

2017-2021

Five-year Strategic Plan



People's Oriented Program Implementation (POPI)

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From the Desk of Executive Director

It is a matter of immense pleasure that People's Oriented Program Implementation (POPI) has been able to formulate its Strategic Plan for the next five years starting from the year of 2017. As a guiding document, this strategic plan shall be followed at every stage of programme operations. Certain emphasis has been given to maximize impact, leverage resources, access government and donors and most importantly bring about intended changes in the lives of people.

Bangladesh is particularly known for its vigorous civil society movement. After independence, a number of local NGOs came up as a collective force with the vision to uproot the entrenched social problems which adversely impede the development of the country. Unarguably, that civil society movement could yield enormous success and the whole world has been very bluntly praising such efforts to be the model for the greater good of people living across the world. We would like to take the opportunity to proudly declare that POPI has been a part of the efforts for change being made throughout the country.

We hope that this document will closely contribute to strengthen our effort further and sharpen our vision to be able to establish an inclusive society where all human beings have the opportunity to realize their full potential.

I am graciously thankful to those who have contributed tirelessly and employed themselves for days to produce a document such as this!

Hopefully all concerned quarters will be benefitted through exploring the contents of this document.

We again hope this document will help us to get a better footing for making our society inclusive, safer and better!

Murshed Alam Sarker
Executive Director

STRATEGIC PLAN AT A GLANCE



- A prudent nation free from hunger and poverty where every citizen leads a life with dignity and equity.



- To work for the people and with the people irrespective of religion, caste, ethnicity, creed, belief, age and gender who are in any form of marginalization and exclusion
- To implement appropriate, need based, result oriented and right based development programs
- To enhance capacity of individuals, groups and institutions who are involved in development process
- To build linkages and render cooperation/coordination with government, civil societies, NGOs, and community based organizations (CBOs).
- To strengthen organizational sustainability for rendering services to the people



- Respectful behaviour to all people and the value of diversity
- Honesty, sincerity, transparency and accountability
- Humanity, equity, dignity and justice
- Solidarity with the poor, powerless and excluded
- Independence from any religious or political affiliation.

Strategic Priorities



STRATEGIC PRIORITY ONE



Education: irrespective of age and sex, any intervention relating to formal, non-formal or informal education shall come under the area of education.

STRATEGIC PRIORITY TWO



Health, nutrition and WaSH: Interventions relating to health, nutrition, hygiene, safe water and sanitary promotion shall come under this sector.

STRATEGIC PRIORITY THREE



Livelihood Development: Interventions targeting to increase capabilities and assets at individual household or community levels and activities required for a means of living shall come under the area of livelihood development.

STRATEGIC PRIORITY FOUR



DRR & CCA: Interventions leading to provide services to people before, during or after disaster and interventions targeting to help lessen the climatic change affect and adapt with climate change consequences shall be the area of DRR & CCA.

STRATEGIC PRIORITY FIVE



Rights and Governance/social and gender justice: this sector will target mechanisms, institutions and processes through which authority is exercised to conduct public affairs. Interventions shall also be undertaken to help common people to enjoy their rights and entitlements.

STRATEGIC PRIORITY SIX



Microfinance: with a view to make target audience economically sustainable, the microfinance sector shall continue to contribute through providing financial support through micro lending.

1.0 PRELUDE

POPI's 5-year strategy paper for the year 2012-2016 expired last year. A new strategy paper comprising of strategies and directions for way forward for the next five years was required to be formulated. As a result, a committee comprising of senior management staff was formed to formulate strategies for the next five years. The committee initially chalked out a plan to revisit the previous strategy papers and other relevant documents. A few small groups were formed to single out the significant areas of such documents to be considered in formulating new strategies for the upcoming years. Having done an exhaustive study of the previous strategy papers and other relevant documents, such groups formally presented their findings before the strategy plan formulation committee in plenary. The committee had a discussion on the findings and eventually reached to a consensus for finalizing the contents of the strategy paper to be developed. In the same meeting the committee had a discussion to make a reasonable schedule for analyzing relevant issues/environment and formulate strategies. Several meetings of the committee were held during last five months (March-July 2017) and the committee completed analyzing the POPI's endeavors during last five years and formulated strategies for way forward for the next five years.

