

Strategic Plan

July 2021 - June 2026

5 years strategies of developing the society
“No one left Behind”



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Nice Foundation Strategic Plan for 2021-2026

Introduction

The 1st 5 years strategic plan was developed in 2017 with the help of Global Fund for Women, USA. After completion of 1st 5 years strategic plan the 2nd strategic plan was initiated and developed in June 2021 for another 5 years with the financial help of Global Fund for Women, USA.

Nice Foundation (NF) is a research and rights-based non-government development organization was established in 2005 by a team of NGO worker mostly women with the facilitation of M. Mujibur Rahman with the goal of creating a just society where people of all tiers would get opportunity to translate their potentials for acquiring wealth and amenities for better living. Over the last 17 years NF has been delivering integrated services to a large number of people in the most marginalized communities of Bangladesh especially in south-west Bangladesh. Initially NF was working merely as a volunteer and advocacy organization in order to build the capacity of local NGOs. NF's first project was with **Research Initiatives Bangladesh** for a research study on Hindu Kawra "the Dalit" untouchable pig farming communities on hygienic pig rearing and the process of marketing. Then in 2007 'Primary Health Care, water and Sanitation' funded by Bangladesh NGO Foundation with aim of reducing mortality rate through various awareness programs on public health, water, sanitation and nutrition. Since then, it has accomplished more than twenty five projects which covered research, Food security and livelihood, health & nutrition, water & sanitation, primary health care, SRHR, primary education, environment and human rights especially minority's rights. Currently it has been implementing 7 projects and all these activities are dedicated to underprivileged and extremely poor people in the society.

Being a research and development organization, NF believes in peoples' participation at grassroots level through involving the poor community in the planning for their own development that could bring the change in true sense. Keeping this in mind, NF has already done some researches on various issues including 'Securing the Livelihood through Improvement of Kawra/pig-rearing Community of South-west Bangladesh'; 'Community Based Adaptive Learning in Management of Conflicts and Natural Resources in Bangladesh and Nepal Project'; 'Role of Floodplain Community Based Organizations in coping with Risk'; 'Floating gardens: pro-poor, organic, climate-suitable'; 'Evaluation Report on Human Rights and Good Governance and so on. Throughout the years of experience of working, NF has found that gaining the trust of the communities in which NF operates is a key component of success.

This document is a leaving document with clear strategy direction. It will be guided the organisation for future priority selection, development process along with the guideline of the program implantation management. The strategy direction of this document will also contribute to achieve the MDG, PRSP and other national and international agreed agenda. A group of committed staff of Nice Foundation will bring the vision forward and make the dream grounded. Nice Foundation as an organisation is committed to implement the strategy direction. This strategic plan will help to conduct activities towards a direction to cope up with new challenges and time. Nice Foundation will review this document annually and agree modifications for the following reasons:

- Diversification and addition of new dimensions in the development projects of Nice Foundation
- The management issues and questions that often arise at each phase are also highlighted
- The organizational capacity comprising adoption to the upcoming challenges was found require further development especially its staff, structure and system to meet the changes of next five years.

- Despite the statement of the vision of the nation like Bangladesh become mid-level country and the changes of the Nice Foundation strategy accordingly still there will be enormous scope to adopt with the possible changes
- Accelerate growth and raise of financial stability
- Change in accordance with global and local changes as part of way forward plan
- Incorporate experiences and lessons learned out of implemented projects and programs.

Our vision: A poverty-free society congenial to socio-economic development especially for underprivileged communities.

Our Mission:

The mission statement expresses our purpose and process to attain the vision of **Nice Foundation** for the period of 2017 - 2021 by detailing our desired destination and the intervention we plan to accomplish our vision.

Our mission is to facilitate socially underprivileged community and poor people to upgrade their lives for sustainable development.

To achieve the mission, **Nice Foundation** will focus on:

- work with underprivileged and poor people
- give emphasis to human rights, good governance and cultural dignity
- develop people’s organization with different type of needy people
- develop alliance and network with other organization and work closely with government and local government
- work hard to reach areas
- undertake long term development plan to escape from disaster and climate change and appropriate advocacy at local, regional and national level
- build up strong relationship with donor, manage resource to support people and undertake measures for sustainable organization development

Our core values: participatory, democratic, neutrality, transparent, dignity, integrity, justice and equality

External Analysis of Nice Foundation:

Bangladesh is ranked 146 among 187 countries in the UNDP Human Development Index (UNDP 2013). The UNDP 2013 report also cites rapid human development progress in Bangladesh and other South Asian nations as helping drive a shift in global dynamics, pulling millions of people out of poverty and expand the global middle class. The following section analyzed based on the national and international agenda and the need of the country.

Poverty

Poverty is deep and pervasive in Bangladesh. The incidence of Poverty in Bangladesh is one of the highest in the world. Millions of people suffer from the hardship of poverty; income is less than US\$1 per day. About one-third (31.5 percent) of its population is living below the poverty line (HIES, 2010). It is evident that, the incidence of poverty is higher in rural areas than that of the urban areas, with almost 80 percent of the population living in rural areas. Many people live in remote areas with lack of education, health, communication and other basic services. An estimated 36 percent of the population in rural areas lives below the poverty line. They suffer from persistent food insecurity, own no land and

assets, are often uneducated, and may also suffer serious illnesses or disabilities (Poverty and Inequality in Bangladesh Report, Unnayan Onneshan 2011). Natural disaster like flood, cyclone, water logging, cold wave is the normal phenomenon which creates profound impact e.g. huge damage to their crops, homes and livelihoods including diseases like waterborne diseases. In order to rebuild their homes, they often have to resort to moneylenders, and that causes them to fall deeper into poverty. Climate changes as well as the lack of balanced development throughout the country are attributed for such increase. Although the government has taken several initiatives for alleviating poverty, yet the poverty persists. This is mainly due to the problems associated with the neo-liberal paradigm that the successive governments are pursuing in reducing poverty including those of the poverty reduction strategies (PRS). Despite progress in reducing the overall incidence of poverty during the last two decades, the number of populations living under poverty line is still increasing (Unnayan Onneshan 2011).

