



# **STRATEGY PLAN**

**2015-2025**

**Strategic Directions  
Milestones 2020**



**Dhaka Ahsania Mission**  
**Motto: Divine and Humanitarian Service**



**Unity in Diversity**

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# Foreword

**D**haka Ahsania Mission was founded by Hazrat Khan Bahadur Ahsanullah (r) with the motto of Divine and Humanitarian Service. Development of social and spiritual lives of the entire human community was its key founding aim. Over the past 56 years, DAM has attained gradual maturity and achieved organizational excellence which is now appraised both at home and abroad.

As we enter the post-2015 era of global development, DAM becomes an active participant and important partner in the multilevel debate and discussion for setting up of strategic development goals. In line with the global, regional and national trends of development, DAM is also set to formulate its future strategic directions.

During the year-long strategic planning process, DAM undertook several rounds of consultations –both physical and virtual – within DAM as well as with the external stakeholders. The internal consultations greatly helped to develop a common understanding of the organization’s programmes and activities, while the external ones contributed to ascertain perspective of the future directions. However, the entire strategic planning exercise was an internal initiative coordinated efficiently by an in-house resource team,

This document is intended to provide possible future directions and help use as a guiding framework for developing individual plans in different organs of DAM. It is strongly believed that, through the collective works of all, DAM will be able to further strengthen its footing to extend need-based quality service efficiently for social and spiritual development of human community. The Milestones, incorporated in the strategic planning, are expected to solidify the ground for a collective journey to the rest of the century ensuring an enlightened society for generations to come.

The Mission acknowledges the contributions of all those who gave their valuable suggestions from within and outside DAM. Special thanks are due for Aga Khan Foundation – Bangladesh for hiring the services of the Results Matter Consulting (RMC), who provided technical support to the internal team at some point of the plan development. Finally, the core team deserves high appreciation for steering superbly such a collaborative, critical and gigantic task.

**Kazi Rafiqul Alam**  
President  
Dhaka Ahsania Mission  
10 February 2015

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# Section 1

## Background

### 1. Introduction

- 1.1 Inspired by the vision of its founder, Hazrat Khan Bahadur Ahsanullah (pbuh),<sup>1</sup> Dhaka Ahsania Mission (DAM) works to develop the social and spiritual lives of the entire human community. Over the past 56 years, DAM has made significant contribution in different aspects of human life including education, health, human rights, poverty alleviation, livelihood, micro-finance and climate change. In addition, DAM runs a number of institutions and social enterprises to spread its services, enhance the sector capacity and add value to a number of national efforts.<sup>2</sup>
- 1.2 DAM's Perspective Plan 2006 (which was more a programmatic one) being completed in 2015, the organization decided to embark on a strategic planning process for the decade beginning 2015<sup>3</sup>. As one of the largest organizations in the country, with dozens of programmes and self-governed institutions under its wings, DAM decided to craft a new Strategy Plan involving all entities in the organization; and in doing so, it drew lessons from the current plan and examined and verified the extent of success it has achieved for a coherent framework.

### 2. The Process of developing strategic directions

- 2.1 The preparatory process of the strategic planning was elaborative. DAM undertook several rounds of internal consultations during January-March 2014, followed by a regional consultation at Jamalpur, facilitated by the Results Matter Consulting (RMC)<sup>4</sup>; and the DAM Annual Conference (DAC)<sup>5</sup> 2014 in Dhaka. DAC brought stakeholders together to develop a common understanding of the organization, its activities, programmes and institutions. Additionally, to facilitate the process, DAM obtained the services of RMC, through the assistance of Aga Khan Foundation, Bangladesh, to help formulate strategic directions as well as milestones for the post-2015 decade (July 2015 – June 2025). It also drew lessons from the 2006-15 Perspective Plan as well as the outcome of various consultations, including the DAC 2014.
- 2.2 Several rounds of fruitful talks were held between the consultant and the external and internal stakeholders, including beneficiaries, donors, partner institutions and heads of institutions of DAM. This was followed by an intensive three-day workshop which was attended by 21 senior managers and Directors from various DAM programmes

<sup>1</sup> Hazrat Khan Bahadur Ahsanullah (peace be upon him) was an eminent educationist, reformer and a sufi who established DAM in 1958 with the motto 'Divine and Humanitarian Service'.

<sup>2</sup> See Appendix 5 for DAM Fact Sheets as on June 2014

<sup>3</sup> DAM's strategy plan development process started with a policy concurrence from DAM Executive Committee on 2 November 2013, which was followed by in-house consultation for consensus building on strategic issues and process of plan development. There were also few bilateral discussions with selected institutions and group consultation with different programme teams. Besides, there have been four field-based regional consultations through regional coordination meetings (in Mymensingh, Rangpur, Chittagong and Dhaka) to take stock of geographical diversity of needs and challenges for planning field-based development programmes. These preparatory works by DAM created a good base for interaction by the consultants with the DAM teams and stakeholders.

<sup>4</sup> The consulting firm, Results Matter Consulting, UK, worked with DAM teams and institutions over a two-week period in March–April 2014, followed by offsite support in developing this document.

<sup>5</sup> DAM Annual Conference 2014 was organized with the theme 'Discovering Potentiality for Future' on 22-23 March 2014 to enable active participation by all entities across the organization. A major objective of DAC 2014 was generating input for planning DAM's next decade (2015-25) strategies and five-year milestones.

and institutions. The entire process was focused on developing an organizational strategic plan which would provide directions and allow individual parts/affiliates of DAM to make annual or periodic plans for their respective institutions/ programmes.

- 2.3** The first phase of the process was reviewing the current plan; and the process of formulation and implementation associated with it. It was followed by an examination of DAM's core mandate – including the founding aims, vision, mission and core values – so that all stakeholders involved in the strategy formulation process could get a clear understanding of the issues. The bottom line was to ensure that a common framework and strategic directions could be developed based on a shared understanding of DAM. Internal context analysis followed it, leading to identification of strategic issues, objectives and milestones.
- 2.4** This document presents a summary outcome of the works done so far. It would provide possible future directions – subject to further necessary adaptation - and work as a guiding framework for developing individual plans in different organs of DAM.

## **3. Review of the current plan (Perspective Plan)**

### **3.1 Achievements**

- 3.1.1** During the past ten years, DAM has grown in terms of diversity of programmes, institutions, income, spread in geographical coverage and partnership with national and international agencies and networks. DAM contributed significantly towards the national sectoral priorities in education, health, skills development, micro-finance, agriculture, early child development, disaster management, prevention of substance use related disorders, climate change adaptation, environment, and so on. These have broadened the organization's knowledge base and helped to increase its external profile. To support the growth, DAM was able to increase its resource mobilization from US\$8.5 million in 2005-06 to US\$13 million in 2012-13. The Perspective Plan (2006-15) also helped in sector-based planning and integration of programmes. The sectoral strategic documents emphasized a rights-based approach in DAM's programme, and these have enriched its work around 'Ganokendra' which are community-based institutions managed by the local people themselves.
- 3.1.2** The Perspective Plan which was developed through a participatory process enabled developing clear focus on limited number of sectors (education, livelihood, health, and human rights & social justice) and ultimately enhancing DAM's specialization in these areas. It also led to development of four sectoral and seven regional strategies which included rich contextual analysis of the regions. Besides, the emphasis on capacity building of communities strengthened DAM's interface with communities it works with. Another key outcome was development of the four-stroke strategy<sup>6</sup> for field-based programme implementation and its application across all sectors in projects planning and monitoring.
- 3.1.3** The objective of creating a caring society for disadvantaged and underprivileged people, as enshrined in the founding aims, was achieved to a limited extent. Given organizational capacity and resources, the external challenges - such as political instability, international financial crisis, recurrent disasters and the impact of climate change in most agro-ecological zones of Bangladesh – had significant impact on the work of the organization.
- 3.1.4** DAM's operations and its outreach programme reached a wide geographical area across the country – its programmatic interventions along with institutional care and services are spread over 46 districts and reach 171 upazilas and 1177 unions, through 140 field offices.<sup>7</sup> DAM was also able to integrate gender issues in its development programmes and attempted to strengthen its work in urban areas, in the context of rapid urbanization in the country.

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6 Four wings of the strategy are Community capacity building, Institutional capacity building, Policy advocacy and Services to the unreached.

7 See Appendix 5 DAM Fact Sheets for details

**3.1.5** Several new institutions were established since 1992 with the aim of providing specialized sectoral services, keeping in mind DAM organizational objectives. Over time, some of these institutions built their reputation providing quality services and became financially self-supporting. Over a period of two decades, 28 such institutions (up to June 2014) were established and made functional. Roles of many of those became central to DAM for their unique services. An overview of DAM's reach and coverage as on 30 June 2014 is given in Appendix 5.

## 3.2 Areas for improvement

- 3.2.1** A single network of institutions within DAM was hardly able to operate with the spirit of bondage in 'One Group' as their births and needs were differently timed and separately felt. As programme interventions were planned and implemented separately at different points of time, DAM struggled to develop opportunities for effective collaboration for synergistic impact. DAM could identify the scope and nature of such potential collaboration during the DAC 2014, which is attached as Appendix 4. In the coming decade, DAM will be required to concentrate its effort to craft appropriate structure, system, organizational culture, and strengthen internal communication and planning system to support this priority.
- 3.2.2** DAM's founding aims envision holistic social and spiritual development for wellbeing of the human community and care for nature. Within the growth phase of the last few decades, DAM has not always succeeded to incorporate these aims and values in all its services and care to the full extent. Though all DAM institutions and programmes have been providing service to humanity in general, the interpretation of the founding aims, as core values, has not been very explicit in the published monographs of the institutions and programmes. In the coming decade, DAM will deepen its effort in utilizing these values as core ones to programming process for services and care. DAM also realized that these core values make DAM uniquely placed to play a global role in addressing today's challenges related to human development, poverty, insecurity and sustainable development.
- 3.2.3** DAM has diversified its activities and created a number of institutions which are providing excellent services in the field of education, healthcare, economic and social welfare. Currently the scope of services provided by most of these institutions remain limited to the capital city, while a great deal of unmet needs remain in districts away from the capital. Therefore, one of DAM's key strategic thrust for the next decade will be to increase the reach of its care and services outside the city of Dhaka.
- 3.2.4** While DAM is treated with high respect by the external stakeholders at local, national and international level, DAM's profile building received limited attention. DAM must have a consistent and common branding across all DAM institutions and programmes that reflects its core values and key principles and conveys DAM's identity in a coherent manner. DAM's external communication to government, donors and people at large require further strategic and proactive orientation.
- 3.2.5** DAM managed to maintain a steady growth in its income from individuals, donors and Government of Bangladesh (GoB), but DAM now needs to have robust strategy supported by adequate capacity to stand out in the competitive fund raising landscape which is most likely to be shaped by a decline in foreign donor funding.
- 3.2.6** Project support by various donors helped DAM maintain its field-based programme that continues to support disadvantaged and underprivileged people. However, the programmes were not able to pay equal attention to all the thematic priorities of the current perspective plan. Dependence on external funding has also hindered DAM's intended move from a project-based approach to more programmatic approach. While DAM's knowledge base expanded during the current plan period, its efforts and capacity remained feeble in undertaking systematic programme monitoring by sector based objectives.

- 3.2.7** DAM has established regional offices across Bangladesh that have helped strengthen its profile. Progress toward regionalization remains limited despite attempts to delegate authority to regional offices, and funds allocation based on local needs and priorities require further improvement. The support functions such as finance, HR and procurement have not matched the needs of regional offices for timely decision-making. The DAM's HQ that manages most of these functions could not always cope with the programme needs and pace. Automation and use of modern technology will be a key priority to support speedy decision-making. DAM will need to explore possibilities and modalities to strengthen regionalization (sub-national level programme management) process with appropriate delegation of authority.
- 3.2.8** People are the greatest assets for the organization. DAM still maintains competitiveness in the job market by attracting experienced professionals for DAM programmes and institutions. Most staff finds the organizational culture open, transparent and learning-oriented that should be further strengthened to help young professionals and talents grow. In order to maintain DAM's competitiveness in the fast changing context, further investment in professional and leadership development will be required. Current partnership and collaboration between DAM's programmes and institutions with national, regional and international organizations and knowledge leaders require strengthening. DAM has also identified that its investment in development and nurturing of the next lines of leadership is not adequate - and DAM will need to have plans in the coming decade to develop a cadre of leaders at various levels.
- 3.2.9** One of the greatest shortcomings of the current strategy has been in monitoring and evaluation of results. To support this, DAM has now introduced Participatory Monitoring System (PMS) which is now in its introduction phase. Management Information System (MIS) remains inadequate for producing aggregated as well as disaggregated quantitative and qualitative information to monitor progress based on organizational corporate indicators. In the coming decade, DAM will need to strengthen the MIS for further improving its accountability and transparency.

### **3.3 Lessons from the 2006-15 perspective planning process**

- 3.3.1** The Perspective Plan focused mainly on the programme component of DAM and thus the ownership of it had limited scope to go beyond the Programme Division, and support functions did not receive adequate attention. 'Socialization' efforts of the perspective plan across the organization were not strong enough, which might have caused low ownership, especially by various institutions and entities. Even within the Programme Division, inter-sectoral collaboration and linkages remain less responsive; some activities are discrete having no horizontal link.
- 3.3.2** DAM's founding vision is broad, and this has led to DAM getting into very diverse range of activities/programmes, with weak linkages/synergy. This aspect of DAM needs to be addressed in the next strategic planning process.
- 3.3.3** The strategy set out benchmark and targets, but absence of baseline and indicators at the time of developing the plan made it difficult to measure the change. The project teams focused on project/sectoral indicators, rather than being guided by any organizational or corporate indicators. Further, there was no mid-term review of the perspective plan to assess whether or not DAM was achieving the intended outcome and making an impact.
- 3.3.4** In relation to programme, DAM envisaged moving from project focus toward programming focus, but this did not work properly due to resource limitations and donor dependency. Furthermore, global and national contextual analysis was not documented adequately which need to be given attention in the next plan.
- 3.3.5** The support functions received limited capacity building and organizational development support, and therefore, lagged behind the programme in terms of appreciating and taking on board the needs of programmes.

**3.3.6** Overall conclusions: The Perspective Plan (2006-2015) which was DAM's first-ever attempt at long-term planning provided a good direction for the organization's various programme components, and enabled it to strengthen certain aspects of its programme implementation, namely: working closely with communities and beneficiaries; and developing multi-sectoral programmes which enabled strengthening specialized area of expertise within the organization. However, the plan was limited to providing programmatic and sectoral directions and was not meant to provide a common framework to bind together the various autonomous institutions and entities that DAM is organically associated with, thereby missing the opportunity to build linkages and synergies between various parts of DAM. Further, monitoring and tracking of macro-level sectoral results in a systematic manner remained weak as performance indicators and baseline data were not articulated clearly at the time of preparing the plan in 2006.

## 3.4 Implications for 2015-25 decade strategic planning

The following important lessons from the current plan need to be taken on board in upcoming round of strategic planning process:

- DAM's founding aims and core values need to be integrated more organically and realistically in the new strategic plan and all activities.
- Organizational governance and leadership need to be strengthened so as to bring about closer alignment of all segments of DAM into a coherent whole, while maintaining the required autonomous nature of some of the Institutions.
- Clear performance indicators and outline processes of how performance will be monitored across the organization must come under common framework.
- Inclusiveness must form integral part of the strategic planning and should ensure that appropriate inputs from different segments of DAM family are taken into account; and once developed, the plan needs to be disseminated and 'socialized'.

## 4. SWOT analysis

- 4.1** Taking stock of the external context, DAM analyzed its strengths and weaknesses, through a SWOT analysis. The SWOT analysis was carried out first in the DAC 2014 where participants from different institutions had an opportunity to reflect on internal and external environment and challenges. These were captured in DAC Recommendations. Subsequently, the strategic planning workshop further examined the strengths, weaknesses, opportunities and threats which are summarized in the next page.
- 4.2** DAM has established its reputation as a pro-poor organization with extensive geographical presence providing quality care and services in multiple sectors, and its well-established institutions and committed staff are seen as providing strong foundations to build on, going into the next decade. The coming decade is likely to witness continuing economic growth amidst growing inequity and worsening human development scenario due to increased migration from rural to urban areas straining the already-overstretched capacity of service providers, displacement and impoverishment due to increasing climate change related disasters, and the country struggling to fulfill the aspirations of youth and working-age population for decent education, employment and livelihoods.
- 4.3** For DAM, there will be challenges and opportunities in the changing context – while grant-fundraising opportunities for programmes especially from external donors may decline, there will be opportunities for local fundraising and mobilizing support from local population for its work as economic growth creates a class of prosperous businesses and individuals who will develop philanthropic interests. There will also be greater opportunities for social businesses to contribute to development. This will also require greater efforts on part of DAM to educate and sensitize people about poverty, vulnerability and suffering through continuous dialogue, engagement and

communication. DAM will need to present a consistent branding and coherent messages about itself and its work – which it has not always succeeded in doing in the past – to all external stakeholders and public to be able to position itself as a Mission for Change.

- 4.4** In order to deliver these, DAM will need to strengthen its staff capacity for strategic programming capable of leveraging linkages between different sectors and programmes. This will also require greater collaborative approach and programme management and leadership capacity. Programmes will need to be able to demonstrate, measure and track their results and communicate these clearly to DAM’s stakeholders.

## DAM SWOT Analysis (2014)<sup>8</sup>

### Opportunity

- Increased demand for skills and training
- Cross-country work
- Increased SMEs, and diversification
- More regulated MF and rural banking by NGOs
- Public-private partnership
- Working for street children, PWD, older population
- Social business opportunity for DAM Institutions
- Growing economy and wealth – increasing propensity to donate for good causes

### Threat/ Challenge

- Socio-political unrest in the country
- Declining aid and increase in loan component of foreign donation
- Increasing competition from private sector in aid delivery
- Multiple branding and identity of the organization

### Strength

- Reputation and acceptance
- Visible infrastructure
- Well established institutions
- Experienced, skills and motivated workforce
- Innovation and accepted good practices e.g. Ganokendra
- Close working relations with GoB
- Work experience with local government
- Multi-dimensional activities
- Extensive geographical coverage
- Emphasis on quality

### Weakness

- Loosely connected – limited linkages and lack of synergy between different institutions and entities
- Limited internal coordination - compartmentalization of projects and programmes
- Compensation package not competitive
- Limited investment in staff development
- Weak monitoring and evaluation system
- Lack of proactive external communication
- Most field based projects are donor-dependent

<sup>8</sup> In the table, some of the statements in the strengths and weakness boxes apparently look contradictory. The reality is, in that particular field DAM could attain some strengths while there remain some areas of weakness. These aspects have been illustrated in the narrative parts, while in the summary table the statements kept unedited as a reminder to the management.



# Section 2

## DAM's Mandate

### 1. Motto and Founding Aims

DAM founding motto is 'Divine and Humanitarian Service'. The motto was translated into seven founding aims as embedded in DAM constitution, which are stated as follows:

- Develop the social and spiritual life of the entire human community
- Annihilate the distinction between human beings
- Cultivate unity and brotherhood and inspire divine love
- Teach one one's insignificance and shun one's pride
- Enable one to recognize and realize the relation between the Creator and the creation
- Enable one to realize the duty of man to his Creator and to his fellow beings
- Render all possible help to the suffering humanity at large.

