from community and various professions participates in annual general meeting and other special event organized by RISDA-Bangladesh. The Executive committee elected by general members takes policy decision and oversee the organizational performance in line with policy and strategies developed for program and management. The management team under leadership of Executive Director (ED) who also holds the portfolio of member secretary of EC manages the organization and its program following project management cycle.

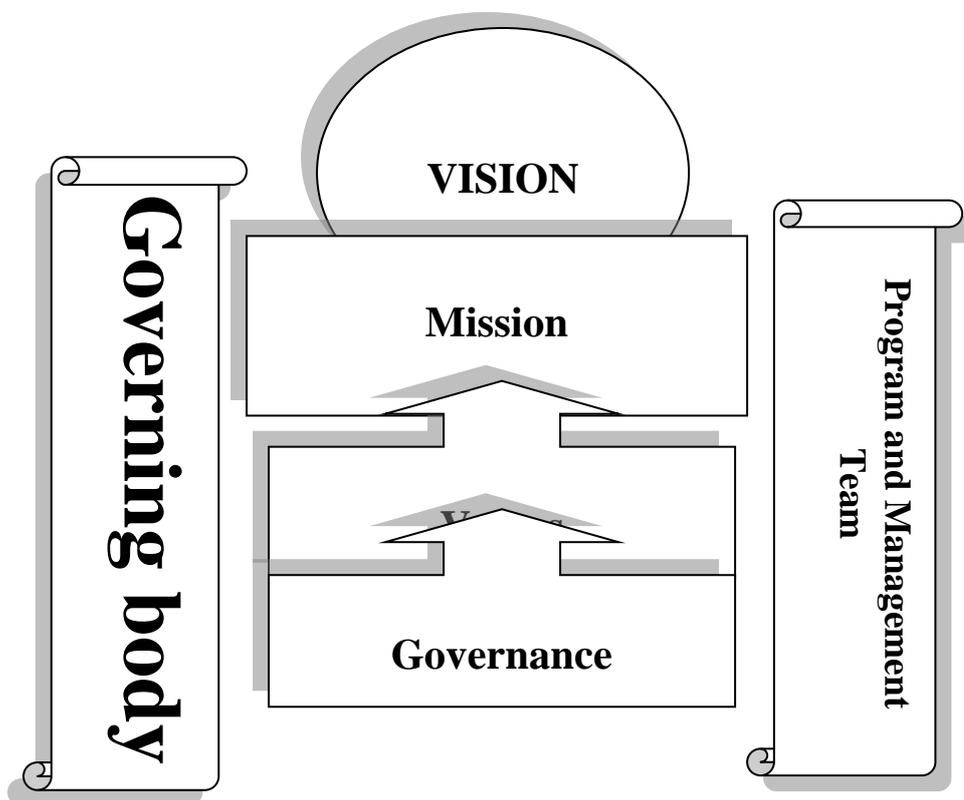
RISDA-Bangladesh conducts annual audit and send report to donors/partners and respective government agencies/ departments to keep the organization transparent and demonstrate accountability to these stakeholders. While designing and planning any project or program, the team from RISDA-Bangladesh facilitates conduct discussions with target groups and with grass root level stakeholders to make transparent of program and budget. During implementation, the program team facilitates participation of target groups and relevant stakeholders to play their role and become part of development works with RISDA-Bangladesh. In similar fashion, the program team presents the progress and achievement after certain period of project implementation to demonstrate accountability of their effort for social development. In addition, the organization uses verbal sharing, telephone, e-mail, multimedia presentation, and orientation, written reporting workshops and seminars for their effective communication with wide range of audience and stakeholders globally and locally. To manage and control donors' fund exclusively, RISDA-Bangladesh maintains separate bank account to receive grant fund from respective donor for each project and track expenditures so that financial transactions record are kept transparent and maintain reporting on project funding to respective donor.

SWOT Analysis: This SWOT analysis has emerged organizational strengths, weaknesses, opportunities and threats/challenges. The strengths acquired in the organization from past experiences and resources have become great asset which are in utilization for its program and management. However, this strategic plan will bring further opportunities with strategy to optimum utilize this resources for better program and management. RISDA during its operation in the past and present has identified few opportunities in external environment and these opportunities are: government priorities for renewable energy, vocational education, information technology poverty reduction through social safety net and overall country economic development. Country programs of donors and grant makers as well as increasing trend in corporate social responsibilities have created funding opportunity and partnership for development work in Bangladesh. Some of these opportunities have already been explored and partly utilized and some of them are yet to be explored. Therefore while designing this strategic plan, RISDA-Bangladesh will set plans and strategies on how these identified opportunities could be optimally utilized for organizational growth and its program.

Despite these strengths and opportunities, RISDA identified few significant weaknesses that include institutional capacity in fund raising, monitoring and evaluation system, quality of policy documents and manual for organizational management and documentation both in field level and head office level for communication with stakeholders and wide audience. These weaknesses will be addressed during this strategic plan period by strengthening institutional capacity in policy, staff development for fund raising, organizational management and communication.

Few external threats anticipated during this strategic plan like political and environmental issues that are beyond this organizational control will be dealt with contingency plan corresponding to magnitude of circumstances. Some anticipated challenges like second line of leadership development, donors’ funding shifting from Bangladesh to other countries, fundamentalism and militancy which could be addressed through undertaking various strategies during this strategic plan.

Diagram-1: Hierarchy in organizational vision and mission



Section-2: Country and global context

Development context in Bangladesh: Forty five years of independent Bangladesh is a history of political upheavals. The non democratic practices in politics and the criminalization of politics characterized by use of black money, guns and goons have hindered democratic practices and culture. Moreover, the limited spaces offered to citizens for political participation only promoted electoral democracy, not a culture of inclusive democracy.

Despite all these facts in socio-political aspects, the present government declared a charter of change-vision 2021. United Nations has already recognized upgrading the country from Least Developed Country (LDC) to Developing country in last March 2018 following the country's attainment of three indicators on 1) Gross National Income, 2) Human Assets Index and 3) Economic vulnerability Index. In vision-2021 it has envisioned to become a middle income country by 2021 where development will be fast-tracked with ever-increasing growth which will eventually reduce the proportion of the people living in extreme-poverty from 23 to 15 percent.