The experience and different information indicate that progress in poverty alleviation has been unequal and holistic development of the poor is nearly absent. Women are still deprived and there is wages difference between man and women. Research and studies indicate that extreme poor and chronically poor need more focus to escape from poverty.

Education

Education is the basic need for socio-economic transformation and advancement of a country. It is the prime ingredient of human resource development. The literacy rate in Bangladesh is 57.7% (2011 UN Human Development Report). Bangladesh National Literacy Assessment Survey (2011) reported that 38% of Bangladeshi people cannot read or write. As per BBS 2009 Pre-school attendance rate 22.9 (percentage of children aged 36-59 months), Primary net intake rate is 66.8 (percentage of school-age children attending grade 1), Net attendance rate in primary school is 81.3. Bangladesh governments have rightly prioritized education. The stipend program especially for girls at secondary and higher levels, has contributed hugely to encouraging girls to start and continue education including a nationwide integrated education system and a food-for-education literacy movement both for boys and girls. A combination of policy, donor funding, efficient aid instruments and NGO-led innovations have contributed to some good results in Bangladesh.

Article 17 of the Bangladesh Constitution provides that all children between the ages of six and eighteen years receive secondary education free of charge. The 2010 National Education Policy clearly states Bangladesh's intention to provide all citizens with a quality education. The policy also aims to reduce regional and gender based disparities in education and has a section on women's education. In rural areas the gap between men's and women's literacy can be as much as 12 percentage points (Bangladesh National Literacy Assessment Survey 2011)

"Bangladesh has achieved enormous progress in education but some challenges like financing, child labor, natural disasters etc. still exists" (Said Mr. Watkins, the former director and lead author of the Education for All Global Monitoring Report on 19th December, 2012, at BRAC Centre auditorium). The government of Bangladesh is the main provider of free and compulsory primary education in the country but over 40 per cent of children do not benefit from a full cycle of primary education. Government education priorities and policies show, the major educational problems of Bangladesh are Access and equity, Quality of education including its relevance to the development, Governance and management of education, Adequacy of resources and their effective use, etc. The low performance in primary education is also matter of concern. School drop-out rates and grade repetition rates are high. Poor school attendance and low contact time in school are factors contributing to low level of learning

achievement due to so many reasons like in certain areas are prone to disaster (flood, cyclone) and school remain closed for long periods. Further, the system lacks a sound Human Resource Development which eventually demoralized the primary education sector personnel, including teachers, and contributes to poor performance. Access to education remains a challenge for vulnerable groups, particularly working children, disabled children, indigenous children and those in remote areas or living in extreme poverty. At least ten per cent of primary school teaching posts are vacant and maximum of the teachers are not skill enough for managing the Child friendly education

Another thing is, recent introduction of digital learning has influenced our government to engage our community with information technology. As far as it is seen, no regular development organizations have stepped forward to work with projects like this. But if the organizations will, they can manage funds for distribution digital learning materials and prepare our next generation for competitive future.

Nutrition

Despite the impressive progress in maternal and child health indicators in Bangladesh, the prevalence of child malnutrition remains one of the highest in the world. 41 percent of children under five are considered to be short for their age or stunted, while 15 percent are severely stunted (below -3SD) and rural children are more likely to be stunted than urban (Bangladesh Demographic Health Survey 2011). 41 percent children are underweight and about 17 percent having moderate to severe wasting. This poor nutrition status exists across all wealth quintiles. Even in the highest wealth quintile 26 per cent of the children aged 5 years and below are stunted and 13 per cent are acutely malnourished.

The high levels of malnutrition among young Bangladeshi children can be attributed to both intrauterine growth retardation (IUGR) and postnatal growth faltering. Short maternal stature, low pre-pregnancy body mass index and low pregnancy weight gain are the main determinants of IUGR. The exclusively breastfeed for the first six months of life is met only 64 percent of children under two years. Complementary foods are introduced at an early age. Among infants less than two months, 85 percent are being exclusively breastfed, while other infants are given water (6 percent), other milk (7 percent), and complementary foods (2 percent) in addition to breast milk. Bottle feeding is not uncommon in Bangladesh, around one in five infants (6-9 months) is fed with a bottle with a nipple (BDHS 2011). Introduction of semi-solid foods is recommended after the 6th month of life. From the recent BDHS among children aged 6-9 months, solid or semi-solid foods are introduced in 74 per cent. Overall, 21 percent of children ages 6-23 months are fed appropriately according to recommended IYCF practices. Formative research by Alive and Thrive on complementary foods conducted in 2009/10 revealed that large proportion of children under 2 years of age do not consume sufficient amounts to meet their energy and micronutrient needs.

Postnatal growth faltering is due to factors including inappropriate feeding practices such as, lack of exclusive breastfeeding from 0-5 months, inadequate and inappropriate complementary foods, and a high prevalence of infectious illnesses such as diarrhea, pneumonia and Acute Respiratory Infection (ARI).

The poor growth in young children has also been associated with low micronutrient content of complementary foods. One of the most prevalent micronutrient deficiencies amongst women and children in Bangladesh is iron deficiency anemia. It is a major public health problem especially in children because of its consequence for mental and physical development. As per BDHS 2011, 60 percent of children age 6-59 months of age receives vitamin A supplementation in the six months

According to UNICEF, malnutrition is a silent and invisible emergency, exacting a terrible toll on women, children and their families. Very often malnutrition is the underlying causes of many diseases and death and it is well accepted that facilities to address the malnutrition is very limited.