### 2. Core values and operating principles

An analysis of the above mentioned motto and founding aims shows that the organization has the following core values which inform the organization's intent and purpose:

**Humanity:** Caring and serving the disadvantaged and suffering humanity without discrimination on the grounds of religion, casts, creed, gender, ethnic groups, and promoting mutual understanding, brotherhood, friendship, cooperation and lasting peace amongst all people, thus contributing to empowering and uniting people;

**Spirituality:** Service to creation is to serve the Creator. Love is the cornerstone of relationship between the Creator and the creation. Out of love, all human beings have a duty and responsibility to help each other to sustain their relation with the Creator;

**Humility:** Value one's insignificance and shun one's pride;

**Equality and equity:** All human beings are equal; DAM strives to work toward equality in fulfilment of rights and ensure unity and equity in the society so that all people enjoy happy living;

**Caring for nature:** No human progress can be sustained if the nature is not cared for; it is DAM's endeavour in everything it does to ensure that the human beings collectively contribute to leaving a sustainable environment for posterity;

**Honesty and morality:** People will demonstrate their utmost sincerity in discharging duties and uphold honesty as a distinct ethical trait in everything DAM does.

The above values are reinforced by the following operating principles in the conduct of DAM's business:

**Excellence and Quality:** DAM strives to achieve excellence and quality in everything it does in the service of mankind, and DAM invests in people to unlock their potential and give their best in delivering outstanding results.

**Research and Innovation:** Innovation is at the heart of the organization – DAM creates space for learning by encouraging research, innovation and creativity in attaining goals; nurturing a culture that values collaboration and germinates innovation; and ensuring that individuals proactively take responsibilities with their creative ideas. DAM recognizes that sometimes research, innovation and learning process may also involve failure and remains flexible so that the employees learn from their work with, and from beneficiaries and network partners.

**Transparency and accountability:** DAM implements its activities in transparent manner and is accountable to its members and programme participants who have a right to know how decisions are made, how resources are obtained, and how plans are developed that affect their lives. DAM officials and trustees have a duty to act visibly, predictably and promote participation and accountability as an essential feature of good governance. DAM is answerable for all its actions and there is redress when duties and commitments are not met.

**Sustainability:** DAM plans its activities targeting long-term sustainable results to bring changes in the life of target programme participants and other clientele groups. Along with programmatic sustainability in terms of process and output, equal emphasis is laid on sustainability of institutional management in terms of financial self-reliance, governance and succession plan within the organization.

### 3. DAM's Vision and Mission

Although the organization's current literature does not explicitly state its vision, mission <sup>1</sup>, these are enshrined in its founding aims. Based on analysis of the founding aims and values of the organization, the vision and mission of DAM are formulated as follows:

**Vision:** DAM visualizes a society that fosters humanity, spirituality, humility, equality and caring the nature, thereby realizing the duty of mankind to his Creator and his fellow beings.

**Mission:** DAM provides high quality services towards unity, peace and development of social and spiritual life of the human community in general and of the disadvantaged and suffering humanity, in particular.

### 4. DAM's distinctiveness

DAM is unique and distinctive because of its founding divinity values, which combine service to the humanity and service to the Creator under the motto 'Divine and Humanitarian Service'. The unique founding values guide the members of DAM family to serve the humanity with utmost care and sincerity keeping in minds the divine values of their services.

DAM is also distinct because of its identity as an organization delivering diverse need-based humanitarian services through both field based and institutional interventions. This distinctiveness gives DAM comparative advantages in serving people from all walks of life, with preference to the 'suffering humanity'.

DAM has a unique way of doing 'business' that is shaped by its values and works for unlocking human potential enabling communities and institutions to engage in creating a better society through its 4SS <sup>2</sup> programme approach.

The uniqueness is also featured by a scenario of Unity in Diversity where each institution upholds its specialization and retains its autonomy, but collectively all institutions and initiatives contribute to DAM's spiritual, humanitarian and universal values through their day-to-day work. This distinctiveness would be further sharpened and manifested during the course of the next strategic plan through consistent reinforcing of its identity and values in the work of all segments of DAM. DAM ensures qualitative output in all aspects of its activities, as it has groups of dedicated and committed workforce and Pursues area based approach of work.

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<sup>1</sup> DAM's 2006-15 plan defines its vision and mission as follows. These were formulated from programme's perspectives to guide field programmes. At the organizational level, application of these does not depict full picture, although the organization used these as generic statement of mission and vision in many of its communication and publications, and in fact, these are the only statement of vision and mission that is currently available.

**Vision:** "DAM envisions a Bangladesh society where people are free from poverty; hunger and experiencing a social transformation for fulfillment of basic rights, the disadvantaged population groups/communities in particular having an improved social, economic and spiritual living."

**Mission:** "DAM would reach its vision through increased access of the target communities to public and private services in the interconnected areas: Education, Livelihood, Health and Human Rights & Social Justice with Environment being a crosscutting issue."

<sup>2</sup> 4SS – Four-Stroke Strategy; Four wings of the strategy are Community capacity building, Institutional capacity building, Policy advocacy and Services to the unreachable.



## Section 3

# Strategic Directions (Organizational level <sup>1</sup>)

## 1. Strategic goal for 2015-2025

In next 10 years, DAM will reinforce Dhaka Ahsania Mission's identity as a 'mission for change' in the living conditions of the disadvantaged and suffering people in Bangladesh and in other countries, integrating DAM's divine values while providing high quality, affordable and most appropriate services and care.

To deliver this goal, DAM will strengthen its leadership capacity across all DAM institutions and programmes and develop a framework which unites and creates synergy among the diverse range of institutions and initiatives to deliver quality services and care. This will also be done through expansion and consolidation of present work with increased fairness, accountability and transparency, communicating a common vision and identity to all DAM stakeholders.

As a strategic choice, two sets of strategic change objectives (organizational and programmatic) are formulated. The first set of objectives will provide a common framework across DAM which can be used by all institutions and divisions to strengthen their own individual mandate as well as create (and benefits from) synergies within the DAM family. The second set of objectives (which focus on programmatic approach) emerged from context analysis, including analysis of post-2015 emerging issues, review of 2006-15 plan of DAM, lessons, SWOT analysis, and DAC 2014 recommendations. The organizational change objectives, strategies and expected results are illustrated in this section, while the programmatic ones are described in the next section.

## 2. Change Objectives, Results and Targets

### 2.1 Objectives

1. Integrate DAM's founding aims and core values in the programmes and services offered by DAM Institutions, Divisions and Units
2. Strengthen DAM's identity, branding and visibility nationally, regionally and globally
3. Develop an institutional framework that connects and unites all parts of DAM
4. Strengthen networking and partnership at global, regional and national level
5. Diversify resource mobilization and income
6. Invest in people — leadership, staff development and career path promotion
7. Develop capacity for research, innovation, advocacy and knowledge management
8. Improve governance to increase functional efficiency and effectiveness

Alongside the above mentioned change objectives, DAM has taken stock of the current status (Benchmark status<sup>2</sup>), identified 3 strategic targets which will provide a guiding framework for detailed planning in each institutions/programme/unit. Each target will lead to a change – indicating how and what will be the developments over the course of the next

<sup>1</sup> These strategic directions are applicable for all division/units and institutions of DAM.

<sup>2</sup> Benchmark information as on April 2014 mentioned in this document are indicative. DAM will document more specific baseline information during the July 2014 – June 15 which will be the reference year for measuring changes in the plan period (July 2015 – June 2025), encompassing the Milestones year 2020.

plan period. Against each target, 2-3 key indicators have been identified which will help track and measure progress. Few possible action points are also mentioned to attain the objectives. Full action planning would be made by DAM entities during annual (and periodic) plan preparation.

## 2.2 Expected Results and Strategic Targets<sup>3</sup>

### Result 1

DAM founding aims and core values are unpacked and appropriately reflected in the programmes, services and activities of its Institutions, Divisions and Units.

#### Strategic Targets

- a) Reorienting the image of the programmes and activities reflecting the spirit of DAM and integration of the core values in policies, guidelines, programmes, courses, curriculum, and publications.
- b) DAM core values are manifested in the attitude, behaviour and communication of the employees across the organization.
- c) Formal and systematic mechanism of monitoring and evaluation in place across DAM demonstrating integrated practice of key principles.

### Result 2

The unique identity of DAM is uniformly communicated through relevant IEC materials and modes by all entities of DAM to the national and international audiences.

#### Strategic Targets

- a) A common branding, visibility and communication strategy of DAM is developed to institutionalize Unity in Diversity.
- b) The branding and visibility devices of DAM divisions, institutions and programmes provide consistent and coherent reflection of the core values and key principles of the organization.
- c) All publications and communication materials reflect 'One DAM' identity that connects all organically.

### Result 3

A macro level management framework is functional at the DAM head office level bringing unity in diversity, providing policy guidance and connecting all segments of DAM.

#### Strategic Targets

- a) Developed a steering team at the level of Directors to provide coordinated leadership on major issues of development and collective interests and facilitate synergic collaboration among DAM institutions and programmes.
- b) At technical and mid-managerial levels, strategies are developed for collaboration among DAM's various programmes and institutions to leverage synergy.
- c) Periodic documentation and reporting to DAM Executive Committee on progress, inter-segment collaborative works, challenges and potentials.

### Result 4

DAM's current level of partnership and collaboration at global, regional and national level is further expanded to make the connections more visible and effective.

#### Strategic Targets

- a) Developed policy and strategy on partnership with other organizations and institutions for policy advocacy and technical cooperation at in-country and international levels.

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<sup>3</sup> In preparing annual/periodic plans, these strategic targets be kept in view so that the planned activities contribute to achieving the results. Result-wise strategic targets, indicators and action points are mentioned in Appendix 2.

- b) Strengthened institutional capacity in DAM and its institutions to facilitate and manage partnership and collaboration.
- c) Set up of Ahsania Mission Global Development Network through establishment of country offices, franchising DAM model and/or by expanding partnership with corporate sector, government bodies, UN system, spiritual development organizations and civil society organizations at international level.

## Result 5

The sources of fund for meeting core expenses, development programmes and institutional expansion encompass domestic resources, corporate funding and foreign aids.

### Strategic Targets

- a) Developed resource mobilization strategy diversifying source of fund and with increased focus on domestic fund raising from individuals, charities and corporate sectors and making provisions for optimizing effective use of resources through rational allocation and investments.
- b) Increased resource inflow from fees, service charge, and contribution from DAM social enterprises.
- c) Increased capacity of the DAM overseas entities to mobilize resources.

## Result 6

Specific plan and appropriate budgetary allocation in all segments of DAM for staff development, promoting leadership and career path.

### Strategic Targets

- a) Undertake orientation programmes for the staff members to sustain value, respect and ownership on the founding aims and core values of DAM.
- b) A leadership and management development framework based on common core competencies and embedding best practices in managing human resources is in place to support all leaders and managers in continuously developing their capacity.
- c) Put in place a comprehensive performance management system including performance based incentive schemes at all levels, providing opportunities for continuous learning, growth and development of staff at all levels.

## Result 7

Across DAM, in head office and in institutions, institutional arrangement and budgetary allocation are made for research and knowledge management.

### Strategic Targets

- a) Mechanisms and tools are developed, tested and used to facilitate horizontal learning and knowledge management across DAM.
- b) Making research for development as integral part of planning and budgeting across DAM.
- c) Evidence based policy advocacy strategies are developed in the sectors DAM works for.

## Result 8

Audit, monitoring and corporate governance ensures increased functional efficiency and effectiveness of the administrative and financial systems of DAM in head office and in institutions.

### Strategic Targets

- a) Delegated administrative and financial responsibility balanced with accountability at various levels across DAM.
- b) Automated financial management system and management information system with provision for information communication across DAM.
- c) Ensure accountability and transparency at all levels at the head office, regional/area offices and institutions.



## Section

# 4

# Programmatic Focus

(Field based programmes<sup>1</sup>)

## 1. Programmatic Change Objectives

1. Set priorities of sector-based programmes with specific focus, results and implementation strategies
2. Scale up the services and care of DAM programmes/institutions to divisional cities, districts and upazilas, in order to meet the specific needs of different regions within the country
3. Implement region-based thematic field programmes addressing specific local needs in the regional geographic context
4. Ensure integration and connectivity of the DAM services in the same community

## 2. Strategic targets<sup>2</sup>

1. Sector strategy papers are revised specifying sector-wise objectives, strategies and priority programmes based on national needs and global context
2. Innovative models are developed to cater the needs of specific target groups in line with the sector strategy and set priorities
3. Strengthened regional offices with more efficient functioning and programme implementation
4. Expanded network of institutional services with locally relevant programming
5. Regional strategy papers are revised based on the contemporary needs and priorities on the geographic regions of DAM
6. Programmes/projects implemented in the region are consistent with the regional strategy papers
7. Regional level programme coordination and implementation set-up is developed
8. Collaboration framework is developed at Upazila level supported by a Upazila based database of DAM services
9. Union level collaboration mechanism is developed to complement services supported by household level information
10. Automated household database is developed at union level to track complementarity of services

## 3. Benchmark for the Programmatic change objectives (2014)

- Sector wise strategy papers are available, which need to be updated
- Programme priorities are not focused in the (present) sector strategy papers
- Programme-wise result indicators are being developed

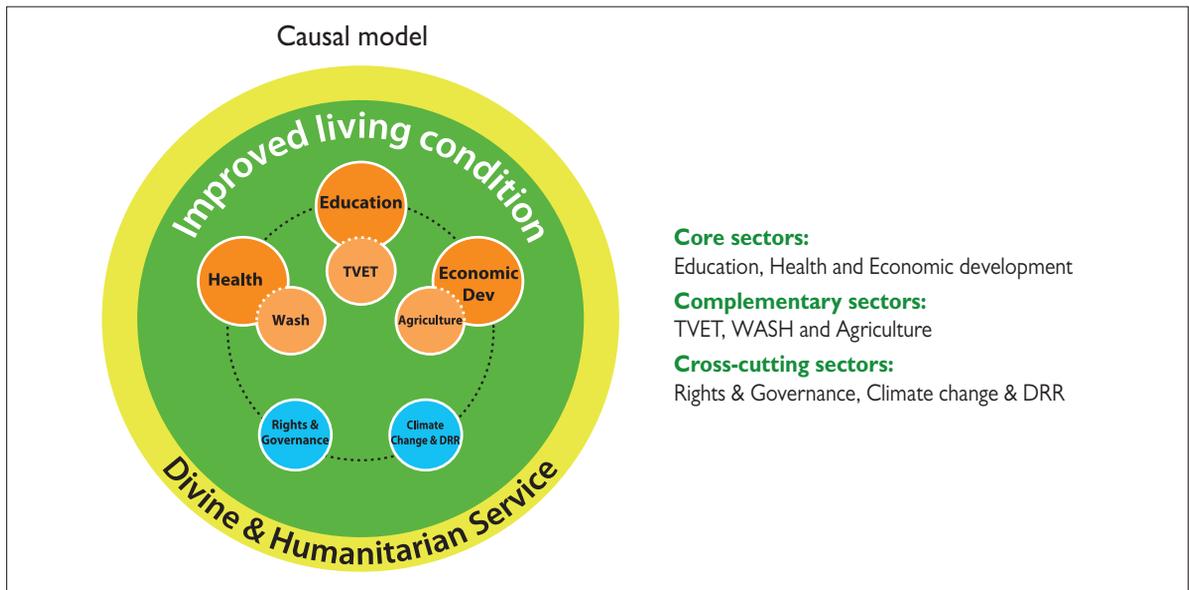
<sup>1</sup> Applicable for all field based programmes implemented by various divisions, particularly the Programmes Division, and the outreach programmes run by the institutions of DAM.

<sup>2</sup> In Appendix 3 programmatic objectives-wise strategic targets and indicators are provided, which can be used as guidance during designing programmes/projects and during preparing annual plans.

- The scopes of services from most of the DAM institutions remain limited in the capital city
- Regional strategy papers have been drafted, but not widely discussed in the regional team. Need updating of the strategy paper and finalization
- Regional focal points and Central focal points are designated for each region. However, the horizontal communication among the service providing projects are not institutionalized. Linkages are established on piecemeal basis. No regional set-up is there at the field level to coordinate all activities at the local level; decision making process is vertical

## 4. Sector programme focus for the next decade

Contextual analysis suggests that DAM's next decade core sectoral focus will be Education, Health and Economic development. These three core sectors will be complemented by TVET in the education section, WASH in the health sector and Agriculture in the economic development sector. From rights perspective Rights and Governance will be a cross-cutting sector. Climate change and DRR being have implications on all development initiatives will be another cross-cutting sector. All these seven sectors will function in a cyclic harmony and coordination with a built-in spirit of Divinity. The causal model below illustrates the connectivity.



In all sectors contemporary emerging issues will be addressed and programmatic priorities will be set accordingly during annual/periodic plan preparation. Major sectoral focus and key priorities are mentioned in the following paragraphs.

### Education as a core sector

In the education sector, DAM will continue through field-based programmes and institution-based services with focused interventions. ECD programme will be expanded, incorporating intensive parent-children interaction through community-based integrated ECD model. Wider implementation of multi-grade NFPE for OOSC would be explored through partnership with GoB and NGOs. Technical collaboration with formal and non-formal education providers will be intensified with particular focus on teachers' professional development. Aiming at developing a learning society, functioning of community-based literacy and lifelong learning centres will be promoted for expansion of literacy programmes and reading promotion at all levels.

TVET programmes compatible with the national standard (NTVQF) will be expanded through triple mode of delivery (institution based, community based and workplace based) to reach the young groups living in poverty and remote locations. More closely functional relations will be developed with the employers/industries and the government TVET offices (BTEB, DTE, NSDC) to update courses, improve delivery modes, accreditation, employment support services and professional development of TVET personnel. In support of quality education, besides promoting reading materials, digital and interactive learning material will be developed for use at all levels of education.

Education sector priorities

- Increased coverage of extended primary education (ranging from pre-primary to JSC) of national standard by the children from disadvantaged groups of population in both rural and urban setting
- Universal access of the parents and caregivers in the targeted family to literacy, life skills and market-oriented livelihood skills compatible with the Equivalency Framework and the National Technical Vocational Qualification Framework (NTVQF)
- School improvement in terms of teachers' professional development, community engagement and providing competency based inclusive education to the children in the target areas

## Health as a core sector

The health sector focus so far remains around primary health care, water sanitation and hygiene (WASH), addiction management covering prevention, treatment and rehabilitation. The target groups are male, female and children substance users and recovering drug users. In the next decade, DAM health sector will fully focus on both qualitative and quantitative attainment of delivering specified primary health care services based on the national expanded Essential Services Delivery (ESD+) package. The package comprises of i) maternal health care, ii) population and family planning services, iii) neonatal health care, iv) child health care, v) reproductive health care, vi) adolescent care, vii) nutrition, viii) communicable and non communicable disease control, ix) limited curative care, x) behavior change communication, xi) diagnostic services and emergency transportation, xii) violence against women and other ancillary services.

As far as attainment of the post-2015 development goals are concerned, enormous emphasis will be put on maternal, child and adolescent health care, family planning services, nutrition and BCC. Awareness raising activities will be undertaken consistently using national standard IEC/BCC materials for prevention of communicable and non-communicable diseases including tobacco control in line with WHO FCTC, HIV prevention & testing and TB control programs, mental health program, road accident prevention etc. at the community level through direct interventions and also in partnership with the hospitals and other institutional services. DAM will also introduce e-Health, m-Health and telemedicine and automate the systems.