During this decade Bangladesh acquired significant achievement in Millennium Development Goals (MDGs). Following end of MDG, the country is moving forward in line with SDG. Given the vision, commitments and strategies mentioned above, progressive realization of rights, political will of the governments and the capacity of the state to deliver resources to the poor continue to remain a matter of grave concern. The existing policies and programmes of the government do not address the root cause of poverty and discrimination which will automatically address following graduation into middle income – is expected. But experience of other countries in the third world do not have evidence of this and the same may occur in the context of Bangladesh unless we challenge structural inequality, injustice and governance issues in the system.

Despite significant economic growth during last one decade, overall development is yet to attain through collective actions and political will in private and public sector. The present seventh five year plan by Government of Bangladesh for 2016-2020 with a view to accelerate growth and empower citizens is an evidence of utmost effort for holistic country growth enabling to attain vision 2021.

It is somehow from practical results that have been realized by government that strong presence of civil societies with services at grass root level has been helping poor people to fight against social poverty, human poverty and economic poverty. Therefore, it is regardless a few or numerable numbers of actions that taken by NGOs have been found visible in accelerating poverty reduction during last four decades.

Having said on overall development in Bangladesh, still situation in employment with employable skills, renewable energy to reduce climate affect, access to and opportunity of micro-credit have shown great scope to improve overall situation of people particularly in rural areas.

Present condition of VET programs in Bangladesh: People with vocational/technical skills are in short supply, but there is evidence that there is a mismatch of jobs and skills; the difference in remuneration for skilled and unskilled workers has narrowed which is an indication that the training content and quality are not valued highly in the market. Those with training often remain unemployed or cannot find employment in their area of training – an evidence of mismatch and poor quality of training.

There are more than 121 government institutes and 1,500 private institutes for VET and, in spite of having so many public and private institutes, VET program fails to diversify its clientele and to make the programs more flexible, adaptable and responsive to market needs and geared

to the informal economy. Overseas employment of poorly skilled workers has also become a significant source of employment. Every year, about 500,000 Bangladeshis migrate abroad. Around 10 million people of Bangladeshi origin are living and working abroad and most of them are unskilled and semi-skilled labour.

The fact is that skilled workforce is asset which is neither getting depreciated nor diminished as long as they are developed efficiently. As a result, developing this asset will ensure faster economic progress for Bangladesh. Apparently, in order to achieve competitive advantage through people, there is no other alternative than developing people in various skills where public-private partnership and patronization by corporate sector through redesigning vocational education and training (VET) programs could be the first step of this road of success.

Renewable energy: Due to global warming there is climate change across the world and Bangladesh is one of the countries seriously affected climate change. Carbon emission is the prime cause of global warming. Fossil oil that is burnt to generate various energy discharges lots of carbon in the air which is prime contributing factor for climate change. Globally it has been realized that by any means use of fossil oil and carbon emission need to be reduced to address aggregation of climate change. Therefore strategic response is renewable energy alternative to electricity and use of improved cook stove to address climate change issues. The key element of renewable energy is solar system instead of electricity which is mostly produced by fossil oil. Improved cook stove is another great source for reduction of carbon emission in different magnitudes due to burning of fire wood and other substances that produce smoke and pollutes air. Improved cook stove has got implication with affordability, availability and accessibility of target population because of the price and supply in urban and rural areas including remote places where household traditional cook stove from inherited behavior and practices. Therefore, it is obvious to change behavior, promote improved cook stoves and make available with affordable price within commuting distance of households at all areas of the country. This will impact in environment and economy by:

- Saving huge foreign currency and compensation through subsidized rate and system loss of distribution channel of the government
- Reduction of incidence of fire and catastrophe and save lives and property.
- Reduction of air pollution from smoke and carbon and protection of forests and trees that have great role in ecology.
- Using as alternative energy source for lighting and reducing dependency on national electricity and the nation can claim reimbursement as per CDM policy.

Situation of Micro-finance program: A large number of organizations are providing microcredit to women enabling them to involve themselves in income generating activities. But it has been experienced that microcredit has abated the pressure of poverty temporarily but could not help much to empower and develop them as women entrepreneur. As a result, their subordinate positions remain unchanged in the society and family. The key factor of this failure is that women receive credit money but ultimately it goes to their male counterparts as they predominantly control family power and economy. It happens because both women and men are insensitive to gender and guided by the patriarchal values. Moreover, the social rule of division of labor by sex forbids women to get involved in economic activities. At these unfavorable circumstances women are unable to get empowered through conventional process and only by micro-credit program. Another identified issue is that the original philosophy of micro-finance to empower women which do not comply by many micro-finance institutes rather their concentration is to borrowing and lending money and their recovery with interest without any support for utilization of fund for income generation.

Section-3: Significant Program of RISDA Bangladesh

Community Development: All programs and functions of RISDA-Bangladesh that aimed to social uplift of the underprivileged and marginalized people are termed as Socio-economic Development Program. The program includes bilateral projects are generally short-term and more sector-specific, originally intended to add value to the basic core Programs, they are now the main vehicle for towards achieving strategic objectives. These cover many sectors and a range from minor collaboration and small research projects to major projects including Early Childhood Care and Development, Non Formal Education, Health & Nutrition, Water & Sanitation, Vulnerable Group Development (VGD), Food Security, Rehabilitation of Disabled people, Adaptation to Climate Change and Disaster Management.

Picture-1: Community Development



Microfinance program: Microfinance Programme is an integral component in the comprehensive development 'package' that RISDA-Bangladesh extends to ultra-poor, landless and marginal farmers and small farmers. Microfinance is considered as essential financial services to support economic empowerment of the poor. Microfinance Programme is relatively independent as well as now financially self-reliant. The organization is still in process of expanding microfinance program. Now, it has had 12 branch offices with more than 12,000 members. They have experience to implement some government projects without specific focus of the program. The organization has two centers for providing vocational skills training with job placement support. Only micro credit is the area where RISDA-Bangladesh has long term commitment to work with the communities.