Some UN organizations and international organizations are focusing to develop nutrition care of Bangladesh especially in southern part. Overall in regard of nutritional status development there are so many projects are running and in future there are many potential opportunity for new projects.

Agriculture and Food Security

Day by day demand on food quantity is increasing. Population is increasing, and food will be needed, this is the main fact. So, need to develop better agricultural technologies and produce more food to meet the demand for future generations. Also distribution of this food is a crucial subject to work with. One of the fundamental rights of the citizens in the Bangladesh Constitution is food security for all. Food security exists when all people, at all times, have access to sufficient, safe and nutritious food to maintain healthy and productive lives. Bangladesh is trying to be self-sufficiency in rice, the main staple food and collecting wheat from other country as secondary staple food. In addition to that significant progress has made in the production of potatoes and vegetables and high yielding varieties of rice. The production of other food crops like pulses, oilseed and sugarcane has declined and production of meat and milk is insufficient to meet the requirement. Livestock and poultry farming are not growing enough to meet the requirement due to feed support, avian flu and other animal diseases.

Despite the fact, government has undertaken a number of food safety net program like test relief, Vulnerable Group Feeding, Vulnerable Group Development, Food for Work, Employment Guarantee Scheme, etc. A number of social protection programs such as vulnerable group feeding, allowance for destitute women, and old age pensions to extremely needy people. Overall, the support is insufficient compare to the need. Bangladesh is a disaster-prone county and always faces flood, cyclone, river erosion causes thousands of people to lose their assets every year. The 2011 report of the Food Security and Nutrition Surveillance project implemented by the Helen Keller International (HKI) and BRAC University shows that a quarter of the households has go without a meal a day or to reduce the intake of food a number of days during a month. Price volatility in the international market is causing major impact on the accessibility, availability and affordability of the food to the poor, low income groups and the marginalized sections of the society.

The main challenge for food security is over population. Every year four lakh tones rice production is required to meet the need which is difficult. The arable land is reducing by 0.6 percent every year for housing, industries, infrastructure, river erosion, etc. Due to the climate change another one-sixth of the land may be submerged. The soil fertility is declining due to overexploitation of soil nutrients, and imbalanced use of fertilizers. Over use of ground water and pesticides is playing a significant negative impact on agricultural soil over the years. The ground water aquifer is going down for supplying water in irrigating. Solving these problems will require concerted action by the government, the private sector and individual households.

Many fund providers are concerned with this sector to develop South-Asian food security systems and agricultural production. Because within this area population growth is very high and agricultural land is decreasing day by day. So, to face the problems for the future many projects are being created by fund providers to promote agricultural technologies to produce more food and ensuring food security for localities.

Health Status

Bangladesh has made great strides in improving the health of its population, much more than a country at its level of development can be expected to do and the aggregative results achieved in the last three decades are quite impressive. These achievements have certainly have gone a long way towards fulfilling the right to health in Bangladesh.

Despite of tremendous progress in the health sector, the country still has serious of health problems which need to be address strategically. The child mortality is one of them which causes from Respiratory Tract Infection (RTI), water born diseased, malnutrition and maternal mortality due to hemorrhage, complications of abortions, eclampsia, and obstructed labor. As per BDHS 2011, the infant mortality rate is 43 deaths per 1,000 live births and the child mortality rate is 11 per 1,000 children. Antenatal care from a medically trained provider is important to monitor the status of a pregnancy and identify the complications associated with the pregnancy. Proper care during pregnancy and childbirth are important to the health of both a mother and her baby. As per BDHS 2011, 68% antenatal mother receiving care from service providers whereas 74% of urban women receive antenatal care from a trained provider, compared with only 49% of rural women. 29 percent of births in Bangladesh are delivered at a health facility, 12 percent in a public facility, 15 percent in a private facility, and 2 percent in an NGO facility.

Near about 55% of families live in rural area with absolute poverty of less than \$1 day. The poorest families live in single room shelter, unhygienic environment with limited access to health and nutrition services, water and sanitation and communication problems. Therefore, health and Nutrition status in Rural / coastal zone is vulnerable.

Together with minimal safe hygiene behavior and environmental sanitation, the negative impact on health is considerable. Diseases prevalent in Bangladesh, including diarrhea, dysentery, typhoid, parasitic worm infestation, measles and polio, unsafe water and human excreta are the main elements of transmission. Therefore, environmental health interventions of improved water quality and safe hygiene practices are effective means of preventing infection with respiratory and intestinal pathogens and parasites.

The provision of health care is weak and has problem with supply-side, i.e. lack of human resources, inadequate drugs and services, poor maintenance and management. As a result confidence in the health services is low, hence majority of population first seek care from local traditional doctors. In addition, awareness about health and nutrition is very low. Considering the facts undertakes holistic approaches for addressing the health and nutrition is essential.

There are some UN organizations and some other international organizations who are taking initiatives for developing health care of Bangladesh. And it is seen that in Bangladesh, southern area of this country gets more preference among fund providers to work for primary health care and disease prevention projects. This sector might require special attention to dig in for some more funding opportunities. Overall, in regard of primary health care there are so many projects running and in future there are many projects coming.

Water and Sanitation

Every citizen should have access to improved sanitation, better hygiene and safe water services on a sustainable basis. Improper management of industrialization in Bangladesh has negative impact on water quality. Agrochemicals in water and rivers are alarming levels. Affected marine and aquatic ecosystems are an issue for public health. In 1973 to onward government, private sector and NGOs encourage to install shallow tube wells massively to avoid surface water contamination.