DAM will continue evidence-based medical detoxification protocol for safe management of acute symptoms of withdrawal syndromes for substance abusers with related medical, psycho-social, vocational, and legal problems. In addition to counseling or psychotherapy, required medication and services are arranged like family therapy, parenting advice, vocational rehabilitation, and social and legal services. Life skills training will be provided during treatment and rehabilitation period.

An integrated institutional set-up for coordination and management of health programmes will be developed as soon as possible.

Followings would be priority areas of the health sector in the next decade:

- Ensure essential service delivery (ESD) package for women and children through field based programmes and institutional services (hospital, maternity centres, etc.)
- Scale-up addiction management, non-communicable diseases (NCD) care programmes, especially cancer, hypertension, diabetics and mental health
- Providing services through e-health and m-health (including tele-medicine) across DAM service areas
- Expanding preventive and curative services for HIV/AIDS, TB and other communicable diseases

## WASH as a complementary sector

In the WASH sector, water, sanitation and hygiene issues would be addressed focusing on following priorities and complementing to the health sector:

- Increased access to safe water for household use by diversifying hardware technology and promoting water enterprizes at the local level
- Intensifying hygiene promotion and cleanliness campaign in the schools, communities and townships
- Gradual expansion in WASH programmes in new urban settlements, secondary towns, and growth centres

## Economic development as a core sector

Economic development interventions will focus primarily on poverty reduction, increased food security, capacity enhancement of vulnerable groups and scaling up informal economy. This sector will also undertake activities for promoting consumers rights, fair price of products and food quality regulation, besides proper implementation of Food Security Law 2013 and upholding the economic rights of the poor and marginalized farmers.

The ongoing microfinance programme of DAM has been institutionalized as DAM Foundation for Economic Development (DFED); the future direction of which will be both horizontal and vertical expansion by offering demand-driven new products. Promoting SME and Islamic Microfinance will be two thrust areas across DFED. Diversification of agricultural credit schemes for increased women involvement in agricultural technology and promotion of youth entrepreneurship will be the two main planks of DFED. In the agriculture loan, specific focus will be on value chain development. As part of governance improvement, DFED would go for digitization both programmatically and institutionally by introducing mobile banking and mobile-based monitoring. Special efforts will be made to increase mobilization of internal resources by diversifying savings products and service packages. Effective marketing strategy will be developed to ensure target client reach.

Economic development sector priorities:

- Intensifying small and micro enterprise development and increased engagement of youths in diversifying productivity and marketing of both agro and off-farm sectors
- Promoting and diversifying IT based earning (IT Enabling Services) at the local level through skills enhancement and networking of services
- Facilitating safe migration of the aspirant youths from poor and middle income group population for overseas skills based employment and extending possible support through networking for their living with dignity in the country of destination

As Bangladesh economy is becoming increasingly globalized, the future economic development of the country will be rooted at regional and international level. With the rise of global south, the south-south cooperation will increase. DAM will take full advantage of it by becoming part of global anti-poverty and economic development campaign and influence bigger policies in partnership with other national, regional and international networks and platforms.

DAM economic development initiation and enterprises will expand social business effort to extend support to the marginalized groups, professional groups and growing entrepreneurs and contribute to national development.

## Agriculture as a complementary sector for economic development

Agriculture sector in DAM will emerge as a separate complementing sector for economic development based on experience of working in the fields over last decade contributing to increased vibrancy in the sector resulting from diversification and intensification of agricultural activities. Promoting increase access of the farmers particularly the women and marginal farmers to public and private sector extension and marketing services and promoting value chain production and marketing will be key focus in the sector during the next decade, having following priorities

- Diversifying productivity focusing on value chain crops through input and supply chains as well as capacity enhancement of the agriculture extension services
- Promoting fair price devices enabling the producers to get justified return from the sale of products in the in-country and international markets
- Partnership development with green economy and safe food campaigns to develop an integrated approach for sustainable agriculture

## Rights and Governance as a cross-cutting sector

Towards intensifying the rights-based approach from governance perspective, the present human rights and social justice sector will be renamed as Rights and Governance sector. The programmatic focus of this initiative will be threefold: (a) to reduce all forms of violence against the vulnerable groups of children, adolescent and young girls and women of the poor households; (b) to disseminate information on rights and entitlements under right-to-information (RTI) acts to increase people's access to services; and (c) to facilitate community monitoring and social accountability of the service-providing institutions. In doing this, DAM programmes will work on community capacity building as well as institutional capacity building of the duty bearers, collectively enabling the right-holders and duty-bearers to work together in accessing quality services as per rights and entitlements.

From rights perspectives, DAM will expand its work to increase awareness and capacitate vulnerable groups of children, girls and women for prevention of violence. Violence faced by these groups leads to children remaining out of school and living and working on the streets, being engaged in hazardous work, face physical and mental torture, sexual exploitation and abuse, substance use and human trafficking.

Rights and Governance sector priorities:

- Improved governance and increased community engagement in monitoring of inclusive public services to the poor and disadvantaged population
- Promoting active citizenship in reduction of violence against women and children and increased access to public information
- Community and institution based services to the victims of violence and vulnerable people for sustainable livelihood and living with dignity

## Climate change and DRR as a cross-cutting sector

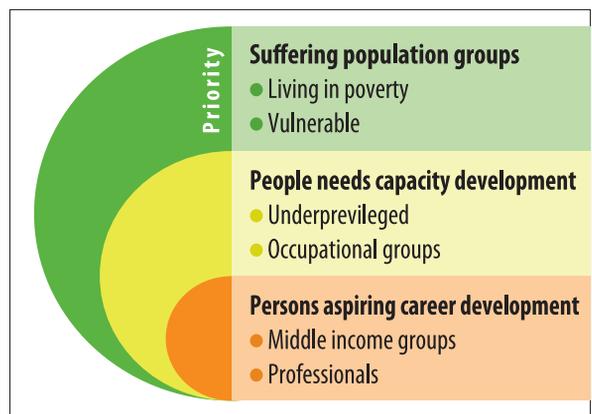
While climate change affects all, it is the poorest and those living on the margins are the worst affected. While in disaster risk reduction (DRR) efforts of DAM are diverse and based on many years experience, the current pace of climate change related actions are still not adequate to enable people to adapt to climate change. Far bigger and effective actions will be taken to help people from falling further into poverty. DAM will go for mainstreaming climate change and DRR in all its work and design and implement specific climate change adaptation work to support vulnerable people.

Following will be priority areas climate change & DRR sector:

- Enhancing adaptation capacity of the communities
- Strengthening mitigation measures
- Intensifying disaster preparedness and rehabilitation schemes

## 5. Population Focus

Given DAM's institutional mandate, disadvantaged and underprivileged people will continue to be primary groups with which DAM will work. Such groups will include people living in poverty, minority groups, and new migrants in urban area, environmental migrants, persons with disabilities (PWD) and older population. Women, people with disability and marginalized groups of people will have focus in programme planning. There will be special emphasis on disaster and climate change affected population. Considering population dynamics and current socio-economic development trend, the major concentration of programme participants will be on children, youths and adolescents across different groups.



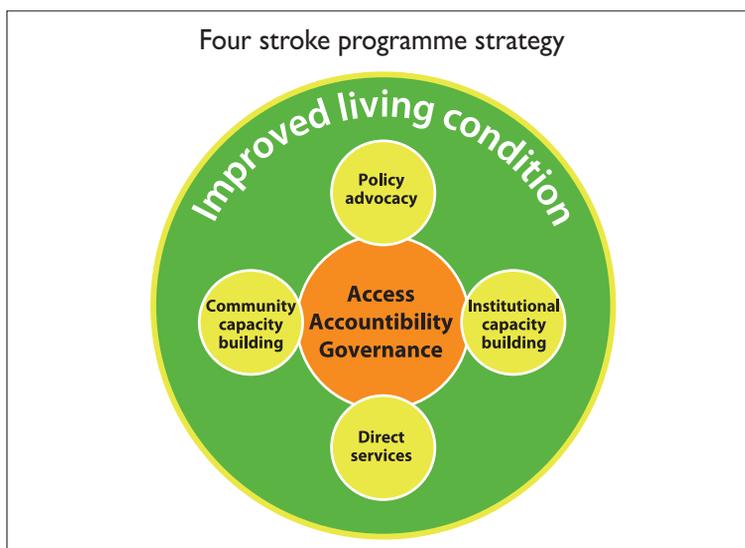
## 6. Geographical focus

In the coming decade, DAM will maintain its current geographical focus (see map in Appendix 5) but within this, it will further concentrate investment in areas with high climatic and environmental risk, smaller growth centres and towns with limited services and care. It will continue to monitor the changes in current east-west divide in the distribution of poverty and wealth. DAM will utilize this dominant macro-analysis as it is very likely to have pockets of poverty within relatively well-off regions.

In geographical remote area such as river and offshore islands, areas affected by salinity intrusion, biodiversity loss and chronic slow onset disaster such as drought and in selected locations, based on the needs and feasibility, the DAM institutional services will be expanded through needs analysis, action research and/or satellite mode of delivery.

## 7. Programmatic strategies

DAM's ongoing four-stroke strategy of programme implementation at the field level will be continued having Community capacity building, Institutional capacity building, Policy advocacy and Direct services as four distinct but complementing wings of the strategy. Ganokendra like community based platforms will be promoted more in support of community capacity building. At the union and upazila levels, the resource centres will function as hub for technical supports towards capacity building of the local institutions. While evidence based policy advocacy will be made collectively with partner organizations for required policy change to optimize quality public services to the people in need. DAM will as well provide need based direct services to the unreached and underprivileged towards improving their living conditions.



The inter-woven wings of the four stroke strategy will facilitate enhanced accountability and good governance ensuring quality services and access of the citizens to the public services for which they are entitled.



# Section 5

## Milestones 2020

All institutions and divisions of DAM as part of visioning future set up Milestones for 2020 indicating key qualitative targets. These milestones will be used as ready reference for annual planning by respective segments during 2015-2020 period. For some institutions longer term future directions, actions and targets have also been articulated, while for other cases these would be developed gradually.

## I. Milestones of the Institutions

### A. Education sector Institutions

#### I. Ahsanullah University of Science and Technology (AUST)

- a) Automation of academic management, financial management and administration including human resource management
- b) Academic audit system functional, having space for feedback from the students, teachers, professionals and external experts
- c) Research for development becomes an integrated part of academic courses, particularly at the post-graduate levels
- d) Extended campus at Kunipara in place
- e) In the second campus in Ashulia, AUST would be largely operational with a comprehensive physical planning, potential academic field analysis, financial planning, and governance system development

#### Some future direction setting academic points:

- Start of post-graduate programmes in all departments
- Launching of doctoral programmes in at least 2-3 departments
- Opening new need based departments and faculties including fields of basic science, chemical technology and agriculture technology
- Position improvement in regional and global rankings
- Enrollment of foreign students in different programmes
- Increased number of professors and Ph. D holder teachers
- Industrial linkage with academic programmes become more institutionalized through internship and inviting industrial experts as guest speakers
- Making linkages with world-class universities through students exchange programme and inviting scholars
- Organising orientation courses for the faculty members on the life & philosophy of the Founder and the pedagogy of improved teaching learning process
- Co-curricular activities for all students in various fields introduced
- Ensuring that junior students are not mishandled by their seniors
- Making students involved in community work
- Lecture material available in the web page

## II. Khan Bahadur Ahsanullah Teachers Training College (KATTC)

- a) KATTC institutional development project launched
- b) Multimedia (digital!) classroom in place
- c) Offering modular B. Ed and subject-based M. Ed courses
- d) Various short courses on teachers' capacity development on subject-based pedagogy introduced
- e) Course diversification offering ECD/Kindergarten, primary and post-secondary level programmes for teachers introduced
- f) Offering online follow-up consultation support to the KATTC trained teachers
- g) Students attendance in class not less than 60% of classes held

## III. Ahsanullah Institute of Technical Vocational Education and Training (AITVET)

- a) Courses to be redesigned in line with NTVQF levels and BTEB requirements
- b) Systematic industrial attachment become an integral part of the courses
- c) Digitization of academic information and students database in place
- d) Competency Based Training (CBT) system in place
- e) Transparent and effective monitoring system introduced including performance based management to ensure accountability at all levels in place

### Some future directions:

- AITVET would offer short courses and specialized certificate courses in line with NTVQF to cater immediate needs of skills workforce in the industries
- AITVET will work closely with VTIs and offer training for instructors
- Specialized top up courses for overseas employment will be developed in partnership with relevant government and private agencies

## IV. Ahsanullah Institute of Information & Communication Technology (AIICT)

- a) Offering undergraduate level certificate courses in computer science, communication engineering and business administration compatible with NTVQF levels 4, 5 and 6
- b) Providing post-graduate courses like MBA in business administration
- c) Both hardware and software based short training courses be introduced
- d) Introduction of HND courses in AIICT
- e) Increased number of students in various courses
- f) AIICT institutional development project in hand

## V. Ahsania Mission College (AMC)

- a) Automation of student information, results, administration and financial information system
- b) Integrated general education covering academic contents of national standard with life skills education, moral education, and values of caring humanity and nature be introduced
- c) Digitization of classrooms with multimedia support systems
- d) Promoting online learning support by the teachers and the parents to the students at all levels helping them to prepare their assignments
- e) Offering two shift classes

- f) Increased community – college interaction including community works by the students be introduced
- g) Competitive and qualitative academic results be achieved
- h) Supporting professional development of teachers be achieved

## VI. Vocational Training Institutes (VTI)

- a) Standardization of all courses in line with NTVQF and BTEB requirements.
- b) Diversifying TVET courses based on market needs including agriculture technology, information technology
- c) Establishment of a full-pledged TVET Division
- d) Integrated automated financial and accounting management of VTIs
- e) Developing DAM branding of VTI graduates
- f) Developed online database and tracking system for the trainees and graduates
- g) Established online MIS & monitoring for increased efficiency of TVET management

### Some future directions for VTIs:

- Establishment of a separate TVET complex of DAM
- Preparing VTIs for offering courses for overseas employment
- Developing partnership with training institutions in the destination countries where large-scale Bangladeshis have scope for employment
- Developing top-up courses based on the needs for industrial employment (home and abroad)

## VII. Centre for International Education and Development (CINED)

- a) Web-based Open Education Resource platform is developed providing education contents in the fields of primary education (pre-primary to JSC) and informal sector TVET
- b) Become a centre for capacity building of DAM educational institutions on ICT based education delivery (digital contents)
- c) Digitization of model classroom sessions in secondary and higher education on selected subjects for use as demonstration class in schools, colleges and universities

## VIII. Ahsania Books for Creative Learning (ABCL)

- a) Institutional shaping of the company as a full-pledged self-supporting entity
- b) Developing web-based education platform providing education material as per needs of the primary, secondary and under-graduate students
- c) Development of a multi-mode education forum of teachers and students on creative learning
- d) Media campaign for promotion of creative learning

## IX. Bangladesh Reading Association (BRA)<sup>1</sup>

- a) Full-pledged institutional set-up of BRA with detailed operational guidelines, HR and physical set-up
- b) Develop teacher database within BRA network for professional support and web-based interaction
- c) Developing/uploading subject-wise pedagogical apps in OER platform (covering Bangla and English language, mathematics and general science for pre-primary to class eight)
- d) For reading promotion, developing school-based (encompassing community too) reading clubs and supply of books and organizing reading competitions (area-based and nation-wide)

<sup>1</sup> BRA is the Bangladesh chapter of International Reading Association. It functions as a forum of members steered by a committee. DAM is the secretariat of BRA.

- e) Diversify teacher training packages for professional capacity building of teachers
- f) Increased membership and participation of members in BRA activities

## **B. Economic Development sector Institutions**

### **I. DAM Foundation for Economic Development (DFED)**

- a) Full automation of MFP management covering PMIS, FIS, HR management, inventory management and asset management
- b) Bringing down the overdue percentage of loan to a maximum of 2%
- c) Development institutional structure for micro-enterprise advisory services, through diverse product development, training and on-site technical services
- d) Expansion of branches - Target : 100 branches by 2020 (At present: 43 branches)
- e) Expanding shariah based micro-financing in all DFED branches reaching at least 50% groups of these branches (with 100% beneficiary coverage in these groups)
- f) Establishment of separate wing for supporting agriculture diversification, technical support for agri-financing product diversification and market promotional activities

### **II. Nogordola**

- a) Fair price promotion becomes core business principle of Nogordola; pricing policy to ensure good price for the producers and customers
- b) Main source of Nogordola products will be from marginal producers and groups at grassroots level
- c) All design and products of Nogordola would have reflection of national culture, heritage and traditions consistent with the core values of DAM
- d) Products diversification (*Textile plus*) covering jute, wood, bamboo and leather items as well as craft items
- e) Opening at least 4 new outlets by 2020
- f) Moving for Nogordola franchise
- g) Total investment in Nogordola be returned back by 2020
- h) Women groups be organised as producer groups at least in 3 areas by 2020

### **III. Hajj Finance Company Limited (HFCL)**

- a) HFCL would become a listed company offering a portion of shares to public
- b) Company branding and public image would be focused (Financing plus = Shariah based financing combined with Islamic values for human life)
- c) Financing strategy is reviewed and a well thought-out strategy is developed diversifying products and reaching the class customers for ensuring efficient service to them
- d) Online deposit mobilization strategy is functioning across HFCL network
- e) Hajj financing become an important product to serve the aspirant Hujjaj at the grassroots level

HFCL visions an economy with strong base of ethical and moral base; thus not only meets the financial requirements of the companies but also try to instill good values in the mind of businessman to execute business deals ethically under shariah norms. The visionary direction of HFCL would be directly contributing to the national economic development through accumulation of dispersed small deposits and extending credits to the different sectors of the economy in a fashion that shariah permits.