Picture-2: Microfinance program



Renewable Energy Program: Renewable Energy Program of RISDA-Bangladesh is a regular one. It includes constructing Solar Home System, Solar Irrigation, Solar Roof top, Improved Cook Stove and Bio-gas Plant at household level and within the targeted beneficiaries. The Program is supported by Infrastructure Development Company Ltd (IDCOL). The Programme is also independent as well as now financially self-reliant. Since 2012 the organization has significant growth and coverage up to 30 districts with solar project implemented by a set of skilled HR.

Picture-3: Renewable Energy



Skills training: RISDA-Bangladesh started its skills development program through different projects and presently continues with one Vocational Training Centers established at Birulia, Savar that provides competence based skill training to the unemployed youths, school leavers and further support for their job placement or self-employment following training.

Picture-4: RIT for Vocational Training

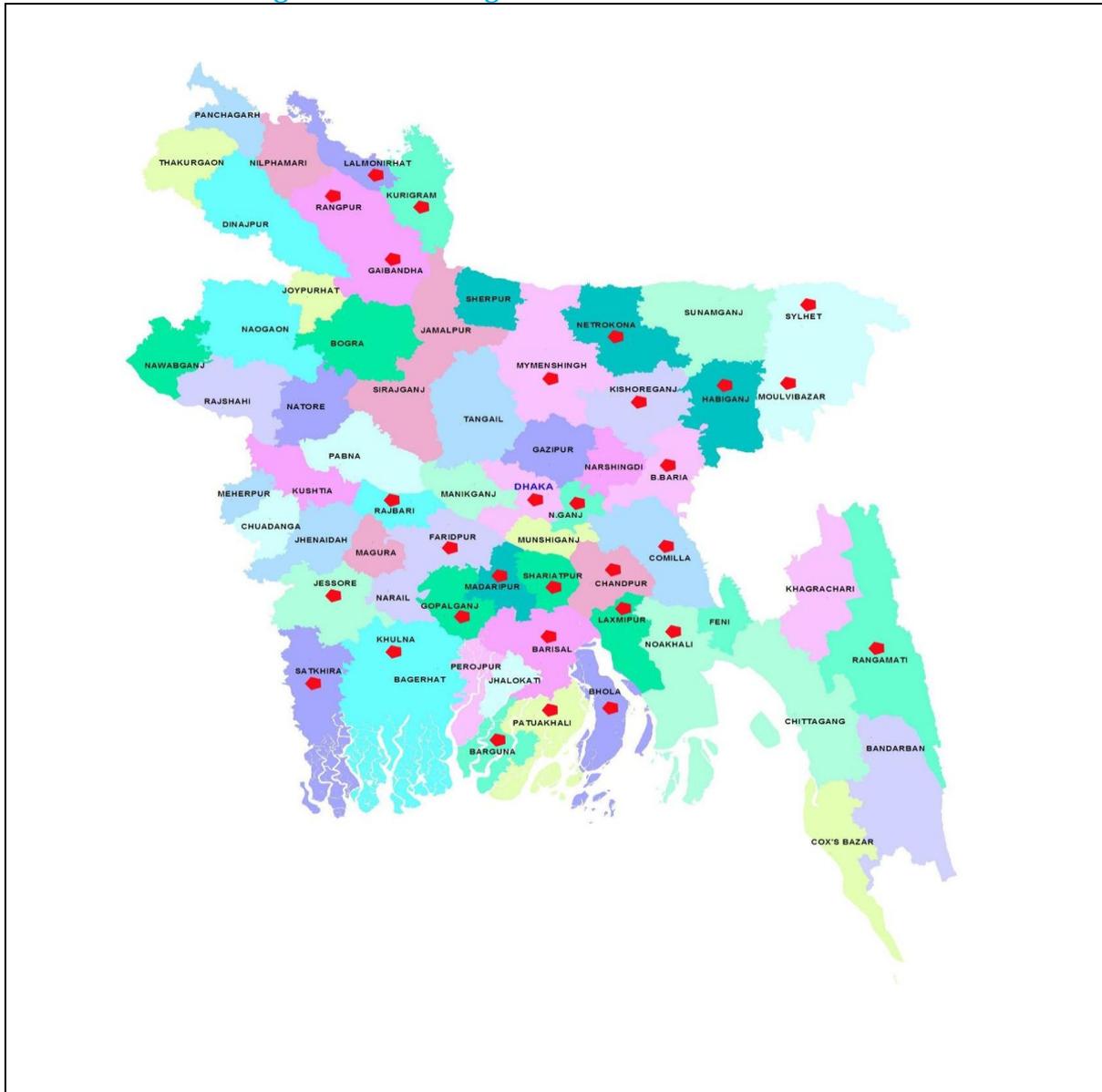


2.2. Working Area: RISDA-Bangladesh is an efficient and highly client oriented non-government organization. The organization is working in both urban and rural areas. RISDA-Bangladesh has been working in 3,120 villages under 205 Upazilla, 47 wards under 3 Paurashava, 40 wards under 3 Metropolitan areas of 30 districts all over Bangladesh. Program coverage of these working areas is combination of renewable energy services, micro-credit,

vocational training and social development programs. RISDA-Bangladesh will organize its own resources and logistics facilities to work in selected project areas. However, the resources and services available from other stakeholders including government agencies, will be explored to link for its program in the selected areas.

2.3. Population coverage: RISDA-Bangladesh covers the population living in urban and rural set under 30 districts where projects are being implemented. It is estimated that a total of 350,000 people regardless of age, sex, race, religion, and ethnicity will be covered by this strategic plan. About 15% estimated of total 52,500 populations will be the primary target who will directly involve and participate in various programs and projects to be implemented by RISDA-Bangladesh during this five year strategic plan. In accordance with project design and objectives, this target population will be categorized by age and sex enabling them to participate and act as direct beneficiaries of the project for their development and empowerment. From current target and coverage the population living in rural set-up will be the major portion of primary target because of nature of integrated program comprising social development; economic development and renewable energy to adopt with climate change which mostly in demand in rural areas.

