




Strategic Plan

Period: January 2016-December 2020


PRESIDENT
SHED-TEKNAF.


সাধারণ সম্পাদক
সেড-টেকনাফ

SOCIETY FOR HEALTH EXTENSION AND DEVELOPMENT (SHED)

Principal Office: ICDDR,B Campus, Teknaf Powrasava, Cox's Bazar-4760
Mobile No.: +88 01819323896, E-mail: shedteknaf@yahoo.com

Process and Activities of Strategic Plan Development

Serial#	Activity/Event	Participants	Date
1	Planning and strategic option identification meeting with Executive Committee	EC Members	12 December 2015
2	Meeting with senior staffs	Senior Staffs of SHED	18 December 2015
3	Consultation with beneficiaries	Beneficiaries of Inani project at Ukhiya and IFS project at Teknaf	24, 26 and 28 December 2015
4	Interview with key stakeholders	UP Chairman and Members of Rajapalong, Jaliapalong and Palongkhali, Ukhiya and Whykong, Baharachara, Sabrang, Teknaf	4,5,7,9 and 11 January 2016
5	Draft development and share with Executive Director		26 January 2016
6	Validation and approval meeting with EC members	EC Members	02 February 2016




Organization Background

SHED- the “Society for Health and Extension Development” was established as the successor of the ICDDR,B Teknaf Station following its closer in September, 1989. Since then as an outcome of the dedication, sincerity, tireless effort and contribution of all associated with SHED irrespective of staff, volunteers, local elite, community people, the organization has flourished and stepped into one of the reputed non-government organization in Cox’s Bazar area Bangladesh.

The emergence and foundation of SHED was rooted on building upon voluntary, active and spontaneous participation of all classes of people, especially of the underprivileged. The mandated goal of the organization is to ensure need based development benefits the target beneficiaries, particularly women and children who always are deprived of availing benefit from the existing service providing facilities because of their ignorance and lack of capacity for raising voice against the powerful social system of the well to do people and local vested interest group. It helps people organize themselves and provides them with skill training, information, education and motivation, credit and various support services to enable them to undertake appropriate development action.

The main motto of the SHED is to extend its support towards disadvantaged people of the Cox’s Bazar for assuring their better health, nutrition, sanitation and livelihood and also for increasing their resilience towards natural and anthropogenic disasters and calamities. Gradually, through the dedication and hard work of its members and staffs, the organization progressively grows as one of the trustworthy development counterpart of local government and local administration of the region. As a result, working areas of the organization has increased with a gradual increase of its workforces- both in numbers and added experience. The organization also got its registration from NGO affairs bureau on 1990 (No.: 408) while it achieved its registration from directorate of Social welfare on 1989 (No.: Chatta 1499/89).


Vision and Mission Statement

The organization Vision:

Oppression free society that ensures and provide equitable scope and opportunities to all classes of people to meet the bare necessities of life.

The organization mission:

Enhance capacity building of the service providers and community people by providing need based support, technical assistance and oversights in order to effect positive change in the society through utilization and mobilization of local resources and community participation, directing towards a sustainable development where people can enjoy equitable development opportunities and services for leading a minimum standard of life.