#### **IV. Ahsania Mission Book Distribution House (AMBDH)**

- a) Integrated online based automation for efficient management of stock, accounts, online sale, reporting and customer profile
- b) E-book vending along with paper book sales from both national and international publishers
- c) Online sales (Bangladesh customers initially; Expansion of sales to international customers will be explored depending on currency regulations in the coming days)
- d) Launching chain book shops to promote marketing of local and international academic and professional publications
- e) Become a brand publishing house
- f) Book searching facilities of major international book publishers made available in AMBDH stores

#### **V. Ahsania E Solution Limited (AES)**

- a) AES become a revenue generating social enterprise (company)
- b) Provide integrated online system development services to clients including DAM institutions
- c) Provide diverse IT/ITES (IT enabling services) to the global (offshore) clients
- d) Offer ITES skill development courses to the youth population enabling online based (outsourcing) earning
- e) IT sector resource pool development in collaboration with AUST, AIICT and AITVET faculties and facilities
- f) At least five new customers are included each year to the list of clients of AES
- g) Job site be made popular among the job-seekers with in joint collaboration with the Alokito Bangladesh Bangladesh
- h) Diversified IT related work be included in the list of activities undertaken by AES
- i) Software development be one of the major activities of the AES

#### **VI. Ahsania Mission Press**

- a) Establishment and management system developed
- b) Full-pledged system of printing, cutting, binding established
- c) AMP become a profit generating company within 3-years time period

##### **Future direction business action points:**

- Targeting corporate clients (in EPZ, garments factories, banks, universities and pharmaceuticals, etc.)
- Continuous market assessment (having a marketing department)
- Backward linkage with the industries to ensure on-time quality supply of ingredients/ materials
- Using automated digital technology using radio-link for quick & bulk printing
- Corporate arrangements with DAM institutions and programmes for printing and publication services

### **C. Health sector Institutions**

#### **I. Ahsania Mission Cancer & General Hospital, Uttara, and Mirpur (AMCGH)**

- a) Total automation of clients profile and health care facility and treatment protocol in place for effective monitoring of the system
- b) Treatment service provisions are developed coherent with internationally standard cancer treatment protocols
- c) Introduction of CME (Continuing Medical Education) programmes for professional development of doctors

- d) Introducing web-based tele therapy, treatment and counseling services to the clients
- e) One stop service to the patients is introduced in Uttara hospital
- f) Extension services be provided through medical camps/regular diagnostic facilities for identification and diagnosis of possible cancer patients

#### Few action points and visionary directions of AMCGH

- Management network between Uttara and Mirpur to ensure quality services in both campuses
- Start of palliative care unit
- Offering molecular diagnostics and treatment facilities
- Adding two more radiotherapy units
- Increased number of specialised oncologists and specialists recruited
- Start of Medical college
- Opening of degree nursing institute
- Collaboration with other specialized hospitals like Diabetic hospital, Heart Foundation hospital and other non-profit medical institutions

## II. Addiction Management & Integrated Care (AMIC)

- a) Automation of AMIC centres administrative and financial management, reinforced by web-based MIS and CCTV
- b) Setting-up AMIC diagnostic centres to provide comprehensive services to the clients
- c) Introducing web-based tele therapy, treatment and counseling services to the clients
- d) Introduce the Diagnostic and Statistical Manual of Mental Disorders (DSM) in all AMIC treatment and mental health service centers
- e) Offering customized services to the children and adolescent addicts in the AMIC centres and outreach centres
- f) Opening region based treatment and rehabilitation centres
- g) Intensifying issue-based policy advocacy at the national level
- h) Establishment of training centre for human resource development in the field of addiction management and health care
- i) Expanding programmes for primary health care services
- j) Services oriented facilities or mother and child care be extended
- k) More Hospitals/homes/clinics be brought under management of AMIC on cost sharing basis

## III. Ahsania Mission Institute of Medical Technology (AMIMT)

- a) Full-fledged institutional set-up is developed in terms of physical infrastructure, human resource, management system and financial arrangements
- b) Course diversification introducing potential new diploma courses like Radiology imaging, Physiotherapy, Pharmacy and Dental plus specialised courses in selected field be included
- c) Offering professional short courses for the staff of health focused NGOs and private sector institutions

## IV. Hossain Ali- Hena Ahmed Hospital

- a) Expand health care services at the village Alampur in Munshigonj District and run a self-sustained 20 bed Hospital
- b) Provide low cost qualitative primary and secondary health care services to the underprivileged people especially Essential Service Delivery (ESD+) package for the women and children
- c) Operate satellite clinics to widen access to the services of the hospital

## **D. Specialized institutions**

### **I. Ahsania Mission Children City (AMCC)**

- a) Become a brand institution for rehabilitation of most vulnerable street and abandoned children
- b) Moving to financial sustainability through different IGA
- c) Children and community participation is promoted for the best interest of the children
- d) Children database to support career building and follow-up services
- e) Plan finalization for establishment of children's village in every district
- f) Child sponsorship programme for made available in each student of the Children City

### **II. Shelter Home for victims of trafficking and violence (SH)**

- a) Development of the service standard comparable with the national standard
- b) Digitization of the residents database management
- c) Standardization of the psycho-social counseling services
- d) Expanding partnership with other service providers
- e) Trafficked victim women/children be located in increased number and rescued from trafficked location

### **III. KNH Ahsania Centre for Abandoned Children Destitute Women**

- a) Establish and run a safe home for the abandoned children of age 0-5 years to provide shelter, health care and early grade education
- b) Rehabilitate all children in their families, through adoption by interested families or integrate them in Ahsania Mission Children City
- c) Establish and run a specialized center for the victims of rape and sexual violence to provide prenatal and postnatal care for the mother and newborn babies including counseling, literacy, livelihood skills training and job placement support

### **IV. Alokito Media**

- a) Alokito Media takes full shape with required institutional set-up and business plan
- b) A full analysis of issues and challenges on the daily Alokito Bangladesh to decide future course of this print media
- c) Publish e-version of the Alokita Bangladesh
- d) Establishing a national network of community radio and e-education services to promote knowledge and value based society
- e) Opening Alokita TV channel

## **E. Spiritual development institutions**

### **I. Ahsania Institute of Sufism**

- a) Organizing training courses at divisional/district levels
- b) Modular diploma courses for the madrasha teachers and imams
- c) Setting a library as a Tasawaf Resource Centre
- d) Launching research programmes on Sufism centric thematic issues
- e) Publication on newsletter and research-based tasawaf books
- f) Improvement of institutional set-up with proper HR and administrative arrangements

- g) Organize high-profile seminar/symposia involving top religious leaders of the country
- h) Establish contacts with regional/international organizations working in the field of Sufism
- i) Introduce Masters course on Sufism

#### Some future directions of AIS:

- Affiliation with an Islamic university and offering certificate, diploma and degree programmes
- Developing digital database of AIS trainees and providing follow-up information/query services
- Advocacy for courses on Tasawaf in the madrasa education and in the Imam training courses of Islami Foundation
- Advocacy for integrating values relating to spiritual development in the mainstream education courses
- Open courses on Sufism promoting the Founder's vision and mission

## II. Ahsania Hajj Mission (Former Ahsania Malaysia Hajj Mission)

- a) AHM to function with separate institutional set-up – physical, financial and HR placement (For transition from AMHM to AHM, administrative and financial formalities as well as regulatory requirements will be completed before June 2015)
- b) Making the travel agency service operational and extending services round the year
- c) Establishment of permanent hajj and umrah training institute, with required faculty (from resource pool) and appropriate course design
- d) Institutional arrangements be set for closely working with AIS and HFCL
- e) Gradual move for establishment of a joint venture company with Saudi Arabian hajj management agencies to provide quality services to Bangladeshi hujjaj

## III. Ahsania Mission Publication Trust

- a) Promotion and publication of research works on tasawaf
- b) Preparing a digital version of Khanbahadur Ahsanullah Rachanaboli for wider dissemination, usage and longer term durability
- c) Diversifying clients/ readers of the Founder's books and DAM publications on tasawaf
- d) Publishing English version of selected books on tasawaf
- e) Developing institutional set-up of the publication trust with required human resource, policy and management guidelines
- f) Work closely with AIS for developing a web-based Sufism Resource Platform and uploading of the Founder's books and DAM publications in the site
- g) Diversify fund sources of the publication trust

#### Future direction setting some action points:

- Diversifying scope of work, including organizing seminars, workshop, conferences (jointly with AIS)
- Developing partnership with other publishers
- Sponsoring research/studies on tasawaf in general and on the philosophy of Khanbahadur Ahsanullah, in particular
- Participation in book fairs
- Working closely with broader Ahsania Mission network across the country
- Promotion of books through AIS training courses

## 2. Head Office Divisions and Units

### I. Programmes Division

- a) Review and revision of the divisional set-up at the central and regional level. Setting up of regional offices across the country, each headed by a Regional Manager, ensuring inter-project linkages. (Similar structure to be established at the district level eventually headed by a District Manager)
- b) Adopt programme approach and develop programmes with multi-sectoral linkages specifically focused on rooting to ensure DAM's longer term presence, drawing support from in-country and external funding agencies
- c) Develop a strategy document for the Programme Division with details of programmes and modalities for inter programme/divisions/units/institution linkages
- d) Set up a resource base for the programme division, to be designated as "Programme Division Fund", through collective contribution from all programmes for programme expansion/ extension/ development
- e) Introducing result-based monitoring system combining PMS and third-party monitoring
- f) Publication of annual programmes report (as required) for wide publicity, visibility and advocacy

### II. Administration & HR Division

- a) Increase efficiency in HR management and optimize human resource development services in line with the (organizational) expected results for strategic objectives 6
- b) Systemic improvement of administration and logistics services through proper institutional set-up and development of service protocols
- c) Automation of HR management system
- d) Time-bound plan and budget allocation for staff development on the basis of the needs from the divisions
- e) KPI based staff appraisal and incentive system for DAM staff (all levels) and staff of directly managed institutions
- f) Leadership development plan and succession strategy preparation at DAM central level

### III. Finance & Accounts Division (FAD)

- a) Improvement efficiency of FMS in line with the expected strategic results for organizational change objective 8
- b) Comprehensive chart of accounts for DAM (Group-wise module based)
- c) Integrated web-based Financial MIS (separate sub-systems for social services, academic institutions and business entities)
- d) Automated decentralized fixed asset accounting system
- e) Automated decentralized inventory accounting system

### IV. Training & Material Development Division (TMD)

- a) Organize relevant training courses towards human resource development needs of DAM
- b) Major focus shifted to digital resource materials to meet the contemporary and future needs
- c) Set up core fund for TMD through profit and revenue from extended services
- d) Offer face to face and virtual courses for professional development of NFE teachers and VTI instructors
- e) Cultural teams and community based resource pools are developed for social mobilization on contemporary development issues
- f) TMD is emerged as resource centre for promotion and technical support on inclusive development focusing on national and global demand on PWD and ageing people
- g) Transform TMD into an institutional shape to function as a centre of excellence in the world of training and resource development services

## **V. Public Relations Division (PRD)**

- a) PRD become full pledged division with required institutional and human resource set-up
- b) Developed a central archive of DAM activity photo and video
- c) Become a capacity building platform of DAM personnel on media communication for mainstreaming information
- d) System in place for thematic information feeding to electronic, print and social media, including community radio
- e) Maintain regular connection and maintenance of social media sites, viz, Facebook, Twitter, Youtube etc. for promotion of DAM activities
- f) Remain responsible for the promotion of DAM activities through print and electronic media as well as bringing out promotional materials viz, leaflet and brochures
- g) Maintain list of invitees for different types of DAM functions for invitation
- h) Maintain list of category wise e-mail addresses for DAM promotional purposes

## **VI. Resource Mobilization Division (RMD)**

- a) Full divisional set-up of RMD with expert human resource to provide technical support to other segments of DAM in resource mobilization
- b) RMD database with information of local and external donors, corporate foundations and potential individual donors
- c) Central archive of information on DAM's expertise linked with Central MIS database
- d) Developing a central registration system of DAM submitted EOI, CN and PP to donors playing a clearing house roles ensuring coordination and avoiding risk of overlap

## **VII. Research Division**

- a. Full divisional set-up of Research Division with expert human resource to provide support to other segments of DAM by developing a core research team, drawing people from within the organization and outside
- b. Increase efficiency of Research Division in line with the expected strategic result for organizational change objective 7
- c. Undertake innovative studies that have direct or indirect bearing on DAM programmes/ projects
- d. Participation in research studies by the government and external agencies – home and abroad
- e. Publish series of high impact peer reviewed journal and research reports of international standard

## **VIII. Internal Audit Unit (IAU)**

- a) Automated database of audit functions, coverage, findings and compliance and linking with MIS and FAD financial monitoring system
- b) Corporate audit on institutional governance (integrating founding aims, branding and governance framework) with the spirit of unity in diversity
- c) Programmatic audit in terms of priority focus, population focus and geographical vulnerabilities

## **IX. Monitoring and MIS Unit**

- a) Strengthening the monitoring system of the organizations with adequate institutional set-up, in line with the strategic results articulated for change objective 8
- b) Automated MIS across DAM
- c) Participatory monitoring system (PMS) establishment across DAM complemented by third party external monitoring system

- d) Gradual development of mobile technology based monitoring system across the organization
- e) Introducing GIS based monitoring system in selected regions
- f) Establish in-house professional network of MIS and monitoring personnel for exchange of information and experience
- g) Information disclosure policy development and implementation

## **X. Procurement, Stores and Sales Unit (PSS)**

- a) Automation of stores and inventory management
- b) Strengthen internal control system of the procurement unit through a procurement pre-evaluation committee with participation of representatives from PSS, FAD and IAU to check the documents before submission to the Procurement Committee
- c) Developing digital database of assets (across DAM) and operating asset management system in collaboration with administration division
- d) Developing and updating on annual basis the group-wise master database of suppliers
- e) Institutional strengthening of PSS Unit with clear rules of business of the existing three wings: Procurement, Stores and Sales & supply
- f) Expanding oversight roles of the PSS Unit/Division in the procurement system of all DAM institutions and offices (in collaboration with IAU)
- g) Gradually Procurement, Store and Supply (PSS) will be established as a separate division
- h) Gradual move to Integrated online procurement and supply system

## **XI. Estate Unit**

- a) Institutional structure and management system development of the Estate Unit, including separate accounting system – both fund management and administrative system
- b) Digital database development of DAM real estate (land and buildings) information
- c) Real estate procurement and management policy development, covering both donation and purchase conditions and procedures
- d) Real estate documents (land documents, building designs, government permission, etc.) preservation and safety protocol development having provision for hard copy and digital version (in the form of micro-film development) as well as its movement
- e) Construction of a safe vault in DAM HO building for preserving the real estate documents
- f) Developing building maintenance policy and procedures and execution of those, including oversight roles of institutional buildings



## Section

# 6

# Strategic Plan implementation guidelines

## I. Note for users

- a. This plan document provides strategic directions for preparing annual and periodic plans<sup>1</sup>. There are few action points which can be used as indicative activities during preparing plans and setting targets.
- b. The planned activities give indicative directions and do not limit any additional activities to be undertaken as per needs of the situation.
- c. The recommended areas of improvement in DAM (mentioned in section 1) that came from various consultations during preparing this strategic plan may be consulted to get insights about the logic of proposing some action points.
- d. The organizational change objectives, expected results and indicators (mentioned in Section 3 and Appendix 2) are commonly applicable for all segments of DAM. Specific activities should be planned against each objective and be made integral part of the annual plan. Required budgetary allocation also needs to be made for the planned actions.
- e. For planning of the field based programmes, the programmatic focus (mentioned in Section 4 and Appendix 3) should be taken into account.
- f. During setting annual targets, an essential task for each segment of DAM would be consulting respective Milestones 2020 (mentioned in Section 5) and also planning specific activities against the milestones/targets.
- g. In designing programmes for annual plan, the external contexts (see Appendix 1) needs to be analyzed and the change results should be planned accordingly.
- h. Another important task would be identifying avenues of collaboration with other programmes or institutions of DAM and mention those in the annual plan. Examples of such collaboration are available in Appendix 4 of the document.
- i. Benchmark status during FY 2014-15 would be very important reference information for DAM. Each segment would therefore require documenting the status in their situation against each change objective and milestone. Annual and periodic achievements will be measured later comparing to the status of FY 2014-15.
- j. Monitoring plan would be developed based on the Milestones and Indicators for quarterly and annual assessment, mid-term review in 2020 and end-decade evaluation. There will be systems review and Result Oriented Monitoring (ROM) at certain intervals by engaging external consultants.

<sup>1</sup> Annual Plan preparation review checklist (in Appendix 8) may be used to ensure that the respective plan is aligned with this strategy plan.

## 2. Institutional Arrangements

- a. A strategy plan implementation core team will be formed at the head office level having a mix of senior level officials from the divisions and institutions. The team members will be initially identified based on voluntary choice and will continue to work until a permanent coordination body is established. The team will provide technical support to Division/Units and Institutions to prepare annual plan (2015 – 16) based on strategic directions and Milestones 2020.
- b. The central corporate executive management set-up at DAM HO level <sup>2</sup> (as envisioned in organizational strategic result 3) will be established as soon as possible by DAM Executive Committee.
- c. At the sector programmes level, there will be core sector advisory bodies for education, health and economic development sectors for providing professional directions to the respective sector programmes and institutions in line with the sectoral objectives and strategy papers, strategic directions (2015-25) and Milestones 2020. This team will facilitate bringing micro-macro synergies within the sector. Separate terms of reference about the roles of the advisory teams will be developed.
- d. To facilitate and track attainments of results-based strategic targets (mentioned in section 3 of the strategic plan) selected division/institution/unit(s) will function as Focal Point(s).
- e. A lead institution will be gradually identified to facilitate horizontal and vertical linkage and coordination in core sector programmes implementation. This institution will function as the hub of the sector and provide secretariat support to the sector advisory team.

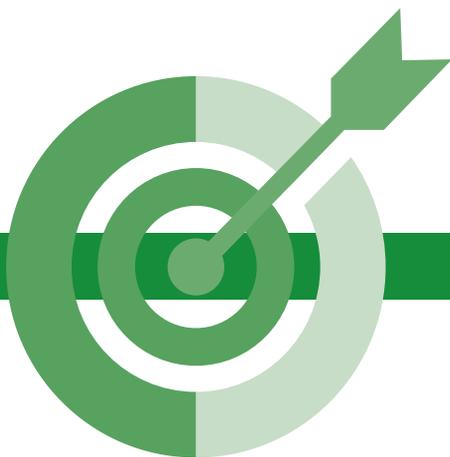
## 3. Work Plan

- a. Dissemination of the Strategy Plan full document to all divisions/units and institutions (March 2014).
- b. Internal sharing and discussion at the divisional and institutional level (March & April 2014).
- c. Use of the Strategy Plan in preparing Annual Plan and Budget for FY 2015-16 by all divisions and institutions (April – June 2014). Required technical support will be provided from DAM Head Office during annual plan preparation to ensure that the relevant strategic targets and action points are properly adhered to in the respective plans.
- d. Half-yearly review of the implementation status through a participatory monitoring system (January 2016).
- e. Annual assessment of the implementation of the strategic plan (July – August 2016).
- f. Organizing annual reflection workshop and forward plan for FY 2016 – 17 (September 2016).
- g. Reporting first year outcome and second year plan in DAM Executive Committee (September 2016).
- h. Three annual assessments and reporting to EC in the subsequent years (FY 2016-17, 2017-18, 2018-19).
- i. Mid-term review of the Strategy plan based on the progress in FY 2019-20 to see achievements of Milestones 2020.
- j. End-decade evaluation in late 2025 to assess achievements, lessons and framing future plans.