Picture-5: RISDA Program area in Bangladesh



Section-4: Program Prioritization for RISDA:

Needs identification: From internal and external contextual analysis and SWOT analysis, it has revealed that the strategic plan being developed for RISDA-Bangladesh should need to look into the issues relevant to existing institutional governance and capacity to cope with organizational growth with program, addressing issues of global warming, current microfinance and identified opportunities for economic development both at institutional and community level, segment of youth generation unemployment due to absence employable skills and community development issues like rights, access to resources and basic services like health hygiene, sanitation, education, etc.

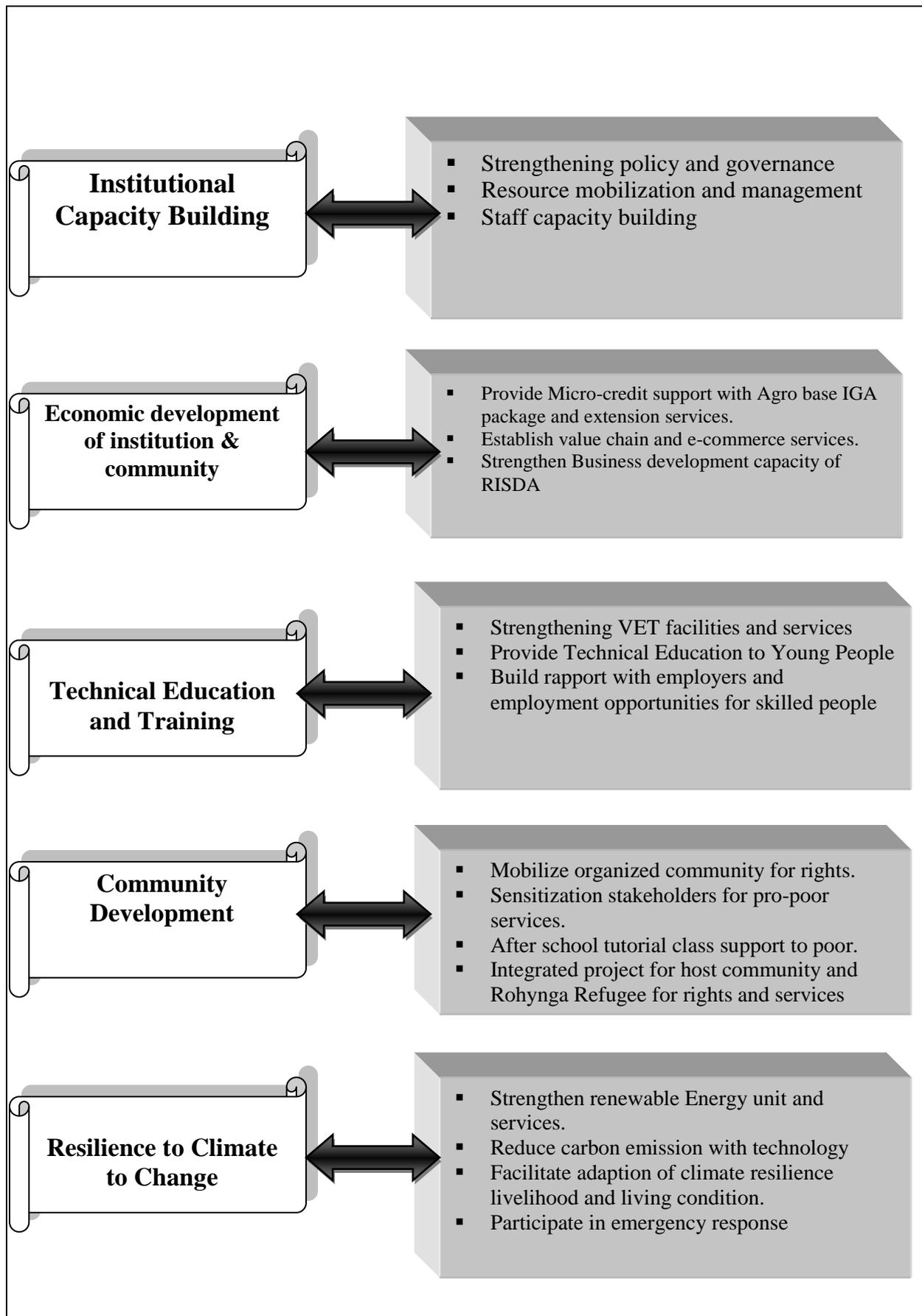
Since inception in 1993 till the date, the organization has significant growth in programs spreading over large areas of the country with various development strategies. However it has been now realised that RISDA needs consolidation of its experiences, resources and geographic spread to make effective and efficient in program and management in certain areas. Therefore, RISDA has now decided to work at two geographic locations using two prong approach in its programming, i.e. community development approach and institutional base development approach in two locations where RISDA has its own establishment and engagement with community through program interventions on a) Technical education for development skilled human resources, b) Renewable energy and resilience to climate change, c) Micro-credit support for women economic empowerment and improvement of family economic condition and d) community development for increased access to resources and services for basic rights and entitlement public services and other stakeholders.

Primarily RISDA has determined certain areas where its resources, programs and experience need to be consolidated. These geographic locations are: a) Birulia union and its periphery under Savar Upazila of Dhaka district and b) all Upazilla of Faridpur district to provide institutional and community development support. However, RISDA has its presence at another location at Kutu Palong under Ukhia Upazila of Cox's Bazar district to respond Rohingya Issues which has created opportunity to work with host communities based on identified needs for community development program.