Bangladesh has achieved a remarkable degree of success in the water supply sector. It is reported that over 97 per cent of the population have access to tube-wells (hand-pumps), taps or ring wells (BDHS 2011) which supported to reduce the diarrheal diseases drastically. On the other hand the intrusion of arsenic contamination into shallow tube wells turned this success into a disaster. Arsenic concentration beyond the permissible level of 50 ppb found 59 districts out of 64. In addition, ground water aquifer is going down for supplying water in irrigating and water supply in urban areas. Nevertheless a large number of people use unsafe sources of water for personal and domestic needs like cooking, bathing and washing utensils, due to a lack of awareness about the safety of the water used for these purposes. On the other hand in coastal zone areas safe water is not available due to intrusion of saline water.

Bangladesh is a disaster prone area especially in coastal zone areas flood, cyclone occur almost every year, such as recent cyclones SIDR and AILA, destroy water and sanitation facilities and local economies. In addition, arsenic mitigation and desalination intervention / process are nearly absent and sanitation options for flood-prone areas still represent major challenges for the sector.

Hygiene

Many people have a poor understanding about the link between poor hygiene and disease. Several survey reported nearly 26.7 to 58 per cent of people wash their hands with water, soap or ashes after defecation. A study conducted by UNICEF-BCO WASH section, using qualitative and observatory techniques, reported only 1% washing hands properly after defecation. In addition, menstrual sanitation facilities in secondary schools and other necessary areas nearly neglected. Clean water and sanitation facilities are crucial elements in improving hygiene. The people of this areas always fight against cyclone, tidal surge, flood, water logging, salinity is constrain for safe water, sanitary development and hygiene management.

Human Rights & Good Governance

Human Rights and Good governance ensures a better today and a brighter tomorrow for all the citizens. In general, its focus an ideal governing system to ensure human rights, inevitable for political, economic, social and cultural development of a country. In Bangladesh, especially the rural area the challenges are reinforcing basic rights, economic, social and cultural development for achieving self-reliance, sustainable development and social justice. Along with Bangladesh in the coastal zone area the normal scenario is women have to pay more in bribes than men, women have to wait longer than men to see officials and human rights and good governance are heavily desecrated for all. Establish human right is vital and essential for the country.

Preservation of human rights has been tougher in days. Current socio-political situation are creating conditions of vulnerability for human rights protection. Safety and security are a human's basic need. Ensuring proper law and enforcement system and managing legal support for every level of citizens will confirm the maximum control over human rights. In Bangladesh, human trafficking have been increasing for last few decades at an alarming rate. Especially women and children are being the major targets of

this. They are being involved in many risky works like prostitution, hard labour in unsafe environment etc. To search for the victims and rehabilitate them to re-engage them with the society has been subjects for many organizations recently.

As a country of third world, Governance in Bangladesh is poor due to lots of challenges and constraints like corruption to some extent, centralization of authority, politicization, violation of human rights, weak legislature, lack of people's participation in establishing rights and good governance. Local Governance system is not satisfactory. The poor have little access to social justice and common resources. The Civil society at local level is not well organized. They need a common platform to stand against any sort of injustice, social discrimination, violation of democratic and basic human rights.

Emergencies and Natural Disasters

Bangladesh is prone to disaster and facing floods, cyclones and storms surges, tornado, water logging, river erosion, drought of different intensity every year causing profound impacts on life and livelihood. Besides half of the total population still lives in poverty and 80% of total population lives in the rural area with minimum opportunity and facilities including in appropriate disaster resilience options considering the disaster. Near about 75% hazard of all disasters are originated climate change and risk associated with climate change are increased inundation, economic losses, impacted all spheres of live and livelihoods of millions in Bangladesh. All these stresses are impacting agricultural sector, water, sanitation, infrastructure, education, health and environment. Combination of poverty and disaster causes severe adverse impacts on community structure and livelihood pattern.

Disaster is a normal phenomenon of Bangladesh and due to the geographical location of Bangladesh disaster cannot be prevented therefore; ultimate focus is to disaster preparedness for reducing the risk and saving the life and livelihoods especially for the poor and marginalised people. Therefore, addressing the disaster in broader way is one of the major areas of Bangladesh.

Fund Opportunities and Donor Priorities

There are lots of opportunities to move through to collect fund for different projects. The UN organizations have been planning to fund more and more projects for livelihoods, health, hygienic, nutrition and so on. Currently country's enforcement options are so weak and general people, especially women and children are living in so vulnerable situation. So concentration on this special subject can attract many fund providers for development organizations.

There have been warfare in many countries and some countries have suffered a lot from battlefields as we have seen. There have been trends that organizations from Bangladesh are expanding their operations to those areas to work with rehabilitate and support those communities to rebuild their country and society from the ruins of war. There are a very large number of organizations willing to fund projects for rehabilitating countries which have been suffering or had suffered from injuries of warfare. On the other hand problems are discussed in the previous parts are not the problems for only Bangladesh. There are a number of countries have the problems which we have been facing. So, some influence through international collaboration is taking Bangladeshi development organizations to international arena and giving opportunities to work with larger projects.

NGOs interventions in the country

NGOs in Bangladesh are playing a very significant role for developing targets set under each program. The Government of Bangladesh (GOB) is main responsible for fulfilling the basic needs of the countries

but or several constrain it is very difficult to fulfill the high populated country. NGOs are mainly to fill up the gap in addition to capacity development in many areas. NGO are also supporting GOB to fulfill national and internal agenda. NGOs has vast contribution in the above mentioned areas including poverty elevation, climate change mitigation, policy formulation, strategy development, community holistic development, etc. For example traditional banking system failed to reach the poor with minimum support but NGOs has successfully covering this areas with different type of assistance

A good number of local and national NGOs have been working in Bangladesh. But they are working in easily accessible areas. As a result the remote villages in coastal areas are lying far from the mainstream development. These NGOs working in Bangladesh have less coordination or nearly no coordination among themselves. Coordination need to be strengthened for resource mobilization on the way to contribute broader impact in the community. Comprehensive approaches and develop the priority of Bangladesh is a big challenge of NGOs.