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<sup>2</sup> A typology of corporate management in DAM is given in Appendix 6

# APPENDIX



# External context and its implications for DAM

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## Global and regional

1. Several important factors in respect of economic, social, health and climatic changes that the country is witnessing need to be taken into account. The coming decade will see further shift in geopolitics and development landscape. The UNDP Human Development Report 2013 calls it 'Rise of the South' that is influenced by the following key trends.
2. By 2020, as the combined economy of Brazil, China and India will surpass the aggregate production of Canada, France, Germany, the United Kingdom and the United States, Bangladesh is among the 11 countries that are likely to emerge as a large market. <sup>1</sup> The emergence of BRICS <sup>2</sup> would also have significant implications in global financing scenario. South-South cooperation is most likely to play a much bigger role in development cooperation, trade, technology transfer, investment and policy development than is the case in today's configuration.
3. For developing and emerging economies, the overseas development assistance (ODA) has already become less important source for development finance. <sup>3</sup> The main sources for investment in poverty alleviation during the current MDG period has been domestic tax revenue, foreign direct investment (FDI), and workers' remittances <sup>4</sup> that has been tripled in nominal terms between 2001 and 2010. Despite overall increase in ODA from OECD donors in recent years it has fallen by 3% in 2011 (from BDT 128 billion in 2010), which is likely to fall further in the context of the global financial crisis and fiscal stress in many of the key donor countries. A set of new donors such as the Arab countries, China and India have emerged as important source of development assistance.
4. The global change will have considerable influence over the South Asia region, which is home to quarter of the world's population. Out of this quarter, 40% are poor population. Despite historical connectedness of the South Asian countries, the region remains fragmented with conflicting bilateral interests. The effectiveness of South Asian Association for Regional Cooperation (SAARC) remains limited compared to several sub-regional groups in the world. Notwithstanding major regional initiatives such as the South Asian Free Trade Agreement and the Bay of Bengal Multi-Sectoral Technical and Economic Cooperation, a cross-regional institution with five South Asian and two Southeast Asian members, the progress towards accelerating regionalization has been limited.
5. In recent years, there has been a growing interest among the people, NGOs and other civil society organizations to strengthen exchange of knowledge, regional networking and multi-country people-to-people initiatives. In future, these initiatives are most likely to grow with increased connectivity and understanding of some of the common issues such as climate change and the region's shared natural resources.
6. DAM's strategic plan period will pass through some key global initiatives. In 2015, there will be new form of Millennium Development Goal (MDG) agenda and a renewed Hyogo Framework for Action. Tackling extreme

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1 Government of Bangladesh. March. Bangladesh State of the Economy. General Economics Division (GED).The Planning Commission

2 BRICS is the acronym for an association of five major emerging national economies: Brazil, Russia, India, China, and South Africa

3 for example, the sustained growth performance in large emerging countries – notably china – lifted more than 900 million people out of poverty between 1990 and 2005. developing countries are expected to have a higher share of global exports than developed countries by 2025 (world bank, 2011a)

4 workers' remittances have increased since the year 2000; and since 2005, their amount has been twice as high as aid flows (odi 2011)

poverty, addressing the growing burden of Non-Communicable Diseases (NCDs), expanded Essential Services Delivery (ESD+), mental health, children and youth's health requirement, wealth inequality and green economy are most likely to dominate the future agenda. DAM would also witness newer evidence of climate change impact, but financing mechanism to tackle these will continue to remain uncertain. Civil society will increasingly play a significant role in campaigns and advocating for pro-poor global agenda on issues like trade, health, aid, climate change and human rights.

## Poverty and vulnerability in Bangladesh

7. Bangladesh has witnessed remarkable progress in tackling poverty in the past few decades. Increased food production and improved policy measures diminished the risk of recurrence of famine which was a regular feature till the 1970s. The country's food production has trebled since 1970.<sup>5</sup> Communicable diseases e.g., cholera and diarrhea that used to kill thousands in 1970s are now no longer considered fatal diseases. Child mortality was halved during the 1990s; maternal mortality has significantly reduced and life expectancy has increased to 65 years.<sup>6</sup> Natural disasters, such as flood, cyclone, salinity, drought are fairly common events in the everyday life of Bangladeshis, although fewer people now die in disasters like cyclone and flooding, which is a result of investment in rural infrastructure, communication and disaster management measures. At the end of DAM's current strategy, Bangladesh continues to progress and is becoming increasingly connected to a global economy through trade and remittance, which are two important drivers of recent economic development.
8. Currently poverty rate is 31.5% and per capita income is US\$1,190 (2014). The Human Development Index is 0.515. The rate of poverty fell from 56.6% in 1991-92 to 31.5% in 2010.<sup>7</sup> Progress has also been registered in other human development indicators such as living conditions for the poor, lower childhood mortality, increased under-five vaccination rates for all children, increased literacy rates, and improved safety net coverage. The key drivers of these changes include: steady economic growth of around 6% over the last 10 years; increase in real wage for both rural and urban labourers; increased investment in education and skills development and finally growth of enterprises by the youths. Lifestyle of the people in the country is increasing positively but at a low rate. Readers of daily newspaper in the country are 15.25%, radio listeners are 3.92% and internet users only 1.1%. In terms of drinking water, 89.1% people access it from tube-wells, 61.6% people have sanitary toilet facilities (BBS 2012).
9. Despite this progress, roughly 50 million people still live in poverty and 26 million in extreme poverty,<sup>8</sup> making the country third-highest in terms of number of hungry people in the world.<sup>9</sup> An estimated 27 million ultra-poor people survive on less than 1805 Kcal per day.<sup>10</sup> Seasonal hunger still persists in some parts of rural areas during lean period. Bangladesh has not been successful in diminishing regional difference in development: the north-western part of the country remains poor. A person born in this part of the country is less likely to access all the opportunities to come out of poverty than in the east and west that include Barisal, Khulna, Dhaka, Sylhet division. Rangpur has over 42% of its population living below the poverty line. Hence poverty reduction has been and will remain the principal objective of development policy of Bangladesh for the foreseeable future.

## Demographic pattern

10. Over last 40 years, the country witnessed a major change in population dynamics. The fertility rate has fallen sharply

5 Government of Bangladesh. The Sixth Five Year Plan 2011-2015. Ministry of Planning

6 World Bank. 2013. Assessing a Decade of Progress in Reducing Poverty, 2000-2010. World Bank. 2013

7 Government of Bangladesh. The Sixth Five Year Plan 2011-2015. Ministry of Planning

8 World Bank. 2013. Op. cit

9 Government of Bangladesh. Op. cit

10 Government of Bangladesh. ibid

from 6.3 children per women to 2.1 today.<sup>11</sup> But the country's population increased by 19 million, a 15% increase between 2000 and 2010. Currently total population of the country is 156 million, with a growth rate of 1.59%. About 72% of the population lives in rural areas and urban population growth is 2.9%. 33% of the population is between 0-14 years, 37.6 are between 25-54 years and 4.9 are over 65 years old. Life expectancy rate in the country is 70.36 years. As per future projection, the total population of Bangladesh will be 192 million by 2025. Such population growth may be an asset as working age population expands more rapidly than the total population. This means that Bangladesh will need to meet the needs of the swelling youth that has potential to become demographic dividend. This is projected to end by 2014, after which the country will enter into a phase of having to deal with problems of ageing population.<sup>12</sup> DAM will therefore need to design its services and care to cater to the need for youths as well as prepare itself to serve the old aged population.

11. An annual urban population growth rate of 2.9% in the country has been higher than the rate in all other countries of South Asia, except Nepal.<sup>13</sup> Projections show a possible urban population of nearly 100 million by 2030.<sup>14</sup> DAM services and care need to provide services to the new migrants as well as others who require services related to social issues such as education, water, sanitation and control of drug abuse.
12. Though education is one of the priority areas in the country, the literacy rate is 57.7% for 15+ age group. Literacy rate of male is 62% and for female, 53.4% (2011 estimated). Enrolment rate in the primary school is 98% but at the pre-primary level only 52.30% children go to school (Education Watch report 2013).<sup>15</sup> Post-2015 education vision and action points are being formulated through series of collective consultations at regional and global levels.
13. Bangladesh has made remarkable progress in recent decades to improve the health status of its people. The infant and under-five mortality rates and maternal mortality ratio have decreased, the population growth rate has declined, and life expectancy at birth has increased. The child mortality rate is now 34 (per 1000) and maternal mortality rate is 194 (per 100,000). The immunization program has been recognized for its sustained high coverage; however, only 71% of infants are fully immunized. Bangladesh is at risk of an HIV/AIDS epidemic. This is due to the high prevalence of the disease in neighboring countries and the limited access to counseling and testing services on account of social stigma. Malaria is endemic in the east and north-east parts of the country with nearly 11 million people at risk of the most dangerous type of infection. For instance, it was apprehended that by 2010 non communicable diseases (NCDs) will be responsible for 59% of deaths compared to 40% in 1990. Tobacco in particular again is a major risk factor, having caused 57000 deaths and 382000 disabilities in 2004 alone. Substances use is now prevalent everywhere in Bangladesh; in the house, streets, in the workplace, parks, slums, markets and even in educational institutions both in rural and urban areas. There no comprehensive official statistics on the number of drug users in Bangladesh. Various sources indicate that the estimated number is in the region of 5 million and it is rapidly increasing. In Bangladesh about 80 percent of the drug dependents are adolescents and young men of 15 to 30 years of age.

## Government policy framework

14. The country has set a vision to achieve middle-income country status by the year 2021 at the 50th anniversary of the country's independence. GoB's Perspective Plan 2010 -2021<sup>16</sup> adopted a number of approaches to achieve this goal: inclusive economic growth, enhancing economic growth, employment creation, universal social protection for the extreme poor, public-private partnership (PPP), regional and sub-regional planning, gender responsive plan, and creating a technology base for 'digital Bangladesh'. The country has an opportunity to leverage its surplus manpower by exporting skilled manpower, ready-made-garments (RMG), pharmaceutical and non-traditional agricultural

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11 World Bank. 2013. Op. cit

12 World Bank. 2013. Ibid

13 World Bank. 2013. Ibid

14 World Bank. 2013. Ibid

15 According to BBS Literacy Assessment Survey (2013) the literacy rate of 11-45 years age group is 53.7% - male 54.6% and female 47.9%.

16 Government of Bangladesh. Op. cit

products. Bangladesh will continue to implement market and industrialization policies based on FDI and exploration of new markets such as China.

15. While these measures will provide income opportunity for the growing population especially the youth, these will have consequence on environment, biodiversity and nature. As experiences from other middle-income countries (grow-now-and-clean-later syndrome) show, FDI, if not planned well, can pollute already fragile environment and ecosystem that provides livelihood for millions of people. Therefore, in the coming decade, this will be an emerging issue of national concern and require well-planned and well-coordinated initiatives to address the challenge in partnership with relevant government agencies. DAM will need to deepen its work on environmental sustainability by adopting and implementing multiple programming approaches that include research and advocacy.
16. Economic growth can be made inclusive by supporting the poorest section with high quality education and skills development. Education and skills development can be a vehicle to bring people out of poverty. GoB's new education policy 2010 sets out a major plan that currently education sector receives 14% of GoB's annual budget. Net enrolment increased from 60 % in 1991 to 91 % in 2010 (GoB 2011) <sup>17</sup>. It has achieved good gender parity. However, according to the 6th five-year plan, gross enrolment rate in secondary education is still poor (only 50% students successfully completing primary education are able to obtain enrolment in secondary school). Nationwide, illiteracy is still high, and there is limited coverage of early child education and development. Further, poor quality of education across all levels is another issue in the country. Therefore, the current priority for GoB is to address access, drop out and equity issues; quality of education; gender discrimination and capacity building of schoolteachers. To support the gaps, Bangladesh will continue to invest in non-formal education.
17. GoB has recently formulated a national skills development policy (2011); this is likely to harmonize standards in Technical & Vocational Education & Training (TVET). The policies are also set to support youth in obtaining employment overseas. Impact of remittances in alleviating poverty in the country has been significant. HEIS 2010<sup>18</sup> survey suggests that income, consumption and savings per household of remittance receiver have far exceeded that of household without remittance. Only 13.1% household receiving remittance was below the poverty line in 2010, compared with 33.6% of non-receiving households and 31.5% of national average. A skilled youth population can continue to play a significant role in the country's progress by participating in the remittance economy. Alongside the current DAM efforts in TVET, it will have to further develop and customize its vocational skills training courses in line with emerging national and international market demands and to avail more employment opportunities for the trained youths.
18. The National Health Policy of 2011, approved in 2012, has identified some challenges of which very weak management and sub-standard quality of health services top the list. Some emerging and re-emerging NCD and communicable diseases like malaria, dengue hemorrhage fever, water borne infection and vector borne diseases etc. and acute malnutrition, climatic changes and environmental problems are identified as positive threats to public health and impeding challenges. To overcome the challenges Bangladesh need to strengthen health related activities through public – private partnership and government initiatives. In addition substance disorder treatment law and rules need to be reviewed according to clients' needs and socio economic context of the country.

## Nutrition and food insecurity

19. One of the fundamental rights of citizens stipulated in the Bangladesh Constitution is food security for all. The key elements of food security are: a) availability of enough food from domestic production and/or imports to meet the demand; b) access to food for all people at all times through enough incomes and affordable prices; c) proper hygiene and sanitary practices and safe water for utilization of food to have optimum impact on health and nutrition; and d) a regulatory framework in place with effective implementation mechanism for controlling contamination to ensure

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<sup>17</sup> Government of Bangladesh. *ibid*

<sup>18</sup> World Bank. 2013. *Op. cit*

food safety. Food safety and quality situation in Bangladesh is a much-discussed issue now a days, which has also been depicted both in print and electronic media.<sup>19</sup>

20. Despite progress in the country's overall food security, hunger among the bottom poor people will continue to be a persistent problem in the context of climate change and population growth. Rice production has increased from 11 million tons in 1971 to 33 million tons in 2012.<sup>20</sup> The more difficult challenge is accelerating the growth in production of non-rice foods, such as pulses, oils, fish and animal products, whose demand has been growing fast with economic prosperity.
21. A recent IFPRI study<sup>21</sup> highlights that 20% of the population are still calorie deficient. Nearly 41% children are stunted, which is an indicator of chronic malnutrition and this rate is much higher than countries in sub-Saharan Africa. Over 2007 to 2011, the stunting declined by only two percentage points. Stunting affects the cognitive ability and the immunity of the children from diseases. The prevalence of underweight children declined from 60% in 1990 to 36% in 2011, and is on track for achieving the target set under the MDGs. The prevalence of wasting, an indicator of current nutritional status, remains at an alarming level of 15 to 17 per cent, with very little improvement over time.
22. Low birth-weight among Bangladeshi infants is among the highest in the world, ranging between 20 and 22 per cent. The nutritional status of women shows a better trend. The proportion of women with chronic energy deficiency has declined from 52% in 1997 to 25% in 2011. But the prevalence of obesity among women is also emerging as a public health issue. The hidden hunger, the insufficiency of vitamin A, iron and zinc in the diet that causes major diseases such as diarrhea and anemia and poor eyesight are still major health issues.

## Climate change and disasters

23. Climate change and disasters are among major threats to the gains in food security. Most predictions suggest that combined effects of rising temperatures, higher precipitation, fertilization, severe flooding, occasional drought and loss of arable land in coastal belt due to salinity and sea level rise are expected to reduce rice production by 3.9% per year.<sup>22</sup> Volatility in the international food market will continue; price shocks have negatively affected nutritional intake of most Bangladeshis since 74% of calories consumed by an average household come from cereals. Rice alone represents more than 40% of total consumption for the poorest households. In the coming decade, climate change and its impact on food security and will require major attention in DAM's programming.
24. Disaster-related economic loss and damage continues to increase. Globalization has spurred growth but has also led to a massive increase in hazard exposure as new private and public investment have been concentrated in hazardous areas such as cyclone-prone coastlines, flood-prone river basins and in earthquake-prone cities. Being the world's most disaster-prone country, a natural disaster survey group recorded 137 cyclones and 64 floods with the estimated loss to those affected worth US\$30 billion, equivalent to four years national budget of Bangladesh (Ahhammad and Baten, 2008<sup>23</sup>). With climate change, frequency of cyclones during November and May over the North Indian Ocean has increased twofold in the past 122 years (Singh, Khan, & Rahman, 2000<sup>24</sup>). People in Bangladesh have already started experiencing climate change in the form of increased flooding, erratic rainfall, frequent cyclone and drought, salinity in water and cropland, sea and river erosion, higher temperature and more frequent high tide. The World Bank estimates that cyclone exposed areas in Bangladesh will increase by 26% and the

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19 Food safety is defined as all the conditions and measures that are necessary during the production, processing storage, distribution and preparation of food to ensure that is safe, sound, wholesome and fit for human consumption. Food may be contaminated with microorganisms, chemical substances or physical substances, which may cause acute to chronic illness, from diarrhoea to cancers, as well as poor physical and mental growth of children

20 Government of Bangladesh. 6th Five Year Plan: 2011-2015. Op. cit

21 Please see Hossain, Mahbub. Sustaining Food Security. The Daily Star 23rd Anniversary Supplement. March 15, 2014.

22 Economics and Adaptation to Climate Change – Bangladesh. World Bank. [http://climatechange.worldbank.org/sites/default/files/documents/EACC\\_Bangladesh.pdf](http://climatechange.worldbank.org/sites/default/files/documents/EACC_Bangladesh.pdf)

23 Ahhammad, R., & Baten, A.M. 2008. Impacts of climate change: Global to local. The Daily Star. Dhaka: February 15, 2008

24 O. P. Singh, Tariq Masood Ali Khan and Md. Sazedur Rahman. Has the frequency of intense tropical cyclones increased in the north Indian Ocean? <http://tejas.serc.iisc.ernet.in/curresci/feb252001/575.pdf>

affected population will grow by about 122% by 2050 (World Bank, 2010<sup>25</sup>). All these factors are further adding to the vulnerability of people.

## Water security

25. Water security is most likely to dominate future policy agenda. The national water Policy 1999 is a forward-looking document that has taken into consideration all the important aspects for improving the water resources management and protection of environment comprising water rights, water pricing guidelines, decentralized water management and the role of women in water management. The progress Bangladesh has achieved in agriculture and water and sanitation as part of MDG is likely to be at risk with climate change. The South Asia region is already experiencing water stress and global warming will increase water stress in the Himalayan river system.<sup>26</sup> Eighty-five per cent of the dry season water flow in the Indian northern plains comes from the Himalaya's glacial often called Third Pole<sup>27</sup> that feeds the major river system in Bangladesh i.e., Ganges, Meghna and Brahmaputra is now melting much faster than before and may completely disappear by 2035 (Cruz et al, 2007 quoted in Pender 2010<sup>28</sup>). Faster melting of glaciers will result in less water in the river during dry season. This will potentially increase water stress for both agriculture and drinking purpose - and at an increase of 30C temperature will reduce average per capita water availability by 10% (World Bank, 2013). Less water in the river system will also lead to depletion of groundwater (Winston et al., 2010), increase in salinity in the coast affecting the Boro production in post-monsoon Bangladesh. The other issues that will shape water security agenda in our strategic period include sharing of river water with India, arsenic contamination and gradual depletion of water tables in urban area and dry zones in the northern part of Bangladesh.
26. Increase in salinity in the water and crop land has become a challenge for the coastal population. There has been an increase in the salinity-affected agricultural land by 22% since 1973 (SDRI, 2009<sup>29</sup>). The level 5 (very strong saline area) category of land has increased by 79% since 2000. About 20 million people in the coastal areas of Bangladesh are already affected by salinity in their drinking water (World Bank, 2013<sup>30</sup>).