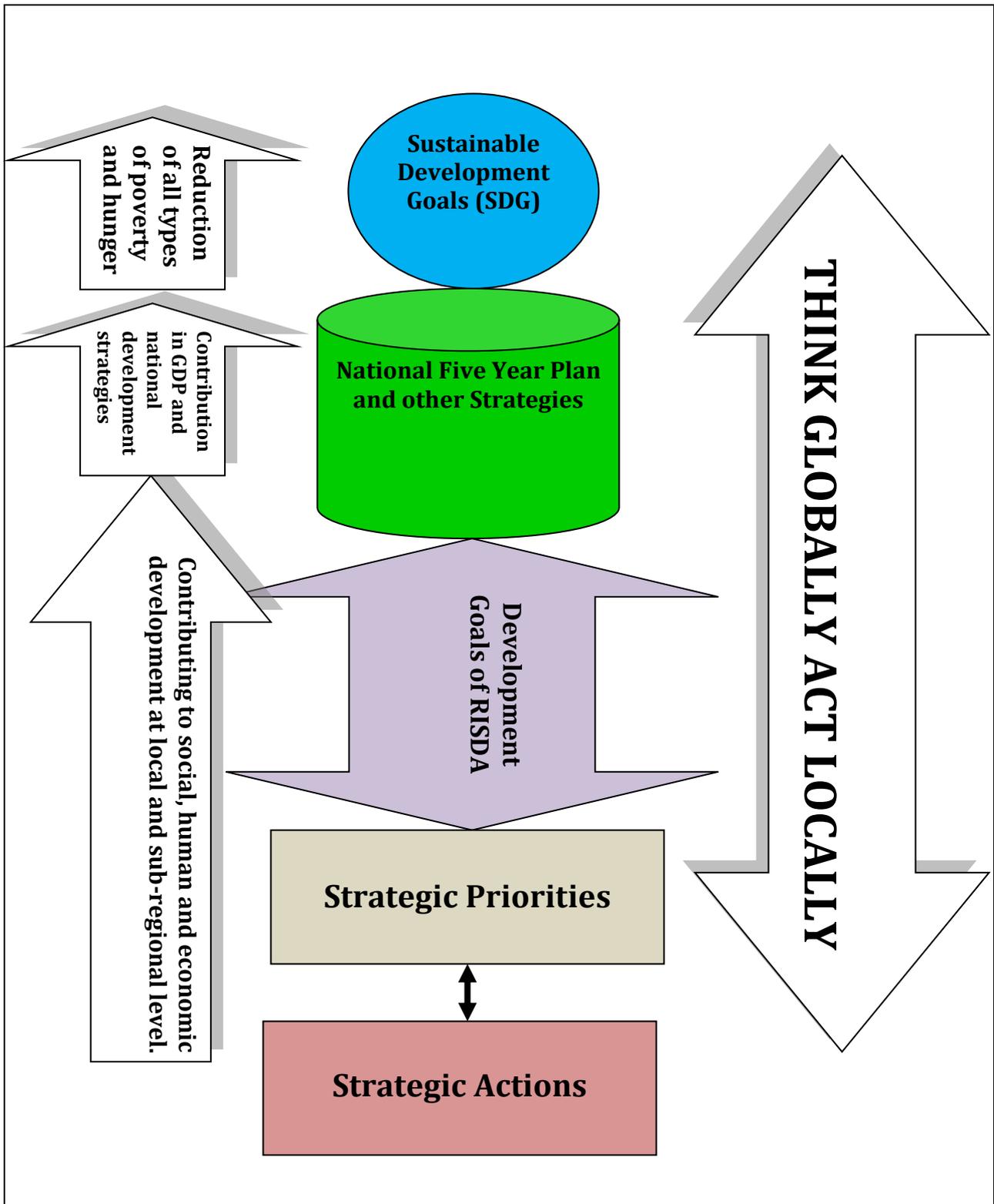
To ensure this institutional and community base quality program it has been realised that the pre-requisite of RISDA is further to strengthen organizational capacity to apply this two prong approach for effective design, plan, implementation and evaluation. RISDA will have a set of core staff with required skills in above specialised areas along with competent management team for administration; finance, logistics, and IT support and program monitoring, evaluation and reporting. Having this strategic plan that will give RISDA overall direction when resource mobilization strategy coupled with business plan will help the organization on how to raise fund from different donors and generate income from own sources for its program and sustainable institutional development.

Prioritized strategy for next five years: While determining prioritized strategies for RISDA next five years, the priorities of Bangladesh government and development agencies have been considered following review and analysis of their priorities. These analysis in consideration with present internal and external context including priorities of government and development agencies in Bangladesh has revealed that institutional capacity building is the pre-requisite to undertake program strategies and capacity reveals that RISDA is in position to prioritize its strategy for institutional and program development thus the strategic priorities are presented bellow:

Diagram on prioritized strategy with potential intervention during next five years



Section-5: DEVELOPMENT STRATEGY OF RISDA BANGLADESH



Strategic priorities of RISDA for next five years:

Strategic priority-1: Institutional capacity building:

SDG-17: Partnerships for the goals- Strengthen the means of implementation and revitalize the global partnership for sustainable development.

7th Five year Plan: In the 7th Plan, the Government will adopt strategies and policies that are adequately tuned for meeting contemporary challenges with special focus on reforms to improve overall development performance. These policy and strategies will have spill –over effect to support and influence institutional capacity building of for profit and not for profit institutions working in private sector.

Donors' priorities: Donor's do not have any specific priority for institutional development rather is taken it as a pre-requisite for implementing agency to have necessary capacity for development programs and their management in order to deliver quality results.

Development goal of RISDA-1:

- To strengthen institutional capacity in its policy, program and management enabling to implement and deliver quality program results and sustainable development of the organization.

Strategic Priority-1: To strengthen organizational capacity to become capable for quality management and institutional governance of RISDA-Bangladesh for integrated development program.

Expected Result: Increased institutional capacity of RISDA have been contributing quality management and governance to the satisfaction of all stakeholders

- **Strategic actions-1.1:** Revise existing organo-gram for further improvement of institutional governance function and management efficiencies.
- **Strategic actions-1.2:** Develop policies and management tools to optimize organizational performance level.
- **Strategic actions-1.3:** Strengthen fund raising and management capacity of RISDA for better program and performance with transparency and accountability to key stakeholders
- **Strategic actions-1.4:** Develop capacity to conduct research on public policy and program on rights, services, resources and accesses by eligible people in order to conduct for policy change.
- **Strategic actions-1.5:** Expedite office automation and modernization through development of web-portal, wifi system with internet connectivity, MIS and documentation for reporting mechanism.
- **Strategic actions-1.6:** Develop a business plan to strengthen financial sustainability.
- **Strategic action-1.7:** Provide humanitarian assistance to meet emergency needs and protection of rights of the people affected by natural and human made disaster.