2.0 Taking Stock

2.1 Stakeholder Analysis

POPI defines 'stakeholders' are organizations, institutions or individuals who have particular interest and/or involvement in any given development work being (or to be) implemented by POPI. On the basis of such definition, following exhaustive list of people/organization/institution shall be considered during any programme design:

BENEFICIARIES

- Ultra/hardcore poor/Poor
- Women headed family
- Elderly people
- Day laborer
- Adolescent
- Children
- Youth
- Farmer
- Indigenous people
- Low income individual
- Small/medium entrepreneur
- Disabled
- Unemployed
- Beggar
- Disaster vulnerable people
- Climate vulnerable people
- Fishermen
- Widow
- Worst from of Child labor/child labor
- Oppressed women

COMMUNITY GATE-KEEPERS

- Religious leader
- Teacher

- (Community) leaders
- Local gate keepers
- Local Elites
- Factory owner

LOCAL SERVICE PROVIDERS

- Agriculture
- Health
- Livestock
- DPHE
- Law enforcing agencies
- Bank/financial Institutes
- Judiciary
- Academia
- Fire service
- Meteorology
- WASA
- DESA
- Palli Bidyut

LOCAL GOVERNMENT INSTITUTIONS

- Union Parishad
- Municipality
- City Corporation
- Upazila Parishad
- Zila Parishad

OTHERS

- NGO
- Government departments
- Donor
- Journalist

2.2 SWOT Analysis

HELPFUL

to achieving the objectives/goals

HARMFUL

to achieving the objectives/goals

STRENGTHS

1. Goodwill/acceptance of the organization
2. Experienced, committed and Trained pool

WEAKNESSES

1. Inadequate resource for funding social programmes (donor dependency)

Internal Origin

<ul style="list-style-type: none"> of human resources (4100) 3. Recognition of and registration with different govt. bodies 4. Sizable amount of liquid and fixed assets 5. Relevant policies and guidelines 6. ँ Strong and effective network and linkage with various National, Regional & International stakeholders 7. Involvement with National Level Policy formulation 8. Fine balancing between social and economic development 9. Strong internal programme and financial monitoring system in place 10. Specialized experience in managing haor development issues 	<ul style="list-style-type: none"> 2. Financial base is still weak 3. Weak documentation 4. Lack of effective system for knowledge generation, management and learning 5. a. Reviewing and updating of Policies overdue <li style="padding-left: 20px;">b. non-implementation of parts of a few policies <li style="padding-left: 20px;">c. Ambiguity in many parts of different policies 6. Lack of proper guideline for organizing and staffing (structure) 7. Weak staff development initiatives 8. Disproportionate number of women staff 9. HR Incentives are below industry average 10. Weak utilization of resources
<p><i>OPPORTUNITIES</i></p> <ul style="list-style-type: none"> 1. Avenues for extending and deepening programmes/POPI interventions 2. New sources for funding programmes (local & International) 3. Stable macro environment 4. Strong clientele base across the country 5. Existence of Haor development plan 6. potential sources of low-cost foreign funding 7. Potentiality to access to interventions of SDGs 	<p><i>THREATS</i></p> <ul style="list-style-type: none"> 1. Decreasing trend of grant funding sources for programmes 2. Possibility of political/social unrest 3. Possibility of devastating natural disaster/calamity 4. Possibility of imposing unfavorable Income Tax Structure 5. Limited space for social activism, advocacy and campaign.