## Health and poverty

27. Enjoyment of good health is an intrinsic human right. This right is entrenched in national constitutions and in the Universal Declaration of Human Rights. The World Health Organization (WHO) in its Constitution considers that "The enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being without distinction of race, religion, political belief, economic or social condition".
28. Ill health is both a consequence and a cause of poverty. Every year 100 million people were too pushed into poverty because they had to pay for health-related costs directly. Good health affects a country's economic output through improved labour productivity, enhanced education, increased savings and investment and demographic transition. A healthier workforce is more productive and more resilient because workers tend to have more energy and better mental health, and there is less absenteeism. Despite the clear links between health and other development priorities, the demographic transition is characterized primarily by a declining fertility rate, supported by lower mortality rates at all ages, which together result in an ageing population. The average number of children per woman fell globally from

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25 Economics and Adaptation to Climate Change – Bangladesh. World Bank. 2010

26 In rural areas of India, Bangladesh, Pakistan, Nepal, and Sri Lanka, 10 percent or more of the population still remain without access to an adequate amount of water, even if defined at the relatively low level of 20 liters per capita per day for drinking and other household purposes (World Bank, 2013)

27 The Hindu Kush-Himalayan region spans an area of more than 4.3 million square kilometres in Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan. The region stores more snow and ice than anywhere else in the world outside the polar regions, giving its name: 'The Third Pole'. The Third Pole contains the world's highest mountains, including all 14 peaks above 8,000 metres, is the source of 10 major rivers, and forms a formidable global ecological buffer. <http://www.icimod.org/?q=3487>

28 Cruz, R.V., H. Harasawa, M. Lal, S. Wu, Y. Anokhin, B. Punsalma, Y. Honda, M. Jafari, C. Li and N. HuuNinh, 2007: Asia. In: Climate Change 2007: Impacts, Adaptation and Vulnerability. Contribution of Working Group II to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change. M.L. Parry, O.F. Canziani, J.P. Palutikof, P.J. van der Linden and C.E. Hanson, (Eds.). Cambridge University Press: Cambridge, UK, 469-506

29 Bangladesh Soil Salinity Report. Soil Research Development Institute. Ministry of Agriculture. Government of Bangladesh. 2009

30 Turn Down the Heat: Climate Extremes, Regional Impacts and the case of Resilience. World Bank. 2013

4.3 during the early 1970s to 2.6 by 2005–2010. Additionally, the Region was witnessing alarming rates of increasing in HIV/ AIDS- indeed, the epidemic was considered to be spreading faster in Asia at that time than in any other continent.

- 29.** Globally, e-Health, m-Health and telemedicine are gaining importance and increasingly being used for all aspects of health. The WHO Global Observatory for e-Health has studied the evolution and impact of e-Health in Member States mainly through two global surveys (in 2005 and 2009). Its third global survey in 2013 was successfully piloted in Bangladesh and implemented by all COIA countries. Many countries of the region have implemented various projects in the area of e health. Some notable examples are telemedicine in Bhutan and Korea, the SEARO integrated data analysis System (SIDS) in Maldives, Monitoring of Vital Events through Information Technology (MOVE-IT) in Bangladesh and Indonesia, etc. Bangladesh can extend e-Health, m-Health and telemedicine services throughout the country.

## Substance use prevention and treatment

- 30.** Globally, it is estimated that in 2012, some 243 million people (range: 162 million-324 million) corresponding to some 5.2 per cent (range: 3.5-7.0 per cent) of the world population aged 15-64 had used an illicit drug — mainly a substance belonging to the cannabis, opioid, cocaine or amphetamine-type stimulant (ATS) group — at least once in the previous year. The need for treatment for drug use disorders and dependence reflects a problematic level of consumption. As reported by experts, the use of methamphetamine continues to rise in most countries in East and South-East Asia, with accompanying seizures of methamphetamine in pill and crystalline forms reaching record levels in 2012. Therefore, analyzing drug types that contribute to the demand for treatment can provide information on the drugs that have the highest negative impact on health in each region. Globally, it is estimated that approximately one in six problem drug users accesses treatment each year.

## Gender and exclusion issues

- 31.** Women constitute 50% of the population; despite major progress in women's role in economic and social arena, they enjoy less development benefits and continue to be marginalised. More than 40% of female-headed households are believed to be very poor. The labour force participation rate for women, though increased from 25% to about 35% over the past decade, still remains low by international standards.<sup>31</sup> DAM will need to concentrate effort to further enhance position of women in the society, and also of the persons with disability (PWD), being the most excluded segment in the Bangladesh society, and support changing their condition in the family and in the society. The youth groups, especially adolescent girls, would require support to achieve equal status with their male counterpart. DAM also needs to closely monitor the changing role of women in the society and go beyond the stereotyped support that often an add-on reproductive role.

## Implications of changes in the context

- 32.** The coming decade will be marked by economic growth on the one hand, and growing inequality, livelihoods insecurity and increasing vulnerability to food and water insecurity, disasters and climate change, especially for the resource-poor and vulnerable population leading to increasing displacement and migration – within and outside the country. DAM will need to harmonize its development interventions in line with these emerging needs and opportunities to support national economic growth. DAM's future emphasis ought to be on poverty reduction activities involving rural women, unemployed adolescent and youth groups, unemployed educated youth groups through increased access to microfinance (MF), development of small and medium enterprises (SME), national and international market-based vocational skills training, job placements and market linkage services for rural products. Social problems such as drug abuse among youth, organized crime, crowded slums in mushrooming of growth centres, violence against women are some of the problems that may increase in Bangladesh. These will require, besides meeting livelihoods (by establishing community-based and directly managed employment and income generation

31 World Bank. 2013. Assessing a Decade of Progress in Reducing Poverty, 2000-2010

enterprises and marketing outlets) and basic needs, addressing climate change adaptation issues, and emphasis on human resource development so as to equip the youths with life skills to make meaningful contribution to society.

**33.** The changes in development landscape as highlighted in the preceding sections will have implications for DAM's work. In particular the following will be critical factors:

- DAM's ability to raise funds from traditional donors will be constrained by increased competition among development actors such as NGOs, private sector and the UN. With sustained economic growth, the ODA relative to GDP is now less than 2%, compared to the 10%<sup>32</sup> in 1980s and this declining trend will continue.
- In the backdrop of gradual decrease in the reliance of foreign aid and in the event of rapidly growing private sector (including RMG, foreign remittance and greater yield in agriculture sector), DAM would need to diversify its sources of fund flow and also redefine its target, beneficiaries and its service delivery packages.
- GoB is likely to emerge as a major provider of resources for national and local NGOs to provide services as GoB's own capacity to provide critical services such as health, education, agriculture will remain inadequate considering the growth in demand.
- Remittance inflow will experience uncertainty with changes in the economy of the traditional Arab countries, unless effort is made to facilitate the process.
- The market and private sector will grow and gain influence over delivery of care and services in the country. This will necessitate the NGO-provided services to be more competitive, and profit-based approach of private sector may not cater to the needs of the poorest sections of the population.
- DAM should explore partnership with government and/or recruiting agencies for providing training for overseas employment for Bangladeshis in some of the emerging Southern economies such as Malaysia, Singapore, South Korea and Middle-eastern labour markets. DAM should also explore potentials of developing e-learning courses. DAM should search and go for more public-private partnership (PPP), working in collaboration with government initiatives.
- Apart from implementing activities through contracts, private contributions, microfinance income and donor assistance, DAM should scale up its endeavor to establish and run profitable commercial enterprises / social ventures whose profit stream should earmarked to support its development programs. This "endowment model" would reduce dependence on donors and other outside funding sources as an innovative solution.
- Capitalizing the positive global image of DAM, it would make serious attempts to attract institutional donors and form donors' consortium for long-term programme interventions. DAM may look for opportunities for collaborative efforts and actions with government and UN bodies, or any other international organization and donor agencies for piloting initiatives in selected vulnerable areas of the country, including major cities of Dhaka, Chittagong and Khulna. The principal aim will be to plan and implement an eco-friendly and environmentally sound investments for balanced socio-economic growth of the country. For DAM, it will be important to gain more organizational work experience and increase institutional capacity in this field.

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32 Zahid Hussain. Aid Effectiveness through global and local lenses. The Daily Star: Special Supplement. March 15, 2014

# Appendix 2

[To be read with Section 3 of the Strategy Plan]

## Organizational Strategic Target-wise, Benchmark status, Indicators and Action points<sup>1</sup>

**Objective 1: Integration of DAM's founding core values in the programmes and services offered by DAM Institutions, Divisions & Units**

Expected Results	Strategic targets		
	Target 1	Target 2	Target 3
DAM founding aims and core values are unpacked and appropriately reflected in the programmes, services and activities of its Institutions, Divisions and Units.	Reorienting the image of the programmes and activities reflecting the spirit of DAM and integration of the core values in policies, guidelines, programmes, courses, curriculum, and publications.	DAM core values are manifested in the attitude, behaviour and communication across the organization.	Formal and systematic mechanism of monitoring and evaluation in place across DAM demonstrating integrated practice of key principles.
	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Following six core values are reflected in all polices, programmes, course materials: Humility, Spirituality, Humanity, Equality, Caring nature and Honesty &amp; morality.</li> <li>Teachers and students exposed to working with poverty and suffering as part of their course</li> <li>DAM members and employees undertake voluntary work, even if for short durations, on various community projects in and outside the country.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>The graduates, teachers, managers and staff across DAM demonstrate high moral values and caring attitude to humanity and nature.</li> <li>Recruitment, appraisal and staff development process reflect inclusion and practice of core values and principles, besides competencies.</li> <li>A common induction programme in place for all newly joining executives and managers in all DAM institutions.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Following four key principles are integrated in the monitoring and evaluation framework along with the core values: Excellence (quality), Innovation, Transparency and Accountability.</li> <li>Systematic and documented feedback from the communities DAM works with obtained and used for continuous improvement ensuring practice of key principles.</li> </ul>

### Benchmark Status (2014):

The founding aims and values are not explicitly unpacked programmatically and institutionally in planning and delivering services

<sup>1</sup> Alongside the change objectives, strategic targets and monitoring indicators have been formulated. The strategic targets will provide a guiding framework for detailed planning in each institutions/programme/unit. These will manifest a change indicating how and what will be the development over the time of the next plan period. For measuring the strategic targets, DAM has taken stock of the current (2014) status as benchmarks. For each target, some key indicators have also been identified which will help track and measure progress. These results, milestones and indicators are applicable for all segments (division/units and institutions) in DAM.

**Action points:**

1. Annual plan of all segments in DAM should contain explicit activities to contribute to the seven founding aims of the organization
2. Systematic orientation programme for all new entrants (members, employees, volunteers, etc.) and periodic refreshers for the existing DAM personnel. The induction package illustrates founding aims, core values and functional key principles of DAM
3. The teachings of DAM Founder about the duties of human being in making operational the motto 'Divine & Humanitarian Service' should be appropriately integrated in the programme design, course contents and various communication materials
4. Monitoring system (both contents and process) should contain elements to track in all divisions, programmes and institutions the result indicators at regular intervals

**Objective 2: Strengthening DAM’s identity, branding & visibility nationally, regionally & globally**

Expected Results	Strategic targets		
	Target 1	Target 2	Target 3
The unique identity of DAM is uniformly communicated through relevant IEC materials and modes by all entities of DAM to the national and international audiences.	A common branding, visibility and communication strategy of DAM is developed to institutionalize Unity in Diversity.	The branding and visibility devices of DAM divisions, institutions and programmes provide consistent and coherent reflection of the core values and key principles of the organization.	All publications and communication materials reflect one DAM identity that connects us all organically.
	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Relevant policies and strategies of individual institutions are supportive of a common design / logo/strap line signifying them as part of a whole.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Branding and visibility material of DAM entities should not contain sign or symbol contrary to the values and principles upholds by the organization.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• While different institutions of DAM have their own individual identity, design of publications, internal and external communication material contain generic drawing, code or colour in line with the organizational branding, visibility and communication strategy.</li> </ul>

**Benchmark Status (2014):**

DAM is yet to have a consistent and common branding across all segments conveying the organizational identity in coherent manner

**Actions points:**

1. Branding and Visibility Strategy of DAM should be developed. Technical expertise from professional organizations may be tapped to develop strategy. Non-profit nature and social business should be converged in the branding of DAM
2. Website management should be improved ensuring appropriate visibility of DAM’s works and regular updating. Websites of various DAM segments should be linked with each other
3. Identification, documentation and promotion of good practices
4. Optimizing publicity of DAM activity news in electronic and print media
5. Development a generic organizational profile for common use by all segments, regular updating of it and making it available across DAM. Central management of promotional DAM portal

6. Founding aim of DAM and the philosophy of Khan Bahadur Ahsanullah should be key in designing/planning DAM functions. The philosophy be disseminated through various mode of DAM's works.

### Objective 3: Develop an institutional framework that connects and unites all parts of DAM

Expected Results	Strategic targets		
	Target 1	Target 2	Target 3
A macro level management framework is functional at the DAM head office level bringing unity in diversity, providing policy guidance and connecting all segments of DAM.	Developed a steering group at the level of CEOs to provide coordinated leadership on major issues of mutual interest and facilitate synergic collaboration among DAM institutions and programmes.	At technical and mid-managerial levels, strategies are developed for collaboration among DAM's various programmes and institutions to leverage synergy.	Periodic documentation and reporting to DAM Executive Committee on inter-segment collaborative works, challenges and potentials.
	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Scope of work (ToR) of the steering group is approved by DAM EC and circulated.</li> <li>• A steering group with 6-8 CEOs of different institutions or their representatives appointed by DAM EC and meets every quarter.</li> <li>• The steering group reviews and facilitates alignment of annual plans of all institutions and programmes to the DAM strategic plan; and the functions are minuted.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Potential areas of bilateral programmatic collaboration are reflected in the annual plan and budget of DAM divisions, programmes and institutions.</li> <li>• Technical supports are available from DAM core resource team for improvement of HR management, financial management, procurement and supply system in line with the respective manuals and guidelines.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• DAM Annual Report contains impacts of inter-segment collaboration.</li> <li>• The periodical newsletter and journals of various DAM segments reflects on the process and potentials of inter-programme and institutional collaboration.</li> <li>• The web based sites and social media of DAM programmes and institutions promote synergies across the organization.</li> <li>• Annual assessment to review progress, challenges and provides necessary guidance or feedback.</li> </ul>

#### Benchmark Status (2014):

An institutional set-up could not be developed creating opportunities for effective collaboration across DAM institutions and programmes for synergistic impact (para 12). During the DAM Annual Conference 2014, DAM has already identified some areas for collaboration among different units/Institutions (See Annex 4). This will need to be followed up, further developed and monitored.

#### Action points:

1. A steering team will be set up with participation of appropriate executives (supported by a small complement of staff set up) to work closely with the President and/or General Secretary. The team will function as a corporate management body comprising selected Directors/CEOs from different DAM divisions/institutions to provide coordinated corporate leadership on major issues of mutual interest and facilitate synergistic collaboration among all DAM institutions and programmes

2. Corporate leadership will be developed to steer the organisation as a coherent whole. Organizational coherence can only come through strong leadership in every part of the organization working collaboratively and ‘corporately’ – i.e., all leading the organization toward the same overarching goal as enshrined in the founding aims
3. DAM will also develop a comprehensive leadership development plan integrated with a succession plan incorporating development of next levels of leadership for various entities in DAM
4. Towards coordination, convergence and collaboration among DAM entities, following are few recommended actions:
  - Workshop, meeting, experience sharing across DAM on regular basis
  - Periodical joint meeting and sharing views with different segments
  - Arrange exchange visits and sharing among institutions, programs and other service providing units
  - Designating focal points of coordination and collaboration in each segment
  - Promoting service specific collaboration among the entities

**Objective 4: Strengthening networking and partnership at global, regional and national level collaboration and policy advocacy**

Expected Results	Strategic targets		
	Target 1	Target 2	Target 3
DAM’s current level of partnership and collaboration at global, regional and national level is further expanded to make the connections more visible and effective.	Developed policy and strategy on partnership with other organizations and institutions for policy advocacy and technical cooperation at in-country and international levels.	Strengthened institutional set-up in DAM and its institutions to facilitate and manage partnership and collaboration.	Set up of Ahsania Mission Global Development Network through country offices, and/or expanding partnership with corporate sector, government bodies, UN system, spiritual development organizations and civil society organizations at international level.
	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Increased implementation of policy advocacy for different programmes of DAM.</li> <li>• A policy paper available for network/partnership at the national &amp; international level.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• No. and types of forums at national/international/ regional level.</li> <li>• No. and types of events/MOU/mutual collaboration</li> <li>• Increased capacity of relevant staff for policy advocacy.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• DAM presence in national and international media and publications.</li> <li>• Information of international cooperation is reflected in DAM Annual Report and media material.</li> </ul>

**Benchmark Status (2014):**

DAM established partnership with national networking organizations (CAMPE, FNB, ECD-Network, BSAF) and international networking organizations (ACCU, ALADIN, ARTC, ICAE, ASPBAE, IRA, FCA, ICAA, Colombo Plan, VNC)

**Action Points:**

1. Establishment and capacity development of DAM’s international department to operate internationally
2. Exchange of material and human resources as well as technical information, lessons and good practices
3. Developing partnership for technical collaboration
4. Exposure visit/ Exchange visits arranged with partner organizations

5. Strengthening network and linkage with the organizations and forums at the regional and global level
6. Establish liaison office, DAM chapters or Partner NGO in other countries
7. Appointment of DAM representatives in the countries as required representing DAM in global or regional forum, including UN
8. Strengthening network and linkage with national and international media for promotion of social issues
9. Providing technical support at national and international level in the field of education and other development fields where DAM has expertise

## Objectives 5: Diversifying resource mobilization and income

Expected Results	Strategic targets		
	Target 1	Target 2	Target 3
The sources of fund for meeting core expenses, development programmes and institutional expansion encompass domestic resources, corporate funding and foreign aids.	Developed a resource mobilization strategy with increased focus on domestic fund raising including individuals, charities and corporate sectors.	Increased resource inflow from fees, service charge, contribution from DAM social enterprises.	Increased capacity of the DAM overseas entities to mobilize resources.
	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• A corporate fundraising strategy focusing on local fundraising exists.</li> <li>• Number of individuals and companies have been identified through systematic research and case for support developed.</li> <li>• At least 3-5 successful solicitations made by each participating DAM segment every year.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Client-focused services provided on cost-recovery basis to selected DAM institutions as per mandate.</li> <li>• Policy and plans of DAM social business/institutions to contribute for community development programmes.</li> <li>• Percentage of DAM net revenue coming from technical support and consulting services, contributions from individuals and companies.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Institutional set-up is developed mobilizing DAM overseas supporters and volunteers.</li> <li>• DAM central ensures regular communication and reporting on the programme updates, fund flow and utilization.</li> <li>• Increase in the percentage of contributions from individuals and companies.</li> </ul>

### Benchmark Status (2014):

Dependence on external funding has hindered DAM's intended move from project-based approach to more programmatic approach.

Some DAM institutions became self-supporting, while others are still subsidized. Annual Report (2012-13) shows that DAM's major sources of fund inflow are grants from external donors, fees and service charges for institutional services and contributions from local donors and individuals. During FY 2012-13, from external donors grants contribution was BDT 595 million which was 39% of total fund receipts, as against 35% fund inflow (BDT 537 million) from fees and services and 9% contribution (BDT 127 million) raised from local donation.

### Action points:

1. Development of resource mobilization strategy to tap both domestic and external resources
2. Sharing responsibility of resource generation by all segments in DAM

3. Collective efforts to generate core fund for DAM
4. Launch new income generating project (social business) through proper feasibility study
5. Maximize use of available human and financial resources
6. Gradual shift to programme approach as well as to big projects to reduce overhead costs
7. Asset Generation and management system should be developed
8. Gradual establishment of DAM's own office and training centres in the working areas.