Strategic Priority-2: Community Development:

SDG-5: Gender Equality- Achieve gender equality and empower all women and girls.

SDG-6: Clean Water and sanitation- Ensure availability and sustainable management of water and sanitation.

SDG-10: Reduce Inequality- Reduce inequality within and among the countries.

SDG-16: Peace, Justice and Strong institutions- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

7th Five Year Plan: Two important themes of 7th five year plan are: a) GDP growth acceleration, employment generation and rapid poverty reduction and b) A broad-based strategy of inclusiveness with a view to empowering every citizen to participate full and benefit from the development process.

Along with growth, the 7th Plan will emphasize human development, social protection and social inclusion as essential elements of a comprehensive poverty reduction strategy. Thus, inclusiveness is meant to capture more than income, to include opportunity, productive employment, and access to services for the marginalized and physically challenged people. Female to male ratio in tertiary education to be raised from current 70 percent to 100 percent, is another key element in the 7th Five Year Plan.

Donors' priorities:

- Reducing deprivation of geographically and socially marginalized population in targeted communities through modest service delivery, capacity building, awareness raising, innovation and involvement of local actors.
- Promoting citizen confidence in governance institutions and improving the wellbeing of Bangladeshi citizens, in particular the poor and women, specifically in aspects of voice and satisfaction with local government performance
- Promoting women empowerment, women rights and gender equality so that women and marginalized groups better able to demand and obtain services and assert their rights.
- Promoting and securing poor people's rights and access to safe water, improved hygiene and sanitation.
- Promoting opportunities for all—through expanded support for good quality, universal primary and pre-primary education in rural and urban areas, reaching ethnic minorities and people with disability.

Development goal of RISDA-2:

- To enhance women empowerment and eliminate gender inequalities and social injustices through different measures and to ensure legal assistance and basic human rights for health education, nutrition and habitat;

Strategic Priority -2: To empower poor and discriminated people for establishing their rights to access to public resources and services for improved life and living condition in the society.

Expected Result: Organized and empowered community have been accessing to public resources and services as per their entitlement

- **Strategic action-2.1:** Organize households to form CBOs and unite their voice for collection actions and strengths to address social, political, cultural other basic rights issues dealing with public services and resources.
- **Strategic action- 2.2:** Mobilize community for awareness building with necessary knowledge and information, raise voice demanding rights, accessing services and obtaining entitlements from public resources and services Knowledge and awareness building:

- **Strategic action- 2.3:** Facilitate discussion and dialogue with public and private services providers to sensitize and change behavior to ensure pro-poor services.
- **Strategic action- 2.4:** Provide after school tutorial classes to poor and slow learners in the school.
- **Strategic action-2.5:** Develop integrated project targeting host community and Rohingya refugee living at Kutu Palong under Ukhia Upazila of Cox's Bazar district to ensure basic human rights and access to services for solar power and health care.

Strategic Priority-3: Technical Education and development

SDG-4: Quality Education- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

SDG-8: Decent work and Economic growth- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

GoB 7th Five Year Plan: Greater emphasis is being placed on secondary and higher education, as well as vocational and technical education, skill development training for employment and life skills training programme. Encourage female enrolment in technical and vocational education is another key priority.

Donors' priorities:

- Skills Development: Improving the well-being of disadvantaged and poor men and women through improved skills and increased income and gainful employment
- Increasing the productivity of the workforce (mainly through technical and vocational training, improved working conditions and full respect for core labor rights).

Development goal of RISDA-3:

- ☐ To develop employable skilled workforce enabling them to have access and obtain jobs in the local and global market and become assets to the country.

Strategic Priority-3: To increase employable skills through vocational education and training for self or wage employment

Expected results: Employable skills acquired by young people from vocational education and training have got better opportunity in employment.

- **Strategic Action-3.1:** Develop customized VET course along with necessary logistic facilities following market research and demand for employable skills in national and global market for young people.
- **Strategic Action-3.2:** Conduct technical education and training at different levels following academic qualification for trade course, diploma and equivalent of BSc engineering courses for unskilled and semi skilled young people.
- **Strategic Action-3.3:** Build rapport and establish linkages with employers association and individual institutes to facilitate employment of skilled young people.
- **Strategic Action-3.4:** Record and document best practices and success story on employment of skilled young people in the country and abroad.
- **Strategic Action-3.5:** Facilitate policy dialogue and advocacy using evidence based best practices and success story for policy support and amendment for skills education and speeding employment within country and abroad, if necessary.

Strategic Priority-4: Economic development:

SDG-1: No Poverty-End poverty in all its forms everywhere.

SDG-2: Zero Hunger-End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

SDG-8: Decent work and Economic growth- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

GoB 7th Five Year Plan:

- Attaining average real GDP growth rate of 7.4% per year over the Plan period
- Reduction in the head-count poverty ratio by 6.2 percentage points
- Reduction in extreme poverty by about 4.0 percentage points
- Creating good jobs for the large pool of under-employed and new labour force entrants by increasing the share of employment in the manufacturing sector from 15 percent to 20 percent.

Donors' priorities:

- Providing access to ethical finance and Promoting sustainable livelihoods
- Building sustainable economic development—through expanded assistance for livelihoods programs to build resilience to economic and natural shocks, particularly targeting children and female-headed households
- Food security and Nutrition: reducing sustainably the level of poverty, food insecurity and malnutrition in Bangladesh, primarily by supporting rural ultra-poor; linking food security and nutritional interventions with education sector programs
- Homestead Food Production: improving household food security by increasing food availability, access to and consumption of micronutrient-rich foods through home gardening and poultry rearing.

Development Goal-4:

- To create economic sustainability and social empowerment of rural and urban disadvantaged poor through micro finance and savings;
- To encourage IGA initiative of the rural poor in fishery, poultry rearing, homestead gardening etc. and provide technical and financial support as well as other assistances;

Strategic Priority-4: To improve economic sustainability for better support to target people and increase livelihood opportunity of individual or group of poor people to live in the family and society with dignity and respect.

Expected results: Sustainable Livelihood opportunity increased for target population through agriculture and handicraft base IGA at household and community level.