Political Environment

Politics of Bangladesh takes place in a framework of a parliamentary representative democratic where the Prime Minister of Bangladesh is the head of government. The four major parties in Bangladesh are the Bangladesh Awami League, Bangladesh National Party (BNP), Jatiya Party and Jamaat -e-Islam. Bangladeshi politics are highly confrontational and personality-driven especially between the two main political parties and their respective leaders: the Awami League (AL) led by Sheikh Hasina and the Bangladesh Nationalist Party (BNP) led by Khaleda Zia. Ultimately the political process is narrowed down the ownership resulting the political culture over years protest, strike, violence, murder etc occurs time to time. Student politics is particularly strong in Bangladesh and almost all parties have highly active student wings. Though recent political anarchy is quiet low compared to the past, but there is a speculation that any time the political scenario could be turned into chaotic atmosphere.

Internal Analysis on Nice Foundation

SWOT Analysis:

Nice Foundation is currently implementing 7 different projects under the three organization programs mainly on human rights, Livelihood Development of the Underprivileged community, Capacity building of the Underprivileged especially religious minorities and Health & Education. During the preparation of Strategy Planning a series of discussion and analysis have been done for identifying strength, weakness, opportunities and constrain of the current programs and organization which have been considered as the foundation for the 2021-2026 strategy plan. The summary of this SWOT analysis is as follows:

<p>Internal Strength</p> <ul style="list-style-type: none"> • Transformational women leadership • Experienced and high skill staff for successful implement of • Staff commitment to support needy people, Nice Foundation mission and core values • Excellent field experience and work with remote and hard- to- reach areas of Bangladesh and good relationship with communities and other stakeholders. • Transparency and accountability is existence 	<p>Internal Weakness</p> <ul style="list-style-type: none"> • Contextual analysis and proposal development in relation with community need and donor priority is weak to attract multi donor. • Organizational viability and sustainability without heavy reliance of outside is weak and strategy or plan for organizational sustainability need to be developed • Ability to absorb positive changes and approaches for organizational development
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<p>in all areas and management, polices, finance, HR, logistics systems is supportive</p> <ul style="list-style-type: none"> • Nice Foundation has a very strong operational chain system. It has one of the strongest and fastest emergency response teams within this area. 	<p>like management restructure, leadership quality development, authority delegation need to be improved.</p> <ul style="list-style-type: none"> • Based on the intervention and priority Nice Foundation identity has not developed yet and management clarity about identity is not clear
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<p>Opportunities</p> <ul style="list-style-type: none"> • Government is supportive for GO -NGO collaboration and development and willing to promote NGO's involvement in development field • Strong funding base exists for development in Bangladesh especially for most vulnerable areas and for climate change, right issues, capacity development and environment. • Bangladesh is disaster prone area especially coastal zone areas and vulnerable in many was where donors are committed to stand beside the vulnerable people • The technical expertise and network of organizations are available for managing and supporting organizational programs 	<p>Constraints / Threats</p> <ul style="list-style-type: none"> • Political commitment and instability • Major natural disaster in every year are increasing people vulnerability and damaging livelihood assets. • Increase salinity in the coastal zone areas damaging livelihood pattern • Fragile economic growth, heavily depend on agriculture and garment industry • Prevalence of HIV and AIDS rapidly growing in Bangladesh and its associated countries
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Strategic Directions:

As part of strategic planning process and based on the external and internal analysis, the strategic plan has been identified, analyzed and finalized for **Nice Foundation** future direction, which are stated bellow:

- Priority 1: Strengthening the people’s organization and Organizational Sustainability
- Priority 2. Identify and focus on targeting including geographical focus
- Priority 3. Contribute in socio economic development
- Priority 4. Contribute in education development
- Priority 5. Contribute in Health and Nutrition development
- Priority 6. Focus on human rights, Good governance, IT based development and establishing vocational rehab centre
- Priority 7. Focus on local government capacity development
- Priority 8. Contribute in DRR (including climate change)
- Priority 9: Developing Civil Society Organizations
- Priority 10: Organization Focus: Branding
- Priority 11: Continue Fund Flow
- Priority 12: Transformation of Women Leadership and Management strategies
- Priority 13: Cope with middle income level country

Risk Management to implement this strategy plan

1. Continue fund flow and confirm fund for managing the organizational sustainability, general cost management and manage the strategic plan is a big challenge for **Nice Foundation**. Fluctuating of fund and uncertainty could be constrained for achieving the strategy plan. In this regards, **Nice Foundation** need to pay more attention of in country fund management, multi dimensional approaches and external fund collection approaches. Relation build up with different donor keeping in mind that focus the reality of the organization and willingness for broadening the positive impact of the needy people is the key for the organization.
2. The development trend of Bangladesh is satisfactory and Bangladesh is going to middle income level country and enter into developing nation gradually. In according with the changes, **Nice Foundation** Programs and intervention need to be comply. In this regards, **Nice Foundation** programs, it approaches, system need to reassess and structural changes need to be considered with Right People and Right Place.
3. Political instability, corruption and staff understanding to manage the situation smoothly are important factors for implementing project activities. The transparency of **Nice Foundation's** support systems in relation to quality project implementation, utilization of money, finance, HR, and procurement and staff devotion to core values will continue to be the key safeguard and the key management approach to minimize the potential negative impact on activities.
4. Human resources are essential for the change in strategy implementation, program management and development of the new program but it has found that recruitment of high-quality staff, technical expert and to retain is difficult considering the organizational capacity. **Nice Foundation** has developed the standard benchmark for the organization and Human resources (HR), all cells and department need to be strengthened and expand support is required for staff development for managing the intervention properly. Ongoing internal capacity development process for developing the capacity of the staff members need to be strengthened. Other than that opportunity of accommodation of volunteer and local or national level consultants' resource pull need to be considered to address this gap.