## Objective 6: Invest in people — leadership, staff development and career path

Expected Results	Strategic targets		
	Target 1	Target 2	Target 3
Specific plan and increased budgetary allocation on annual basis in all segments of DAM for staff development, promoting leadership and career path.	Undertake orientation programmes for the staff members to sustain value, respect and ownership on the founding aims and core values of DAM.	A leadership and management development framework based on common core competencies and embedding best practices in managing human resources is in place to support all leaders and managers in continuously developing their capacity.	Put in place a comprehensive performance management system including performance based incentive schemes at all levels, providing opportunities for continuous learning, growth and development of staff at all levels.
	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• DAM training centre offers regular courses of DAM Staff orienting/reorienting on values and principals.</li> <li>• Need-based counselling services and community of practise are made available in all segment of DAM.</li> <li>• Annual plan and budget of all segments in DAM reflects allocation for staff induction of core values and practise of principals.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• A competency based framework which defines core competencies of leaders and senior managers across all organisations has been developed and rolled out.</li> <li>• Senior leaders and managers have access to learning events to further develop their core competencies and demonstrate these in their day-to-day functioning.</li> <li>• Sector-based Resource Pool is developed encompassing the professionals, experts and resource material from all segments of DAM.</li> <li>• A policy for review of salary package in developed to offer competitive package to competent staff across DAM.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• A systematic performance review mechanism in place across DAM, complete with appropriate follow up and support system which all managers and staff are using.</li> <li>• Systematic analysis of performance review carried out to identify areas for individual growth and development, and staff supported in this.</li> <li>• Leadership development plan is integrated with a succession strategy in various entities of DAM.</li> <li>• Poor performance is managed for best results for both individual and the organisation.</li> <li>• Mechanism for grievance settlement is in place.</li> </ul>

### Benchmark Status (2014):

DAM's current human resource development initiatives are sporadic. A systematic plan for professional development of DAM core team members and leadership development is missing (para 19, 79). Investment in HRD is insignificant; financial report for FY 2012-13 does not give any specific data on staff development (though 4% is reported on training)

### Action points:

**Recruitment related:** Efforts should be made to recruit new and energetic staff so that right person can be in the right

place to ensure quality service. The present recruitment process needs to be reviewed towards developing a standard unbiased recruitment process. Before going for new recruitment, search can be made from internal resource pool. Upgrading efficient departmental staff for better opportunity can be an option too. A CV Bank can be developed in DAM for quick search of required personnel. An efficient online application system would reduce hazard of many paper works relating to recruitment. Exit meeting of outgoing employee can be a source of feedback on HR management.

**Compensation package:** Salary and compensation package have to be competitive to retain skilled staff. Increase salary and other benefits of staff need to be as per skill and performance. Motivational factors like work environment, work space comfort, protection, grievances management, career counseling need to be addressed. Weekend, annual leave and maternity leave need to be commensurate to enhance staff efficiency. DAM can think of introducing benefits like transport and housing facility which contribute to increased belongingness and longer retention of staff.

**Performance appraisal:** Regular periodic performance appraisal of employees should be made mandatory. The present appraisal system needs to be reviewed and updated to ensure staff capacity assessment in true sense (3600 Evaluation). Automated preservation of assessment data and use for next course of HR management should be ensured.

**Staff capacity development:** To improve efficiency of existing staff there has to be continuous capacity development programs based on needs. Foundation Training and/or Induction on entry should be introduced at all levels. Development of internal resource pool towards leadership development becomes a priority agenda for DAM. In staff capacity development planning potentiality of staff, developing specialization among staff and human development need to be considered as prime focus. Emergency risk reduction has to be part of staff development package to enhance capacity to plan and address issues during emergency. Along with capacity development HR management should ensure optimum utilization of the capacity in a planned manner.

**Development of staff code of conduct:** Respect and practice of the values, norms and key principles of the organization should be ensured by all employees. Required code of conduct should be developed. Belongingness to the organization and loyalty to its founding aims should be made explicit in the code of conducts. Scope for equitable participation and importance of all employees regardless of position should be promoted to increase ownership feelings among them.

## Objective 7: Develop capacity for research, innovation, advocacy and knowledge

Expected Results	Strategic targets		
	Target 1	Target 2	Target 3
Institutional arrangement and budgetary allocation across DAM, in head office and institutions, for research, knowledge management and evidence based advocacy.	Mechanisms and tools are developed, tested and used to facilitate horizontal learning and knowledge management across DAM.	Making research for development (RED) as integral part of planning and budgeting across DAM.	Evidence based policy advocacy strategies are developed in the sectors DAM work for.
	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Data on progress, reviews and learning are all digitalised and shared across the network through a common platform accessible to all.</li> <li>There is a system to recognise and reward staff spearheading innovations and cross-organisational learning.</li> <li>Set up a knowledge bank based on DAM's experiences and innovation in different areas.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Areas of study and research are identified and mentioned in the annual plans.</li> <li>Budgetary allocation is available for research.</li> <li>Number of joint initiatives on research and learning taking place across the DAM network.</li> <li>Reflections on usage of research/ study findings in the program or course planning and implementation.</li> <li>Sharing DAM's knowledge through high-value publications with external world.</li> <li>An electronic repository and clearing house for lessons and best practices identified through study/ research exists which is used by large number of regular subscribers.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Sector based policy advocacy papers are developed describing clear roles of DAM and advocacy partner organizations.</li> <li>Activity and financial provisions are available for policy advocacy in the annual plan and budget of the relevant DAM programmes and institutions.</li> <li>Advocacy plans are substantially supported by evidence from study, research and/or documented lessons from the field.</li> </ul>

### Benchmark Status (2014):

Present study/research and advocacy works are project-based. At the institutional level not much research work is done (except AUST where even the basic research work is limited). There is no institutional set-up in DAM to undertake or facilitate research for development.

### Action points:

1. Reviving Research Division in DAM head office and gradual development of research wings in all DAM institutions
2. Identifying contemporary and strategic issues for research; selecting target audience for advocacy; ensuring enough evidence based data in support of the issue selected for advocacy
3. Dedicated teams for research and advocacy should be developed; establishment of an Advocacy Cell comprising of representatives of actors from various segments of DAM
4. Create or join alliances to mobilize likeminded organizations (stakeholders) for issue-wise evidence based policy advocacy and social mobilization
5. Engagement of community radio for reaching people at the grassroots level

## Objective 8: Improve governance to increase functional efficiency and effectiveness

Expected Results	Strategic targets		
	Target 1	Target 2	Target 3
Audit, monitoring and corporate governance ensures increased functional efficiency and effectiveness of the administrative and financial systems of DAM in head office and in institutions.	Delegated administrative and financial responsibility balanced with accountability at various levels across.	DAM Automated financial management system and automated management information system with provision for information communication across DAM.	Ensure accountability and transparency at all levels at the head office, regional/area offices and institutions.
	<ul style="list-style-type: none"> <li>• Computerised Management Information System (MIS) and Financial Information system (FIS) that supports decision-making at all levels exists across DAM organisations.</li> <li>• Percentage of divisions, institutions, and programme regions practice decentralized management.</li> <li>• Participatory monitoring system (PMS) is in place across DAM having report generation process at regular intervals with IPO based indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of divisions, institutions and programmes with automated financial management system.</li> <li>• Internal auditing system is further strengthened under the Board Audit Committee covering both financial and management audit functions.</li> <li>• Percentage of divisions, institutions and programmes covered under MIS network.</li> <li>• External evaluation study feedback on functional efficiency and effectiveness of MIS.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Audit Unit make regular tracking of DAM key operating principals.</li> <li>• Management audit reports by external firms reflects on accountability and transparency issues.</li> <li>• Financial and administrative compliance requirements are addressed on time.</li> </ul>

### Benchmark Status (2014):

The financial management system is partly automated; Procurement and supply system sometimes fail to ensure quality and timely supply as well as compliance of procurement rules; Performance appraisal process is not adequate to assess the efficiency of the staff; MIS service is limited to collation of basic information; Participatory management system is being introduced, but still not connected with MIS.

### Action points:

#### I. For financial management system improvement

- The present system of budget preparation and budget variance analysis need to be improved across the organization. Budget should be prepared on the basis of activity plan
- Corporate management of the financial planning and accounts keeping need to be introduced though gradual automation of accounts and financial management of all segments in DAM
- Training for finance and accounts personnel will have to be arranged at regular interval to keep them updated on government and donors financial regulations
- Bank accounts management need to be streamlined with the central MIS and supervised at regular intervals
- Accounts management system needs improvement to provide one-stop service. Simplified and decentralized financial procedures should be introduced with proper accountability across the organization
- DAM fund management system should be reviewed to improve efficiency. Core Fund need to be developed. Proper utilization of the financial reserves be ensured based on priority set up by the management in the annual plan and budget. Justification for investment from core fund should be properly documented and reported. Fixed asset replacement fund should be created

- g) Strengthening of Internal Audit Unit is required to undertake pre and post audit as per annual audit plan. The scope of audit by IAU should be revisited. Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It will also evaluate and improve the effectiveness of risk management, control, and governance processes.
- h) Financial monitoring system should be introduced as a facilitating and tracking of proper accounts keeping, identifying systems gap and providing guideline across the organization

## 2. Towards improvement in management system

- a) Clear Terms of Reference or Rules of Business for all segments of DAM should be developed and made available to others to facilitate collaboration and to avoid duplication of works
- b) Improvement in internal communication system of DAM is required to facilitate horizontal and vertical flow of information. Information disclosure and dissemination policy development and updating at regular intervals
- c) Participatory decision making process should be promoted through increased decentralization of authority balancing with proper accountability and transparency
- d) Establish a central database and repository to archive important information, documents and records
- e) Mechanism should be developed to reduce bureaucratic practices delaying decision making
- f) Automation of central MIS
- g) Proper compliance of audit monitoring findings
- h) Improvement in risk management
- i) Strengthen documentation system
- j) Increased efficiency and transparency in the procurement system across DAM

## 3. Monitoring System Improvement

- a) Monitoring Framework: A common generic Monitoring Framework should be developed to institutionalize quality monitoring culture across DAM. This would establish accountability throughout the organization. As a process of monitoring, conventional monitoring should continue along with participatory monitoring system (PMS), to validate each other. The framework should promote decentralized, regional and community based monitoring and feedback system. Community Score Card may be used as an effective tool to get clients feedback on DAM services
- b) Central Monitoring Unit: The Central Monitoring Unit of DAM should be strengthened. Skills of monitoring personnel at various levels should be increased to ensure professional monitoring. Adequate budget allocation for monitoring should be ensured
- c) Automation: IT based (mobile based) real time data collection and processing system should be developed to improve quality of monitoring. Scope has to be made to generate automated report

## 4. Strengthening Management Information System (MIS)

- a) Widening the scope and range of MIS through a need assessment process
- b) Integrate programmatic performance analysis in the ongoing MIS
- c) Automation of MIS in all segments of DAM
- d) Strengthening the capacity of MIS unit
- e) Intra & Inter connectivity of information among all segments of DAM and regular report generation followed by dissemination
- f) Feeding relevant information to PRD for external communication through media and newsletters
- g) Gradual transition to GIS based MIS

# Appendix 3

[To be read with Section 4 of the Strategy Plan]

## Objective-wise strategic targets and indicators (Programmatic<sup>1</sup>)

Applicable for all field based programmes implemented by various divisions, particularly the Programmes Division, and the outreach programmes run by the institutions of DAM

Programmatic Change Objectives	Strategic targets		
	Target 1	Target 2	Target 3
1. Set priorities of sector based programmes with specific focus, results and implementation strategies.	Sector strategy papers are revised specifying priority programmes based on national needs and global context.	Innovative models are developed to cater the needs of specific target groups in line with the sector strategy and set priorities.	
	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Sector strategies address the issues identified in-country and external context analysis in this document .</li> <li>• Programmes are identified taking into account the needs of target people.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• The needs of the peoples, baseline status and changes are adequately documented.</li> <li>• The implementation strategies and cost-effective and people friendly.</li> </ul>	
2: Scale up the services and care of DAM institutions to divisional cities, districts and upazilas, in order to meet the specific needs of different regions within the country.	Strengthened regional offices with more efficient functioning and programme implementation.	Expanded network of institutional services with locally relevant programming.	-
	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• A number of skills-providing institutions and care centres are set up in the regions.</li> <li>• Managers in programme in regions are empowered to provide leadership in their regions.</li> <li>• Programme management is decentralized, with the HQ assisting in setting and monitoring standards and quality.</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Extended institutional services are delivered in coordination with the DAM local field offices.</li> </ul>	

<sup>1</sup> Alongside the change objectives, strategic targets and monitoring indicators have been formulated. The strategic targets will provide a guiding framework for detailed planning in each institutions/programme/unit. These will manifest a change indicating how and what will be the development over the time of the next plan period. For measuring the strategic targets, DAM has taken stock of the current (2014) status as benchmarks. For each target, some key indicators have also been identified which will help track and measure progress.

Programmatic Change Objectives	Strategic targets		
	Target 1	Target 2	Target 3
3: Implement region based thematic field programmes addressing the specific local needs and the regional geographic context.	Regional strategy papers are revised based on the contemporary needs and priorities on the geographic regions of DAM.	Programmes/projects implemented in the region are consistent with the regional strategy papers.	Regional level programme coordination and implementation set-up is developed.
	<b>Indicators:</b> <ul style="list-style-type: none"> <li>Number of regions that have revised/updated the strategy papers.</li> <li>Documentary evidence is available in support of the need assessment and priority setting of the regions.</li> </ul>	<b>Indicators:</b> <ul style="list-style-type: none"> <li>Percentage of projects and components that contribute to the regional needs.</li> </ul>	<b>Indicators:</b> <ul style="list-style-type: none"> <li>Number of regions with regional set-up and delegated administrative and financial management authorities.</li> <li>Regional participatory management system is in place.</li> <li>Evidence of inter-programme linkages are available at the local level.</li> </ul>
4: Ensure integration and connectivity of the DAM services in the same community.	Collaboration framework is developed at Upazila level supported by a Upazila based database of DAM services.	Union level collaboration mechanism is developed to complement services supported by household level information.	Automated household database is developed at union level to track complementarity of services.
	<b>Indicators:</b> <ul style="list-style-type: none"> <li>Percentage of Upazila where the collaboration framework is developed and functioning.</li> </ul>	<b>Indicators:</b> <ul style="list-style-type: none"> <li>Percentage of Unions where household level information is available to all DAM service providers to complement services.</li> </ul>	<b>Indicators:</b> <ul style="list-style-type: none"> <li>Number of Unions where automated household database is updated.</li> <li>Percentage of households covered by automated database and types of DAM services that are complemented in a single household.</li> </ul>

# Recommended collaboration among DAM segments<sup>1</sup>

1. VTI jointly with AITVET can provide vocational training and diploma courses.
2. There is an opportunity to link AITVET graduates to enroll in under graduate courses of AIICT.
3. Collaboration among VTI, AMCC, Nogordola and HFCL to support the distressed children.
4. It is possible to collaborate among ABCL and KATTC, if ABCL can expand its works for secondary education and KATTC expand its works for primary education.
5. AUST can offer research on field based development issues as relevant to AUST programs.
6. Watsan program may collaborate with education programs to provide hygiene education.
7. AMCC may ask for technical assistance from ABCL in making a joyful class teaching materials.
8. Towards teachers' professional development, KATTC, BRA, CINED and TMD can work through mutual collaboration.
9. HFCL may extend financing facilities to field based program participants for livelihood improvement.
10. VTI can work with Nogordola for marketing skills development courses.
11. Collaboration among the field activities like livelihood, agriculture and DFED is possible.
12. DAM program participants can avail AMHM Hajj services.
13. DFED can introduce microcredit support for education purposes.
14. DFED work with Nogordola to establish market linkage between producers to consumers.
15. DFED can expand in urban areas to work with other urban programs.
16. DFED special support program for the ultra poor in rural areas can be availed by other programs.
17. VTI can provide training to the producers of agricultural sector.
18. AMCGH staff discount facilities can be extended to DAM program beneficiaries.
19. WatSan, AMIC and PHC can build collaboration among them.
20. AMIC services can be expanded to all DAM programme areas jointly with field teams.
21. AMCC can work with VTIs to provide job placement support to the AMCC graduates.
22. DRR and ECCP have great opportunity to collaborate each other.
23. TMD can provide training support to AMIC.
24. AMIC can collaborate with PHC and WatSan, AMCC and Nogordola for career support to client youths.
25. ABCL and CINED can collaborate with Alokito Bangladesh issue based round table conference.
26. CINED can collaborate with DFED for skills development.
27. Ahsania Institute of Sufism (AIS) spiritual education services can be expanded through mosque and field based programs/CRCs.
28. HR&SJ can provide legal support to victim women through panel lawyers to different programmes.
29. CRC training venue can be used by TMD at community level by all DAM field based services.
30. AeS computerized training facility can be used by any segments of DAM.
31. VTI, AITVET and other education institutions can collaborate with AeS to avail its graphic services.
32. AES can collaborate with AIICT & ITVET for rendering training in the area of IT/ITES.
33. AES can collaborate with CRC's for providing training on ITES at grassroots level.
34. Offering Professional IT/ITES courses jointly with AUST.
35. Collaboration of AES with TMD for Skill Development Training.

<sup>1</sup> This is an indicative list based of DAC 2014 recommendations. Through mutual discussion more avenues would be worked out during annual plan and project preparation.

## DAM FACT SHEETS

(As on June 2014)

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### **DAM is registered in Bangladesh with a number of authorities:**

Department of Social Welfare registration number: 316/1963  
Registered under the Societies Act: Registration no. S5682 (799)/06  
Registered with the NGO Affairs Bureau: Registration no. 246 09/12/1987

### **Affiliations with United Nations Agencies**

Consultative Status with UN ECOSOC  
Consultative Status with UNESCO

### **Geographical Coverage in Bangladesh (FY 2013-14)**

Field based programmes are spread over in 46 districts reaching 171 upazila and 1177 unions, having 140 field offices.

### **International Offices and Representatives**

Offices: UK, USA  
Representatives: India, Canada, Australia

### **Human Resources (as on June 2014)**

DAM total human resource (including front line work force) – 6,984  
Head Office personnel – 218 (Male 170, Female 48)  
Field personnel (including front line work force) – 5,487 (Male 2,038, Female 3,449)  
Institutions based human resource – 1,279 (Male 798, Female 481)

### **DAM Governance**

DAM General Body (GB) is consists of 122 members comprising peoples from various segments in the society including educationists, social thinkers, professionals and philanthropists.

DAM Executive Committee (EC) consists of 21 members, elected by the general body for two years term provides policy guidelines to DAM and its institutions. The General Secretary of the EC takes care of constitutional affairs of DAM and convenes the meeting of GB and EC. DAM EC meets on quarterly basis or bi-monthly if so requires discussing on policy and macro planning issues.

DAM has core functional divisions/ units and a number of institutions. The President is the DAMs chief functionary who oversees the macro-management affairs of the organizations and its institutions on behalf of the DAM Executive Committee. The functional divisions at DAM Head Office are headed by respective Directors or divisional Heads. DAM sponsored institutions are managed by the institutional CEOs under the guidance of the respective governing bodies and within the broad framework set by the DAM Executive Committee.

The field based projects are managed by respective project heads with technical and administrative support from central management. The Executive Director (ED) oversees all field based programmes in cooperation with the divisional heads and sector team leaders. ED is also ex-officio member in the institutional management committees to bring cross organizational synergic links.

The Internal Audit Unit works as autonomous unit in DAM under the guidance of the Audit Committee formed by EC and headed by the Treasurer of DAM. The Monitoring and MIS Unit works under the guidance of the Executive Director but closely work with the functional divisions. These two units collectively ensure programmatic quality assurance, financial transparency, accuracy and accountability.