- **Strategic Action-4.1:** Design and develop agriculture and handicraft based IGA package to complement Micro-finance support program:
- **Strategic Action-4.2:** Establish value chain and market linkage to facilitate fair trade and obtain fair price for target people.
- **Strategic Action-4.3:** Establish E- communication and commerce services with data base on commodities, markets at different tiers to promote and monitor fair trade and value chain management.
- **Strategic Action-4.4:** Facilitate extension services to primary target population and their communities at household level beyond establishing agriculture farming and home base handicrafts:
- **Strategic Action-4.5:** Establish Agent banking services within the program areas where RISDA has its micro-finance and renewable energy activities.

Strategic Priority-5: Resilience to Climate change

SDG-13: Climate action- Take urgent action to combat climate change and its impacts.

SDG-7: Affordable and clean energy- Ensure access to affordable, reliable, sustainable and modern energy for all.

GoB 7th Five year Plan: One of the prime themes of 7th five year plan is a sustainable development pathway that is resilient to disaster and climate change; entails sustainable use of natural resources; and successfully manages the inevitable urbanization transition.

The Seventh Five Year Plan has further stressed the need to take into account environment, climate change adaptation and mitigation in a broader development context. Creation of alternative livelihoods and building resilience for community to lessen anthropogenic pressure on resources will be enhanced. Relevant programmes for environmental and climate change capacity building at local and national level will be the main interventions of this Plan. Environmental, Climate Change and disaster risk reduction considerations are integrated into project design, budgetary allocations and implementation process

Donors' priorities:

- Improving responsiveness to climate change
- Environment and disaster management: Enhancing climate early warning systems in place and providing useful information to vulnerable groups including weather prediction systems providing accurate medium and short term information
- Strengthening adaptive capacity of the vulnerable households and their institution to secure access to safe and adequate water and safe sanitation.

Development goal of RISDA:

- To create ecological balance through renewable energy like, biogas, solar, improved cook-stove and other initiative, intensive social forestation, biodiversity and other initiatives;

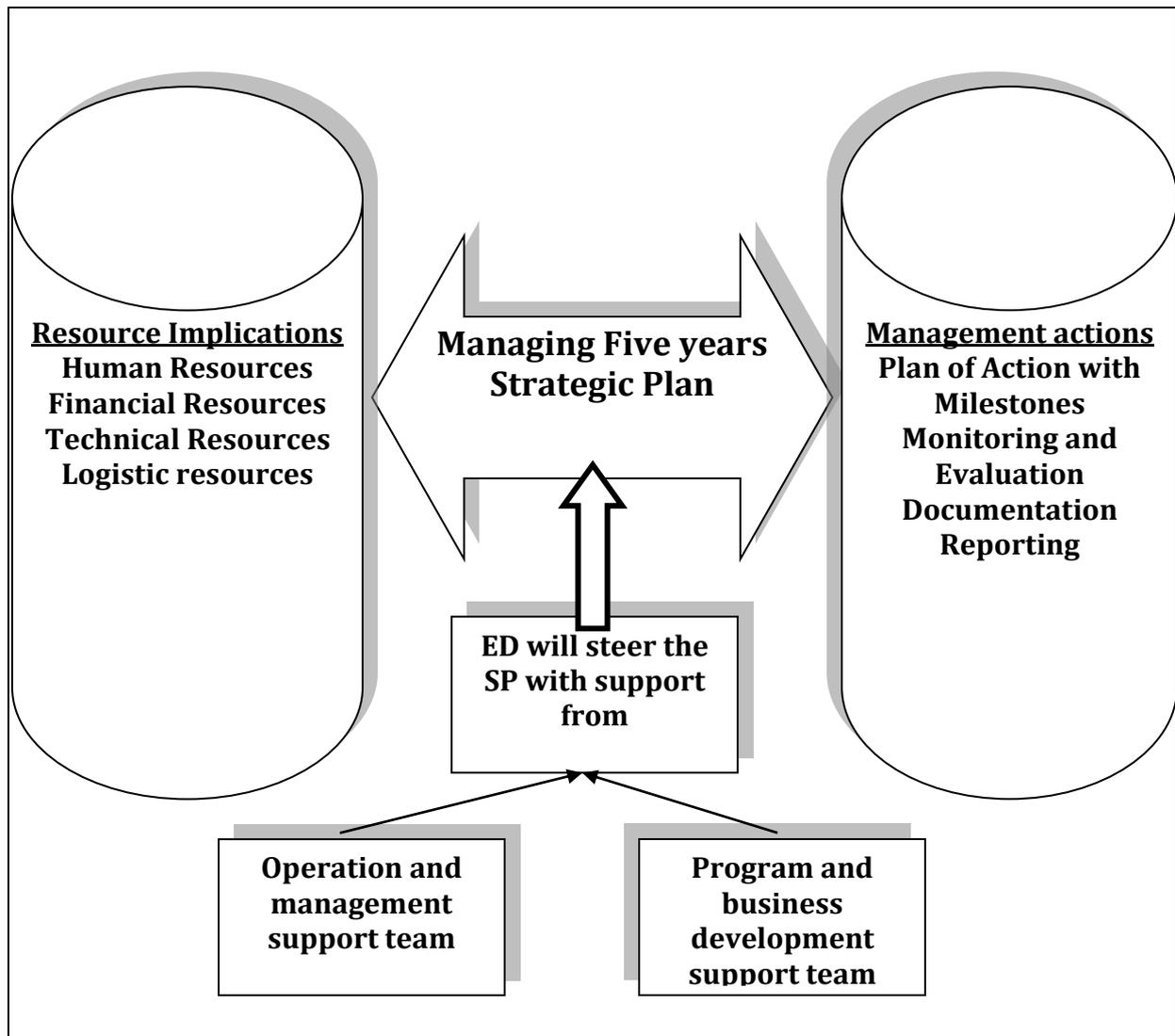
Strategic Priority-5: To strengthen and expand renewable energy base quality services and social business model for environment friendly economic sustainability of community and the institution.