Considering the priority area and risk calculation **Nice Foundation** will undertake different steps and decision to develop the strategic objections and actions throughout the five years to cope with the upcoming change and development accordingly

Organizational Programs

During the preparation of overall strategic planning process in 2007 it was decided that **Nice Foundation** will focus the six organizational programs namely

- Socio Economic Development of the Under Privileged Poor
- Education and Health & Nutrition
- Human Rights and Good Governance
- Climate Changes & Disaster Management
- Water & Sanitation
- Sustainable People's Organization

Throughout the period **Nice Foundation** has experienced to implement more than 25 different projects and currently implementing 7 projects under three program areas with different donors, government

organizations and international development partners. Through implementing those project **Nice Foundation** has developed experience and knowledge for managing the project successfully to support vulnerable people in order to better meet the need of the society and its target people. Initially **Nice Foundation** focus was mainly the remote rural areas and coastal zone of Satkhira and Khulna but gradually it expanded the program to other location.

During the strategic planning process widely debated among the participants about the current five projects, its justification, focus and need. All the participants agreed that for broader impact and focus one or two areas should be focused for branding the organization.

The participants also emphasized that the intervention under each program need to specify on the way to strategy focus, develop staff capacity to perform the interventions appropriately. In addition, different opinion gathered about the geographical expansion, program / project undertakes. Some participants opined that **Nice Foundation** should be choose to accept any program/ project and intervention should be limit within geographical location for better management.

Geographical locations

To date we have operated in the following parts of Bangladesh



Division	District (zila)	Sub-district (upazila)
Khulna	Khulna	Khulna Sadar, Batiaghata, Dighalia, Dumuria, Koyra and Dacope
	Jessore	Monirampur, Keshobpur and Sadar
	Bagerhat	MoralgaJg, Rampal , Kachua, Chitolmari and Mongla
	Satkhira	Tala
	Narail	Narail Sadar
Rangpur	Dinajpur	Khanshama
Chattagram	Cox'sBazar	

Cross cutting Issues:

- Gender and Equity
- Anti-tobacco
- Capacity Building of people's organization

Organizational Approach

Nice Foundation organizational approaches are respecting social norms, local customs and cultures, standing policy and laws in alignment with GoB national plans. **Nice Foundation** approaches are:

- Rights-based development
- Participatory development
- Collaboration, partnership and networking with national and international organizations
- Community-based resource management
- Indigenous knowledge-based development
- Gender mainstreaming

The areas need specific strategic actions to incorporate the changes in the approach during this strategy planning period. These approaches moving forward keeping in mind the organizational core values, best practices and learning

Development objective

Nice Foundation undertake approaches for managing the program / project smoothly on the way to bring positive impact among the target people.

Advocacy action plan

Development plan	Time line	Responsibility
An advocacy focal person will be nominated / hired	2021	CE
Identify the advocacy issues for local, regional and national level for the period of next five years	2021-2026	Focal Person
Ensure that all project are addressing the advocacy issues through their ongoing project implementation	Continue	Respective project
Gathered all the advocacy experiences of Nice Foundation	2022	Focal Person
Staff capacity development on Advocacy	2022	Focal Person & Training Cell
Mobilize donor to address the advocacy issues	2021-2026	Focal Person
Document all the possible steps	Continue	Focal Person

Right Base Approach (RBA) action plan

Development plan	Time line	Responsibility
Understanding and capacity development of RBA	2021-2026	CE
RBA and integrate this approach in the program / project plans	Cont.	Respective Project Lead

Partnership Approaches

Currently **Nice Foundation** is not working in partnership approaches but with the growth of the organization **Nice Foundation** may undertake partnership approaches to work with local partners to develop their capacity in project implementation and increase the coverage

Proposed Partnership Approaches action plan

Development plan	Time line	Responsibility
Nice Foundation Management will analysis the possibility and reviews the priorities of Partnership Approaches and finalizes the decision of Partnership Approaches - undertake or not.	2022	CE
If undertake Partnership Approaches, develop broader outline of the approaches, role and responsibility and prepare a map.	2023	Respective personnel

Cross Cutting Issues

Nice Foundation recognizes that addressing crosscutting issues and inter-linkages is critical for reaching long-term solutions. A consensus on such a shared-responsibility is essential and should be a driving source of unity for the organizational development. **Nice Foundation** deals with a number of cross-cutting issues that provide a bridge or link between focal and thematic areas. **Nice Foundation** has identified following cross-cutting issues

Gender & Equity: Progress toward gender equality is limited. Women still fall behind in earnings and productivity, and in the strength of their voices in society. Gender equality is a core development objective in its own right. Greater gender equality can enhance productivity, improve development outcomes for the next generation, and make institutions more representative. **Nice Foundation** is committed to bring forward gender and equality in workplace and the wider community based on the overall gender and equality strategy of the organization and country context.

HIV and AIDS: HIV and AIDS is now a serious problem and spreading out very fast among the people of Bangladesh, the South-West Coastal region is no exception. The adjacent Indian Border has enhanced the risk. Therefore, **Nice Foundation** has taken the issue very seriously and treated it as a cross-cutting issue.

Anti-tobacco: Smoking remains popular in Bangladesh, despite it being a greater cause of death and disability than any single disease. **Nice Foundation** have run public education campaigns to discourage young people from starting to smoke, to encourage smokers to quit, and to counteract tobacco industry marketing.

Capacity Building: Capacity building is a strategic priority of the **Nice Foundation** that cuts across all focal areas. Ensure under all the project to build technical, human, and institutional capacity as a foundation to effective management and sustainability. Ensure assistance for enacting system and process for capacity development

Research- Public Relation and Fundraising Team

Nice Foundation has a dedicated action team for fundraising activities. This fundraising team is innovative in their way of collecting funds for different projects. For several years, **Nice Foundation's** fund collections is getting higher in respect of projects. In public relations aspect **Nice Foundation** has influence over local media but not in the national media relations. For respective localities for special operations **Nice Foundation** can be introduced within a certain small community but its works are not represented in national level media. **Nice Foundation's** research wing is not as strong as it should be. **Nice Foundation's** publication team doesn't publish so much paper regarding development approaches

and ways to improve social and environmental capabilities. Capacity building is one of the major targets of any organization's research network.