## **DAM Institutions**

### **Education & Training Institutions**

1. Khan Bahadur Ahsanullah Teachers Training College, Shymoli, Dhaka
2. Ahsanullah University of Science and Technology, Tejgaon, Dhaka
3. Ahsanullah Institute of Technical and Vocational Education and Training, Tejgaon, Dhaka
4. Ahsania Mission Book Distribution House, Dhaka
5. Vocational Training Institute, Mirpur and Pallabi in Dhaka, Gazipur, Jessore
6. Ahsanullah Institute of Information & Communication Technology, Dhaka
7. Ahsania Mission College, Pallabi, Dhaka
8. Ahsania Mission Syed Sadaat Ali Memorial Education & Vocational Training Centre, Dhaka
9. Ahsania Institute of Technology and Business, Dhaka
10. Centre for International Education and Development, Dhaka
11. Ahsania Books for Creative Learning, Dhaka
12. Hoque Bulu Ahsania Vocational Training Centre, Patuakhali

### **Economic Development Institutions**

1. Nogordola (Dhanmondi, Banani, Bashundhra City, Gulshan, Chittagong, London)
2. Hajj Finance Company Limited (Bangladesh Malaysia joint venture company), Dilkhusa, Dhaka
3. Ahsania e- Solutions, Dhanmondi, Dhaka

### **Health Sector Institutions**

1. Ahsania Mission Cancer & General Hospital, Uttara, Dhaka
2. Ahsania Mission Cancer & General Hospital, Mirpur, Dhaka
3. Addiction Management & Integrated Care, Mohammadpur, Dhaka
4. Ahsania Mission Female Drug Addiction Treatment & Rehabilitation Centre, Mohammadpur
5. Ahsania Mission Drug Addiction Treatment & Rehabilitation Centre, Gazipur and Jessore
6. Ahsania Mission Institute of Medical Technology, Dhaka
7. Hoque Bulu Ahsania Hospital, Patuakhali
8. Hossain Ali – Hena Ahmed Hospital, Munshiganj

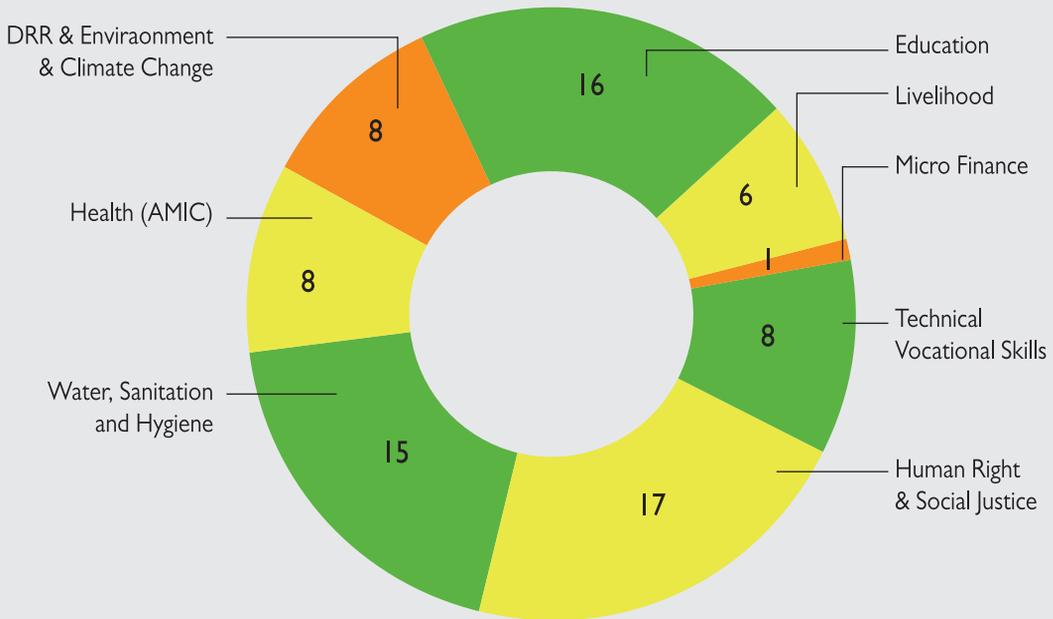
### **Institutions for children & woman protection & development**

1. Shelter Home for Victims of Trafficking, Jessore
2. Ahsania Mission Children City, Mirpur and Panchagar

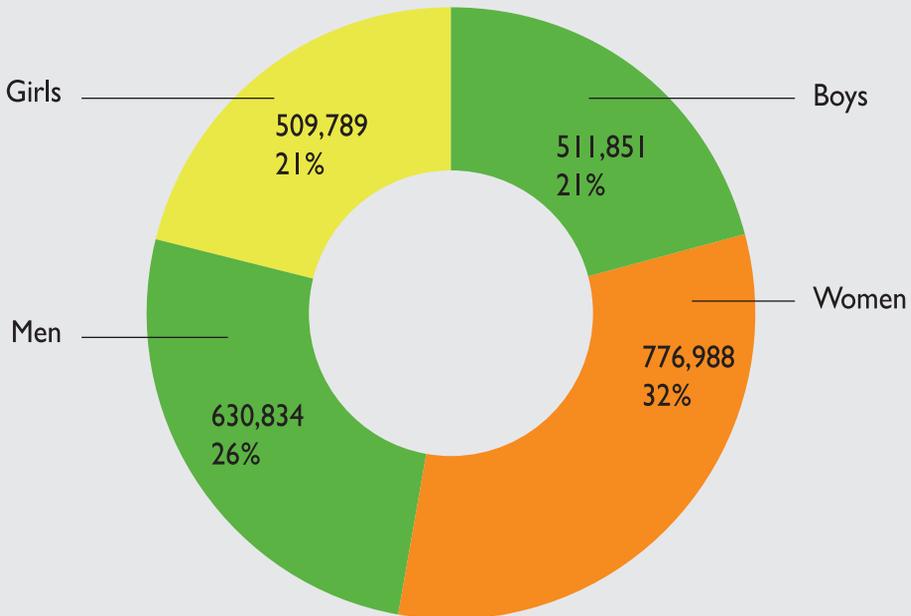
### **Spiritual development institutions**

1. Ahsania Institute of Sufism, Shymoli, Dhaka
2. Ahsania Malaysia Hajj Mission, Dhaka
3. Ahsania Mission Publication Trust, Dhaka

**Field based projects (FY 2013-14): 79 projects, 8 programme clusters**



**Total Programme Participants / Direct beneficiaries (FY 2013-14): 2,429,462**



# Geographical Coverage/ Field based projects in Bangladesh

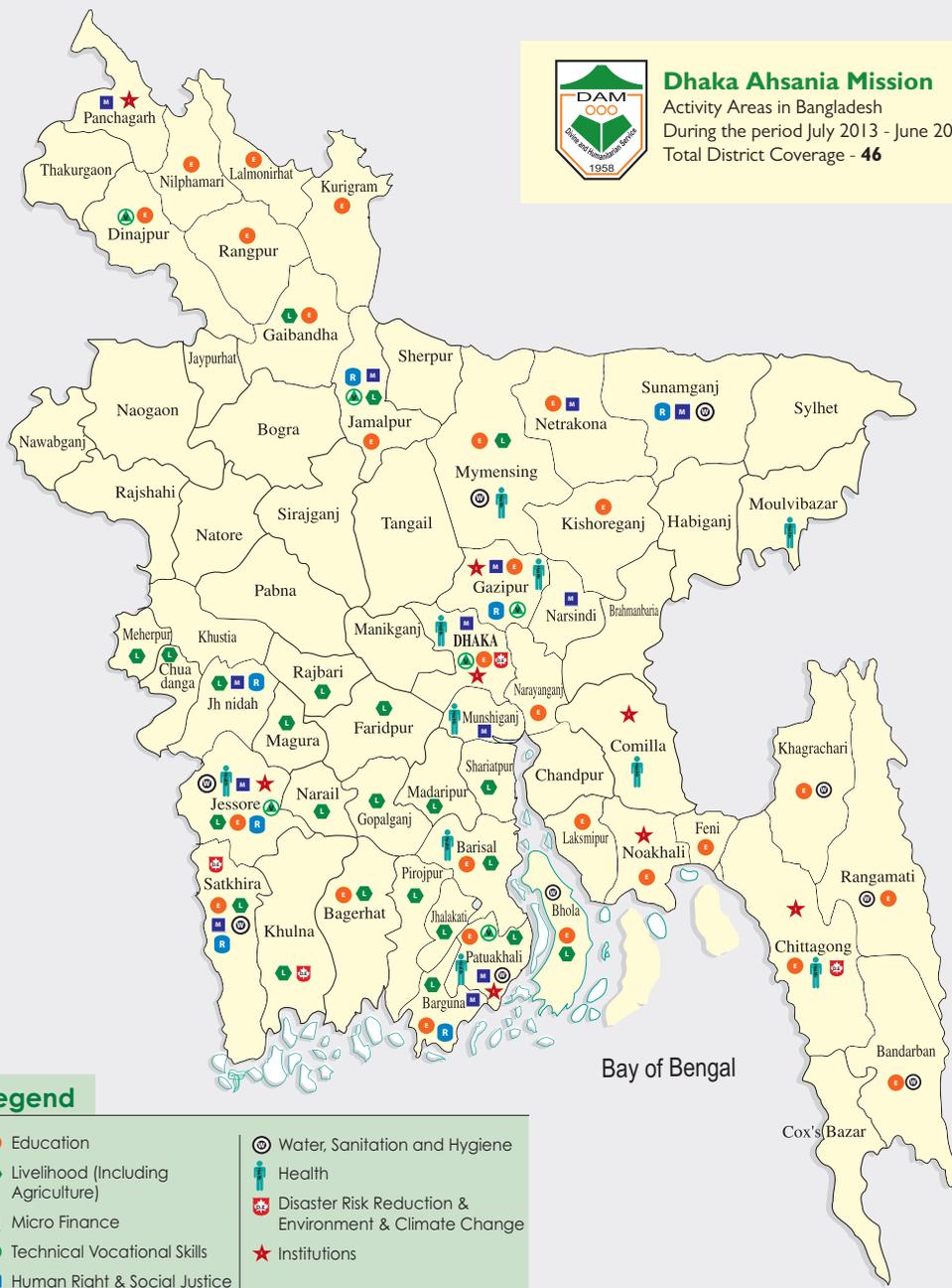
(FY 2013-14)

[46 districts, 171 Upazila, 1177 unions; 140 field offices]



## Dhaka Ahsania Mission

Activity Areas in Bangladesh  
During the period July 2013 - June 2014  
Total District Coverage - 46



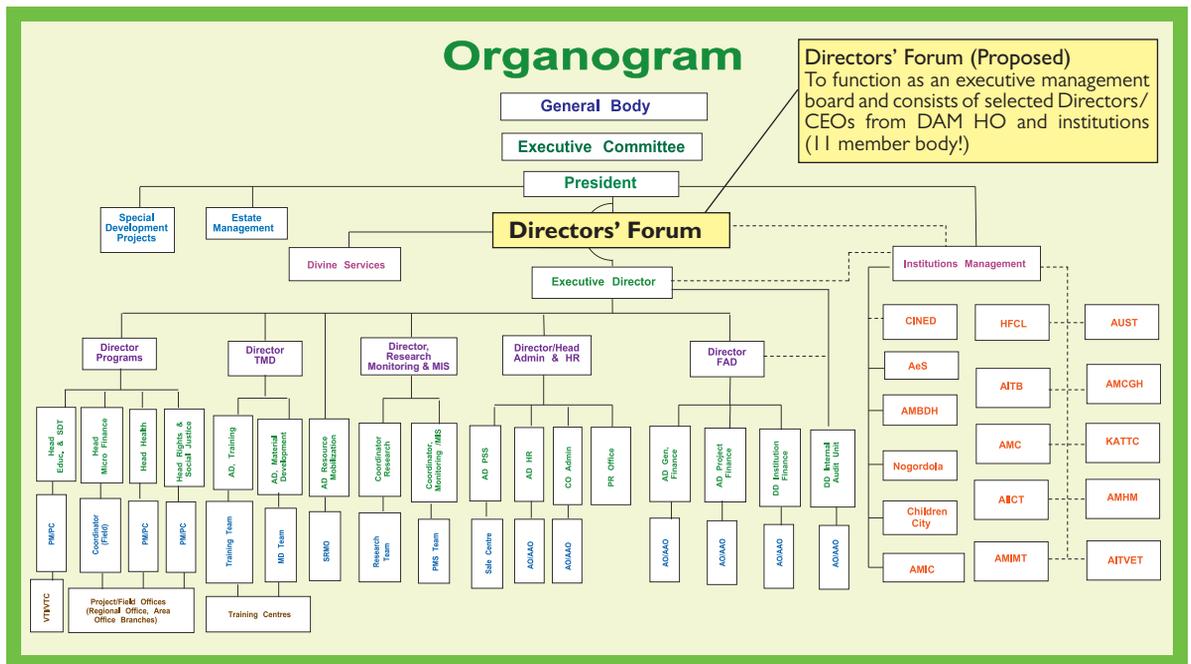
# Appendix 6

## Corporate Management of DAM - A typology

[Reference to Section 6, Sub-section 2, Paragraph b]

A Directors Forum (any other name can be given) will be set up by DAM EC to function as an executive management board to provide corporate leadership and steer the organization as a coherent whole, under the policy guidance of the EC. This steering team will be consists of appropriate Directors/CEOs from different DAM divisions/institutions. It will be supported by a small complement of staff set up and work closely with the President, General Secretary or Executive Director, as decided by DAM EC. The team will provide coordinated corporate leadership on core and macro issues and facilitate synergistic collaboration among all DAM Divisions, Institutions and Programmes.

The Directors Forum is synchronized in the DAM existing Organogram and shown below:



# Appendix **7**

## Abbreviations

ABCL	Ahsania Books for Creative Learning	DFED	DAM Foundation for Economic Development
ACCU	Asia/Pacific Cultural Centre for UNESCO	DRR	Disaster Risk Reduction
AeS	Ahsania e-Solutions	DSM	Diagnostic and Statistical Manual
AIICT	Ahsanullah Institute of Information Technology	DTE	Directorate of Technical Education
AITVET	Ahsanullah Institute of Technical Vocational Education and Training	ECD	Early Childhood Development
ALADIN	Adult Learning Documentation Information	ECD	Executive Committee
AMBDH	Ahsania Mission Book Distribution House	EOI	Expression of Interest
AMC	Ahsania Mission College	EPZ	Export Processing Zone
AMCC	Ahsania Mission Children City	ESD	Essential Service Delivery
AMCGH	Ahsania Mission Cancer & General Hospital	FAD	Finance and Accounts Division
AMIC	Addiction management Integrated Care	FCA	Framework Convention Alliance
AMIMT	Ahsania Mission Institute of Medical Technology	FCTC	Framework Convention on Tobacco Control
ARTC	APPEAL Resource and Training Consortium	FDI	Foreign Direct Investment
ASPBAE	Asia-South Pacific Bureau of Basic and Adult Education	FMS	Financial Management System
AUST	Ahsanullah University of Science and Technology	FNB	Federation of NGOs in Bangladesh
B. Ed	Bachelor of Education	FY	Financial Year
BBS	Bangladesh Bureau of Statistics	GDP	Gross Development Product
BDT	Bangladesh Taka (US\$1=BDT 77)	GIS	Geographic Information System
BRICS	Brazil, Russia, India, China and South Africa (association)	GoB	Government of Bangladesh
BTEB	Bangladesh Technical Education Board	HEIS	Household Income and Expenditure Survey
BSAF	Bangladesh Sishu Adhikar Forum	HFCL	Hajj Finance Company Limited
CAMPE	Campaign for Popular Education	HO	Head Office
CBT	Competency Based Training	HQ	Headquarters
CCTV	Close Circuit Television	HR	Human Resources
CEO	Chief Executive Officer	HR & SJ	Human Rights & Social Justice
CINED	Centre for International Education and Development	HRD	Human Resource Development
CME	Continuing Medical Education	IAU	Internal Audit Unit
CN	Concept Note	ICAA	International Counsel on Alcohol and Addiction
CRC	Community Resource Centre	ICAE	International Council of Adult Education
DAC	DAM Annual Conference	ICT	Information Communication Technology
DAM	Dhaka Ahsania Mission	IEC	Information, Education & Communication
		IFPRI	International Food Policy Research Institute
		IGA	Income Generating Activities
		IPO	Input, Process and Output

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IRA	International Reading Association	PP	Project Proposal
IT	Information Technology	PPP	Public Private Partnership
ITES	Information Technology Enabling Services	PRD	Public Relations Division
JSC	Junior Secondary Certificate	PSS	Procurement Stores and Sales
KATTC	Khan Bahadur Ahsanullah Teachers Training College	PWD	Person With Disability
Kcal	Killo calories	RMC	Results Matter Consulting
M. Ed	Master of Education	RMD	Resource Mobilisation Division
MBA	Master in Business Administration	RMG	Readymade garments
MDG	Millennium Development Goal	RTI	Right to Information
MF	Microfinance	SAARC	South Asia Association for Regional Cooperation
MFP	Micro-Finance Programme	SAFTA	South Asia Free Trade Agreement
MIS	Management Information System	SDRI	Social Development Research Initiative
NCD	Non Communicable Diseases	SH	Shelter Home
NFPE	Non Formal Primary Education	SME	Small and Medium Enterprises
NGO	Non Governmental Organization	SWOT	Strengths, Weaknesses, Opportunities and Threats
NSDC	National Skills Development Council	TB	Tuberculosis
NTVQF	National Technical Vocational Qualification Framework	TMD	Training & Material Development Division
ODA	Overseas Development Assistance	TV	Television
OECD	Organization for Economic Cooperation and Development	TVET	Technical & Vocational Education & Training
OER	Open Education Resource	VNC	Vienna NGO Committee on Narcotic Drugs
OOSC	Out of School Children	VTI	Vocational Training Institute
PMS	Participatory Monitoring System	WASH	Water, Sanitation & Hygiene
PO	Peoples Organization	WHO	World Health Organization

# Appendix 8

[Reference to Section 6, Sub-section 1]

## Annual Plan Preparation/ Review Checklist

(Please tick as appropriate; Use separate sheet when required)

1. Whether the recommended areas of improvement are addressed in the proposed annual plan? (Refer to paragraphs in 3.2 of Section 1 in the strategy plan which relevant to your division/unit or institution)

Yes

No

Not applicable

If the answer is yes, please mention paragraph number(s):

2. Whether the proposed annual plan includes actions for achievement of expected results and strategic targets? (Refer to sub section 2.2 of Section 3 of the strategy plan)

Results		Results	
1	Yes/No	5	Yes/No
2	Yes/No	6	Yes/No
3	Yes/No	7	Yes/No
4	Yes/No	8	Yes/No

3. Please check whether strategic targets of programmatic change objectives have been reflected in the proposed plan? (Refer to Section 4, sub-section 2 of strategic plan)

Strategic target	Yes	No	Not applicable
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

4. Whether the annual plan focused on the sector priorities set for field based programmes (mentioned in the sub-section 4 under Section4)?

Yes

No

Not applicable

If the answer is 'No' or 'Not relevant' please mention reason

5. Whether in the proposed plan there are annual targets and activities towards attaining Milestones 2020 of your Division/Unit or Institution (Mentioned in Section 5 of the strategy plan)

Yes

No

6. Does the proposed plan include potential areas of collaboration with other programmes and/or institutions?

Yes

No

If the answer is yes, whether the possible ways out have been proposed in the plan?

Yes

No





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