2.3 Lesson Learnt

During last five years, perogramme personnel have earned many achievement and experienced many challenges. They had many valuable lessons which can be replicated in the future to bring out the best impacts. Followings are some of the chosen lessons to be given special importance in the days to come:

Sl. No	Lessons	Recommendations
1	POPI's MMC development Model is proved to be effective	Lesson(s) should be replicated at releavant field(s)
2	Integrated development package with MF and social development components led HHs to have optimal development	Ditto
3	POPI has gained expert knowledge, skills and ability in development of haor and remotest localities	Ditto
4	POPI's local level emergency warehouses, engine boat, water ambulance strengthened POPI's ability to intervene/response promptly during emergency	Ditto
5	With the changed context, donors often request to share cost of projects. Although POPI started sharing such costs but is yet to accumulate sufficient fund which	Ditto

	leads the organization to leave some grants.	
6	Floating schools and clinics in the Haor areas contribute to access to education and health services, ensure joyful learning environment and means for socialization.	Ditto
7	Social mobilization and awareness raising can prevent violence against women and children.	Ditto

3.0 Goals and Values

Existing vision, missions, core values, motto and programme approaches were brought into discussion to examine if those set of entries were still relevant. Eventually, the committee reached in consensus and reformulated the whole set of items as under:

VISION

A prudent nation free from hunger and poverty where every citizen leads a life with dignity and equity

MISSION

- To work for the people and with the people irrespective of religion, caste, ethnicity, creed, belief, age and gender who are in any form of marginalization and exclusion
- To implement appropriate, need based, result oriented and right based development programs
- To enhance capacity of individuals, groups and institutions who are involved in development process
- To build linkages and render cooperation/coordination with government, civil societies, NGOs, and community based organizations (CBOs).
- To strengthen organizational sustainability for rendering services to the people

CORE VALUES

- Respectful behaviour to all people and the value of diversity
- Honesty, sincerity, transparency and accountability
- Humanity, equity, dignity and justice
- Solidarity with the poor, powerless and excluded
- Independence from any religious or political affiliation.

MOTTO

- Reach people with love and respect

PROGRAMME APPROACH

- Community led, demand driven and holistic development approach
- Participatory approach
- Rights and gender based approach
- Partnership, network and alliance approach
- Individual and Group approach

4.0 Five-year Programme Strategies

4.1 Geographical Expansion Plan

As of today, POPI's programmes have covered 114 upazilas of 19 districts in 5 divisions. In the next five years, POPI will gradually expand its programmes in the following existing and new (proposed) areas

Proposed divisions

Rajshahi, Barisal

Proposed districts

Panchagarh, Bogra, Sirajganj, Natore, Rajshahi, Pabna, Jaipurhat, Tangail, Manikganj, Shariatpur, Madaripur, Gopalganj, Faridpur, Noakahali, Feni, Laxmipur, Barisal

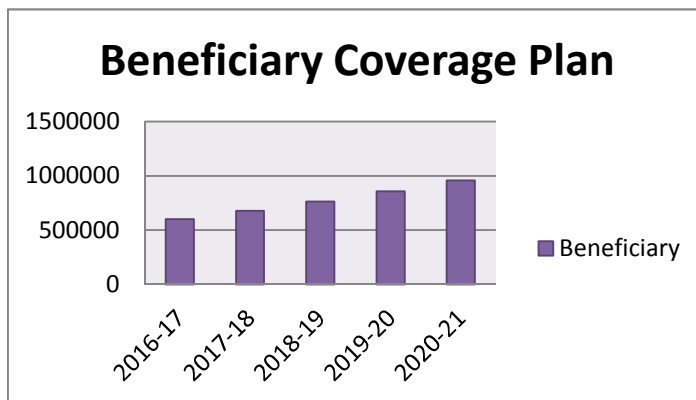
Proposed expansion in existing districts

20 upazilas

Proposed Expansion in new districts

60 upazilas

4.2 Programme Participants Coverage Plan



Since inception, POPI has gone from strength to strength and experienced a continuous growth when it comes to beneficiary coverage. This upward trend of growth should be continued to bring more people under the purview of POPI's services. At present, more than 500,000 beneficiaries are being given services through various programmes implementing across the country. This strategy paper projects that at the end of

the new five year phase POPI's beneficiary coverage will be almost double with reaching to about a million of people in different districts across Bangladesh.