Nice Foundation should consider support from those people who have a lot of experience in fundraising from external sources and from internal sources, public relations and research. Keeping in mind those, **Nice Foundation** is needed to reanalysis the cell and undertakes positive steps.

Research- Public Relation and Fundraising team action plan

Development plan	Time line	Responsibility
Develop Fundraising Cell strategy including sustainability of Fundraising Cell	2021	Director
Develop clear frame work for Research and Public Relation including area focus and its execution process.	2022	Director
Develop and priorities research and analysis capability.		
Develop donor mapping including opportunity to work at international level and maintain high relation with Nice Foundation's donor	2022	Director
High skill staff deploy in the cell for supporting proposal and beading	Continue	Director
Redefine the role of cell including proposal and beading coordination and management	2018	Coordinators
Prepare the year wise target and analysis the achievement	Cont.	Director
Identify new donor and its funding. At least 5 new projects each year without extension of existing ongoing projects	Cont.	Director
Participate in donor meeting represent the organization properly		CE, Director
Reach the Fundraising Cell into international standard	2020	CE

Finance Team

The finance team will be facilitating the organization to achieve its stated objectives. They will focus on financial control for ensuring efficient use of resources, monitor the progress in relation with financial plan and ensure that financial policies are in practice and batter practice. During this strategic period the finance team need to be emphasized to consolidate an effective finance structure across the organization, review and develop financial system for better management of the program / project and upgrade the financial skills of staff to fulfill the requirement of the organization and donor in a fissionable way. **Nice Foundation** has influence over its personnel and these active human resources can achieve maximum outputs from limited inputs.

Finance team action plan

Development plan	Time line	Responsibility
Review of Accounts manual	2021	Finance Officer/Consultant
Orientation staff and capacity development process continue (May - June every year)	Cont.	CE
Prepared yearly report (July every year)	Cont.	Md Hasanuzzaman
Continue yearly General Audit (July to August every year)	Cont.	Md Babluzzaman
June Closing (June every year)	Cont.	Md Hasanuzzaman

Development plan	Time line	Responsibility
Review procurement Policy	2021	Md Zaheed
Review Accounts manual	2022	Md Hasanuzzaman
Prepared Emergency Financial Manual	2022	Md Babluzzaman
Review Emergency Financial Manual	2022	Md Babluzzaman
Review Cash Management Policy	2018	Md Hasanuzzaman
Prepare Yearly Organization Budget (June Every year)	Cont.	Md Hasanuzzaman
Prepare Yearly Organization Financial Report (June Every year)	Cont.	Zaheed Hasan Hasanuzzaman
Review the current structure and appropriate structure put in place	2022	CE
Upgrade financial skills of staff & Replace the qualifies staff as per need	2023	Director
Make sure that the financial systems are in place across the organization and develop clear criteria for measuring value for money.	2023	Director

Audit Team

Internal Audit is a tool of control to measure the effectiveness of the organizational accounting, financial and operational matters. The benefits of **Nice Foundation** internal audit are numerous. Internal audits is supportive to improve an organization efficiency and profitability by helping the management better understand their own working and financial systems. The main responsibility of internal audit is to ensure that the work of the organization is going on smoothly, efficiently and economically following the organizational laws, rules and regulations

Audit Team action plan

Development plan	Time line	Responsibility
Prepare a yearly plan and share with all the project at the beginning of the every year in July	Cont.	Treasurer
Equipped cell with capable staff	2017	CE
Ensure that the work of the organization is going on smoothly, efficiently and economically following the organizational laws, rules and regulations	Cont.	Hasanuzzaman
Share the findings with the respective projects, cell / department including function able recommendation	Cont.	Coordinator

Disaster Management Team

The main focus areas of the disaster management team is to increase capacity of **Nice Foundation** to response emergencies both humanitarian needs and protection of assets, livelihoods and develop **Nice Foundation's** capacity accordingly to reduce vulnerability of the poor and needy people in Bangladesh especially in selected target areas. In addition to that share the information and focuses on mainstreaming among the projects for holistic approaches including submitting the concept note / proposal to donor in time and contribute to advocacy for the broader impact of the community.

Disaster Management Team action plan

Development plan	Time line	Responsibility
Development plan (month / year wise)	Cont.	CE
Revise / devise DM guideline and Contingency plan (January - April)	Cont.	Director
Prepared Multi hazard calendar for Nice Foundation Working Areas (May -June)	2021	Director
Develop a module for shelter programme for responding to emergency shelter efficiently and effectively (July)	2022	Director
Equip our Upazila team with the ability to respond within 72 hours to any disaster affected communities and sustained support through recovery and rehabilitation	Cont.	Md Babluzzaman
Join different net work/cluster, consortium and alliance such as HCTT, INGO forum, DeSHARI	Cont.	Md Babluzzaman & Ms Rabeya Sultana
Develop 50 staff capacity on Emergency Preparedness and Response (Each year)	Cont.	Md Babluzzaman & Ms Rabeya Sultana
Build the capacity of communities on climate change adaptation by conducting participatory analysis of risk to and opportunities around livelihoods support them to take measures in response	2022	Md Babluzzaman & Ms Rabeya Sultana
Provide technical support on DRR and climate change to other program especially DIPECHO	Cont.	Md Babluzzaman
National level advocacy to influence government for effective implementation of Bangladesh Climate Change Strategy and Action Plan (BCCSAP)	Cont.	CE
Find out alternative funding strategy	Cont.	Director
Strengthen monitoring mechanisms in all projects and programs	Cont.	Director
Evacuation planning, to identify safe places and zones for vulnerable households and individuals, livelihood assets	Cont.	Coordinators
Prepared quarterly progress report		Coordinator
Develop disaster map and donor map and preparer plan accordingly	2022	Coordinator

Training Cell

Nice Foundation developed a Training Cell for transferring information and knowledge to employers, equipping employers to translate that information and knowledge into practice and develop staff capacity for better output. Some people consider training as a luxury but training is more than just building the skills and knowledge of each individual and training is crucial to the development of human resources. **Nice Foundation** undertaken Training Cell as it enables the organization to contribute to the development of a human capital with a view to enhancing organization effectiveness and productivity, and the quality of the management of people.