Expected results: Social Business models on renewable energy, improved cook stove and bio-gas plant are in operation and have attained at break even

- **Strategic Action-5.1:** Consolidate all renewable energy units for target geographic areas and establish strategic center to provide sales, installation and maintenance services, promotion and marketing and development of social business model.
- **Strategic Action-5.2:** Promote and facilitate to install improved cook stove with necessary supplies of low cost, medium cost and high cost cook stove that reduce carbon emission at tier-2, tier-3 and tier-4.
- **Strategic action- 5.3:** Promote and facilitate with technical support for installation of Bio-gas plant for cooking and household energy using natural resources available at household level:
- **Strategic Action-5.4:** Promote and facilitate adaption of climate resilience livelihood and living condition in climate affected areas under RISDA program areas.
- **Strategic Action-5.5:** Actively participate in emergency response on natural disaster that may happen in program areas.

Section-6: Managing five years strategic plan: The five years strategic plan needs to manage efficiently and effectively in order to attain targets set out by strategic objectives with respective actions. For such quality management, the organization has resource implication and other management implication like monitoring, evaluation, documentation reporting, risk with mitigation strategy and roll out of strategic plan.

Diagram-3: Managing strategic plan



Resource Implications: To roll out and manage this strategic plan, there have been resource implications in human resources, logistic resources, technical resources and financial resources. Having these resource implications mitigated through provision in this strategic plan document will ensure roll out of its Plan of Action (PoA) following its approval by EC.

Human resources: The strategic objective-1 has been set-out to strengthen institutional capacity including human resources identified to support this strategic plan. The existing organo-gram is proposed to be revised for the required HR which has to be presented through organogram in annexure.

Financial resources: RISDA has been operating a project on home solar system, wood fuel efficient burner and microcredit which generate certain level of income for operation and management of the organization but this earned income is not sufficient for existing program

and further expansion. The organization needs additional funding from donors market for its integrated development approach to develop and implement program using two prong approaches at certain areas. Income Generation from existing sources will be able to make partial contribution while major fund is expected to come from different donors in the country and abroad. Following development of fund raising strategy and deployment of exclusive staff and resources, RISDA will explore funding opportunity from different sources by developing different projects and activities during the life of this strategic plan. According to fund raising strategy, in each program and project where provision of overhead will be mandated thus will help RISDA to build institutional capacity for financial sustainability. Based on creating demand from community for program support community contribution will also be explored.

Logistic resources: The organization has acquired certain level of capacity in logistic support and facilities from implementation of numbers of projects in wide spread areas. Consolidation of those logistic resources from 110 units will become great resource. The existing office equipment, furniture, computers, motor cycles and other facilities would be logistic resources for this strategic plan. Additional projects will give opportunity to acquire further logistic facilities to meet future requirements.

Technical resources: RISDA has acquired certain technical capacity in vocational education and training, renewable energy and micro-credit base IGA. Experience and resources will help building foundation for its program in selected areas.

Program and Business Development support Unit: Technical staff on different specialized program domains and IT professionals will be recruited in addition to existing staffs as a part of institutional capacity building during this strategic plan. This team specialized in program and business development will work for: a) community development, b) sustainable livelihood, c) renewable energy and d) Technical education. A team comprising expertise in four areas will act as resource team for research and piloting of innovation. Head of program will be responsible to provide technical and managerial support and will directly report to ED. Sometimes the organization will outsource technical resource person as and when is necessary subject to available budget and capacity to do so. Another specialized team on fund raising under leadership of senior personnel will be engaged to conduct donors' market research, donors' mapping and funding priorities and develop various materials and project proposal to approach and seek funding.

Operation and Management support team: The team comprising administration, finance, HR and IT personnel will work to support the management as well as strategic plan related actions. In line with operation plan, this unit will work closely with the ED. Staffs for audit and monitoring for program quality and financial control will report to ED. The internal audit will look into financial transaction in compliance with policy and procedures and documentation on budgeting and fund disbursement. M&E personnel will use monitoring framework to regularly monitor the integrated program implementation in line with planned activities and deliverables at output and outcome level.

Plan of Action with Milestones: To roll out the strategic plan with prioritized actions, a Plan of Action (PoA) with milestones at different lag time will be prepared following approval of strategic plan by EC. This PoA will be prepared within the first quarter of first year of strategic plan life in consultation with relevant stakeholders. In line with PoA RISDA will prepare its annual implementation plan of all projects and operation of different institutions. Based on this annual implementation plan, annual report will be produced to evaluate achievement and progress and re-plan the next year plan to accomplish in-completed plan. The Executive Director will steer this PoA and facilitate through annual implementation plan.

Monitoring and Evaluation: The strategic priorities developed with expected results under strategic plan require periodic monitoring to measure whether results are obtained at different interval of time. RISDA will prepare monitoring and evaluation framework corresponding to annual review plan and that will be used to monitor the progress and achievement of target. After two years of roll-out of this strategic plan, a midterm evaluation will be conducted to assess whether RISDA is at par in line with strategic plan. A team at RISDA including project monitoring staff will be engaged to do monitoring of this strategic plan using a set of customized tools and method to be developed by the organization.

- a. **Monitoring:** Result matrix will be the prime instrument to design and plan monitoring of SP. However, the project monitoring outcome, being the complimenting factor to achieve strategic priorities will be part of this monitoring. The SP team will have a monitoring plan taking into consideration of process and performance monitoring at different stage and time of this strategic plan.
- b. **Evaluation:** Despite this monitoring result, there will have a midterm evaluation by a team including donors and stakeholders representatives. Outcome of this midterm evaluation will help to revisit the strategic plan and refine it for rest of the period with necessary amendments and adjustment to keep on right track in addressing the identified issues and priorities.

Documentation and reporting: To review the progress, keep record on lessons learnt and emerging issues; documentation will be a regular phenomenon. RISDA will develop a set of customized formats to capture data and information for documentation as well as periodic reporting on progress and achievement in strategic plan.

Conclusion: This strategic plan is designed on prioritized strategic issues identified by RISDA to address through strategic actions under five strategic priority areas. However, different project will be designed in line with these strategic priorities. Therefore, projects will be the implementation strategy of this strategic plan.