Programmes	Existing	Proposed				
		2016-17	2017-18	2018-19	2019-20	2020-21
Education	203098	229500	259335	293049	331145	374194
Health, nutrition and WaSH	50753	57350	64806	73231	82751	93509
Livelihood Development	39352	44467	50248	56780	64162	72503
DRR & CCA	7171	8103	9156	10347	11692	13212
Rights & Governance	36934	41735	47161	53291	60219	68048
Microfinance	196987	218986	247443	276782	306708	337233
Total	534295	600144	678151	763482	856679	958701

4.3 WEAKNESSES and corresponding strategy to overcome weaknesses

A few weaknesses among the weaknesses found during the SWOT analysis have been given much importance and certain strategies have been formulated to overcome those weaknesses. A comprehensive plan for implementing such strategies should be chalked by the concerned management personnel. A midterm review of the implementation of strategies is suggested:

1. Inadequate resource for funding social programmes (donor dependency)

Proposed Strategy:

- I.0 Financing social programmes from the surplus generated
- I.I POPI's SBUs/enterprises
- I.II MF
- II. Finding out potential donors
- III. ensure effective and frequent communications with donors/partners/GoB officials (prev. & existing)
- IV. Organize events such as annual retreat (with a view to build network)

2. Financial base is still weak

Proposed Strategy:

- I. Find out low cost funding sources
- II. Rationalizing HRs
 - I. Optimal usage of all resources (rationalization all use and expenses)
 - II. Five year business plan for MF and Enterprises
 - III. Find out new business opportunities

3. Weak documentation & PR

Proposed Strategy:

- I. Proper doc unit should be in place with required number of competent personnel
- II. Arrangement for archiving (Place and person + release should not made unless clearance from archiving unit)

4. Weak system for knowledge generation, management and learning

Proposed Strategy:

I. Appropriate structure should be in place

5. a. Reviewing and updating of Policies overdue

b. non-implementation of parts of a few

c. Ambiguity in many parts of different policies

Proposed Strategy:

I. Take step to review prioritized policies ASAP

II. (Non-implementation) parts should be taken off from the policy with approval of policy making body (with due rational)

III. Ambiguity should be scrutinized during review

5. Lack of proper guideline for organizing and staffing (structure)

Proposed Strategy:

I. Review and rationalize of organogram

II. Deployment of staff in line with the organogram

6. Weak staff development initiatives

I. Create a pool of trainers (from existing staff)

II. Proper training calendar (training unit should formulate yearly plan on the basis of submitted demand of clients/programmes/departments)

III. Competency enhancing training for existing staff – in house & external

IV. Development and preservation of required training modules, materials, learning aids etc.

7. Disproportionate number of women staff

I. Women should be prioritized in recruitment

8. HR Incentives are below industry average

I. Analyze industry and adjust pay package according to the findings

9. Risk Mitigation

I. by the end of 2018, a risk mitigation plan should be chalked out in line with this strategic plan

4.4 Link of Strategic Priorities with national and international instruments (Guiding Documents)

I. 7th Five-year Plan

The 7th five-year plan clearly identified challenges that impede development of the nation. POPI's strategic priorities have been formulated in line with the priority of the 7th five-year plan formulated by the government of Bangladesh.

II. SDG 2030

The sustainable development goals set by the United Nations Development Programme (UNDP) has been thoroughly followed and given particular importance while formulating the five-year strategy of POPI. The whole programme priorities furnished in this paper are rather based on the SDGs.

III. Vision 2021

The government's vision-2021 has been an integral document for all development endeavours of this country. In a nutshell, each and every effort targeting certain change is being revolved around the visions formulated by the present government. POPI's development efforts are no exception and thought out in line with the philosophical aspects of the vision-2021.