Training Cell action plan

Development plan	Time line	Responsibility
Analysis the role of training cell and equipped the cell accordingly	2021	Director
Organize Training Need Assessment (TNA) up to grade 6 and prepare action plan for developing their capacity in conjunction with staff appraisal process	2022	Coordinator
Support all the manager / in charge for organizing TNA for all staff members and prepare action plan for developing their capacity in conjunction with staff appraisal process	2022	Coordinator
Prepare a yearly training calendar with support of all respective personnel (July)	Cont.	Coordinator
Prepare a resource person list for supporting the different areas of training	2021	Coordinator
Prepare yearly report with support of all respective personnel (July)	Cont.	Coordinator

Gender Cell

Nice Foundation have developed Gender Cell considering gender and equality development. The lives of girls and women have changed over the past quarter century but despite these positive changes, many challenges continue to weigh on women's daily lives. Women are still depriving from different way. The organization right now needs to focus on gender gaps where the payoffs for development are potentially and reorientation of system, policies would yield the greatest benefit.

Gender cell action plan

Development plan	Time line	Responsibility
Equipped cell with organizational objective	2022	CE
Analysis the gender gaps where the payoffs for development are potentially and reorientation of system, policies as per need	2022	Director
Review Gender and Equality guideline	2022	CE
Assess the gender and equality sensitivity of the organization	2022	Director
Prepare gender anti sexual harassment policy	2022	CE
Incorporate gender analysis in CP(Contingency Plan)	2022	Director
Capacity development of the staff	2022	CE
Develop gender committee at central level and local level	2022	Director
Ensure that gender and equality is maintained by all	2022	CE
organize Training on women rights in emergency	2022	Director
Prepared yearly cell report	Cont.	CE

Monitoring - Documentation and Information Cell

Nice Foundation's internal communication system is very active. Though there is no definite management information system (MIS), but **Nice Foundation's** internal communication structure is strong as yet it shown. **Nice Foundation** developed Monitoring - Documentation and Information Cell to gather information in a systematic process in regards to the progress made by an implemented project. The organization emphasizes Monitoring - Documentation and Information because it helps to generate data that can be used to judge the success and improvement in performance. But yet there information

loops are faced while working in a project because of not having a structural communication method. **Nice Foundation** has scopes to develop a MIS guideline to prospect better with its operations and activities. **Nice Foundation** focus should be given on Knowledge Management to enable others to make use of the information, lessons learned. **Nice Foundation** believes that an effective monitoring plan is required to determine how well the intervention meets its objectives and services. Besides, evaluation is time specific and it's performed to judge whether a project has reached its goals and delivered what expected according to its original plan. The organization call attention to communication of project outcomes and success is a fundamental requirement of all projects.

Monitoring - Documentation and Information Cell action plan

Development plan	Time line	Responsibility
Equipped monitoring - documentation and information cell with skill person power	2021	Director
Review the monitoring guideline	2022	CE
Prepare a monitoring plan	2021	Director
Develop a framework and tools for collection of data indicators	2022	CE
Develop capacity of respective personnel on the means of monitoring, collecting data process, compilation etc	2022	Coordinators
Prepare central monitoring report regularly and submit to Director	Cont.	Coordinators
Organize all the necessary file and information and file it properly	2021-2023	Coordinators
Develop the process and system of Archive with proper management	2022	Coordinators

Procurement & Logistics and Admin Section

Nice Foundation has fully equipped Procurement & Logistics and Admin Section and they use to cover a wide range of functions such as manage all the process of admin, documents, master planning, financial review, procurement, logistic support, land acquisition, site accessibility/use, extend support to all etc. In the organization there are many different departments / cells/ projects and each sector have different requirements and Procurement & Logistics and Admin Section clearly analyzed the requirement. They always support the different sectors for ensuring efficient performance. Procurement & Logistics and Admin Section also act as a connecting link between the project, program, cells / department. They provide motivation to the work force and make them realize the goals of the organization.

Procurement & Logistics and Admin Section action plan

Development plan	Time line	Responsibility
Review Procurement & Logistics and Admin Section structure and option analysis for Head of Department / Section like other cells	2021	CE
Organize area based staff orientation (logistics & Procurement related staff) by December	2022	Coordinators
Prepare yearly Section report (every year in July)	Cont.	Coordinators
Prepare assets verification report (every year in July)	Cont.	Coordinators
Prepare combined assets report	2022	Coordinators
Prepare assets management Guideline	2022	Coordinators
Prepare procurement guideline	2022	Coordinators

Development plan	Time line	Responsibility
Review emergency logistic guideline	2022	Coordinators
Review procurement guideline	2022	Director
Prepared vendor database	2022	Coordinator
Prepared a warehouse management guideline	2022	Director
Assessment of office-based procurement & Logistics system within the organization	2022	Coordinator
Review existing procurement & Logistics system and submit a report to Director with development recommendation	2025	Coordinator

Conclusion:

This living document will be the properties of Nice Foundation will be used by the staffs and board members. This will be reviewed every year and after 5 years it will be reviewed with progress.