‘SWOT’ Analysis of the Organization

	EC Members	Senior Staffs	Beneficiary	Stakeholders
Strength	<ol style="list-style-type: none"> 1. Local Organization 2. Good relationship with local people 3. ED has knowledge and capacity 4. Voluntary attitude of EC-no profit making mindset 	<ol style="list-style-type: none"> 1. ED has well acceptance among local authorities 2. Locally well known 3. Management and staffs are familiar with local culture, issues and agendas 	<ol style="list-style-type: none"> 1. Trust on the organization 2. Locally renowned 3. Staffs are mostly local and known 	<ol style="list-style-type: none"> 1. Locally well-known organization 2. Good relationship with stakeholders
Weakness	<ol style="list-style-type: none"> 1. Depend on projects and donors-no other income source 2. Small core team-only ED, PD and FM 3. Lack behind in fund generation 4. No dedicated staffs for internal monitoring 5. No permanent office(s) of the organization 	<ol style="list-style-type: none"> 1. No microcredit or other own income source 2. Dependent on donor fund 3. No own office(s) 4. Lack in rapport and relationship with donors 5. No dedicated staff for fund generation and M&E 6. Policy guidance of the organization yet to be developed 	<ol style="list-style-type: none"> 1. Supports are project based-after the project no support 2. No nearby office of the organization 	<ol style="list-style-type: none"> 1. Project basis development efforts
Opportunities	<ol style="list-style-type: none"> 1. Huge no. of vulnerable and poor people in Cox's Bazar, means huge scope of work 2. International donors are extending their fund in the area 	<ol style="list-style-type: none"> 1. Due to poverty, vulnerability and disaster prone area donors are increasingly engaged in development of the people of this area 	<ol style="list-style-type: none"> 1. NGO supports are increasing day by day 	<ol style="list-style-type: none"> 1. NGO works are recognizing by the local government and local administration
Threats	<ol style="list-style-type: none"> 1. Increasing the no. of International NGOs 2. Direct project implementation by INGO 3. Increasing the operation of National large NGOs 	<ol style="list-style-type: none"> 1. INGOs are directly implementing the projects 2. INGOs are grabbing major portions of donor fund due to their fund generation capacity 3. INGOs are providing higher salary-so staff drop-out rate is increasing 	<ol style="list-style-type: none"> 1. Foreign NGOs are providing better supports and services 	<ol style="list-style-type: none"> 1. INGOs are getting major funds increasing their work in this area day by day

Strategic Priorities and Interventions for upcoming 5 years (i.e. Jan 2016-Dec 2020)

SI No.	Area of Strategic Priority	Key Interventions ¹
1	Organizational Management	<ul style="list-style-type: none"> a. Emphasis would be given to increase the core team members of the organization, if possible, organization will engage dedicated senior staff members in core team, if necessary, organization will contribute some part of salary aside from their project based remuneration; b. The organization will engage/hire an experienced staffs for regular monitoring of the projects; c. The organization shall seek opportunities for increasing its income; d. Financial management of the organization will be upgraded incorporating software and computer based accounting; e. The organization shall collaborate with donors for long span based project implementation in the field.
2	Fund Generation	<ul style="list-style-type: none"> a. The organization shall provide its all effort to generating fund for the organization, in this regard, if organization income via management overhead is sufficient enough, shall recruit an dedicated core staff member in the capacity of fund generation; b. Regular communication with donors and capitalization of organizational achievements shall be carry forward to attract the donors; c. The organization shall enhance its presence in different regional forums and networks; d. Issues of localization will be emphasized in different forums and networks so that there remain scope of partnership with INGOs and large NGOs;
3	Setting Priority Location	<ul style="list-style-type: none"> a. As the organizations main concern is to provide betterment support to vulnerable people of Cox's Bazar, the organization shall focus in carry forwarding its development interventions in the Cox's Bazar area; b. Inhabitants of coastal areas of Teknaf and Ukhiya are vulnerable to natural disasters; hence, organizations priority will be supporting these vulnerable people.
4	Permanent office and resource generation	<ul style="list-style-type: none"> a. Sustainability of organizations developments efforts will be based on long term functioning of the organization, so the organization will focus in setting up permanent offices and generating its own resources, but it should be legal and honest way;
5	Building relationship with donors and stakeholders	<ul style="list-style-type: none"> a. Professional relationship building and regular communication with donors and stakeholders will be key roles of core management team.
6	Policy enhancement of the organization	<ul style="list-style-type: none"> a. Issues of good governance are needed to be enhanced in the organization. The organization shall develop its policy in following areas: <ul style="list-style-type: none"> (i) Gender (ii) Conflict of Interest (iii) Contingency Planning (iv) Fraudulence Management (v) Safeguarding, etc.

¹ Key area of interventions are indicative and suggestive here, the EC committee has the right to revise it in their meetings and can be elaborated or explained in their own way when it deemed necessary.