4.5 Strategic Priorities

At present, POPI has been implementing its programmes in as many as seven programmatic sectors such education, health nutrition and WaSH, alternative livelihood security, DRR & CCA, rights & governance, microfinance⁺ and organizational sustainability. This strategy paper stresses that from now onwards the programmatic sectors would be renamed and adopted as under:

4.5.1 Strategic Priority One: Education

Irrespective of age and sex, any intervention relating to formal, non-formal or informal education shall come under the area of education. The education programme shall primarily continue its focus on the following sub-sectoral divisions:

- I. Non-formal Primary Education (NFPE)
- II. Formal Primary Education
- III. Early Childhood Development (ECD)
- IV. Pre-primary Education (PPE)
- V. Adolescent Education
- VI. Adult Education
- VII. Education for working children
- VIII. Special groups such as third genders, ethnic groups, dalits
- IX. Advocacy for promotion of education
- X. Quality assurance in schools

4.5.2 Strategic Priority Two: Health, nutrition and WaSH

Interventions relating to health, nutrition, hygiene, safe water and sanitary promotion shall come under this sector. Major focuses for Health, nutrition and WaSH sector shall be as under:

- i. Health and nutrition education
- ii. Accessing ANC, PNC GMP and EPI services

- iii. Satellite Clinic and health camp
- iv. Primary Health Care Services
- v. WASH awareness
- vi. Provisioning WASH infrastructure
- vii. Hygiene promotion
- viii. Menstrual hygiene

4.5.3 Strategic Priority Three: Livelihood Development

Interventions targeting to increase capabilities and assets at individual household or community levels and activities required for a means of living shall come under the area of livelihood development. The major focuses of this sector are as follows:

- I. Income Generating Activities
- II. Capacity building
- III. Technology and know-how transfer
- IV. Input support/asset transfer
- V. access to resources- Private, NGO and public
- VI. Entrepreneurship Development
- VII. Value chain development and market linkage
- VIII. Advocacy, networking and linkage

4.5.4 Strategic Priority Four: DRR & CCA

Interventions leading to provide services to people before, during or after disaster and interventions targeting to help lessen the climatic change affect and adapt with climate change consequences shall be the area of DRR & CCA. Followings are major areas of focus of the DRR & CCA sector:

- I. Prevention/mitigation
- II. Preparedness
- III. Response
- IV. Rehabilitation
- V. Awareness raising and capacity building
- VI. Resilience
- VII. PVCA/CVCA and Planning
- VIII. Advocacy, networking and linkage
- IX. (Adaptive Measure)

4.5.4 Strategic Priority Five: Rights and Governance/social and gender justice

This sector will target mechanisms, institutions and processes through which authority is exercised to conduct public affairs. Interventions shall also be undertaken to help common people to enjoy their rights and entitlements. As rights and governance are mutually reinforcing, both being based on core principles of participation, accountability, transparency and responsibility. The rights and governance sector will lay focus on the following sub-sectoral areas:

- I. Awareness raising
- II. Capacity building
- III. Legal support
- IV. Counseling
- V. Preventing violence against women and children
- VI. Prevention of child marriage and dowry
- VII. Promotion of child rights
- VIII. Advocacy, networking and linkage

4.5.6 Strategic Priority Six: Microfinance

With a view to make target audience economically sustainable, the microfinance sector shall continue to contribute through providing financial support through micro lending. The major focus of the microfinance sector shall include:

- I. Group Formation and conscientization
- II. Skill Development and Capacity building
- III. Entrepreneurship Development
- IV. Financial Services
- V. Employment Creation
- VI. Value Chain development
- VII. Empowerment of Women
- VIII. Advocacy, network and linkage
- IX. Resource Mobilization

4.5.7 Strategic Priority Seven: POPI Establishment

Organization's sustainability shall be one of the major areas of importance. POPI shall put maximum effort to strengthen following enterprises to support POPI's ever-growing endeavors for people:

- I. PART-Kishoreganj
- II. PART-Jamalpur
- III. PART-Dhaka
- IV. Farms-Bhairab, Hatibandha
- V. Hospital-Bhairab
- VI. Shoe project

POPI's programmes shall relentlessly revolve around three major organizational thrusts such as:

1. Increasing access for the Most Marginal Citizens (MMCs)
2. Increasing emphasis on accessing public resources and opportunities/utilities
3. Attaining self-sufficiency

-----best of luck-----