

PLAN OF ACTION FOR GRACE (2024 – 2030)



STRATEGIC PLAN 2024-2030

The Mission is to collaboratively work with communities, fostering socioeconomic advancement, promoting gender equality, and instigating positive transformations among the marginalized, disadvantaged, and vulnerable individuals within society.

COLLECTIVENESS IS THE POWER TO ELEVATE THE POVERTY



SUSTAINABLE ACTION FOR TRANSFORMATIVE COOPERATION (GRACE)

Acronyms and Abbreviations

PSP	Participatory Strategic Plan
CSI	Civil Service International
PCM	Project Cycle Management
GRACE	Green Resilience and Cooperation for Ecosystem
HDR	Human Development Report
EU	European Union
ECHO	European Commission Humanitarian Aid & Civil Protection
UNDP	United Nations Development Programmes
AAB	Action Aid Bangladesh
CWW	Concern Worldwide
BRAC	Bangladesh Rural Advancement Committee
IFSN	International Food Sovereignty Network
CAMPE	Campaign for Mass and Popular Education
HASAB	HIV/AIDS and STD Alliance Bangladesh
ADAB	Association of Development Agencies in Bangladesh
NFPE	Non-Formal Primary Education
IGA	Income Generating Activity
MIS	Management Information System
GPS	Geographical Positioning System
GIS	Geographical Information System
CRA	Community Risk Reduction
DRR	Disaster Risk Reduction
PPMES	Participatory Planning, Monitoring & Evaluation System

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CHAPTER-1: INTRODUCTION

1.1 Executive Summary:

The inaugural Strategic Plan for 2024-2028 marks a significant milestone for Green Resilience and Cooperation for Ecosystem (GRACE), laying out a comprehensive roadmap to steer the organization towards its goals. This blueprint for action emerges from a deeply collaborative process, reflecting a commitment to making a substantial, enduring impact on both the communities it serves and the issues it tackles. The creation of this strategic plan has been an opportunity for GRACE to critically assess and refine its core values, mission, and operational methodologies to enhance its effectiveness and align its future direction more closely with its foundational principles.

Central to the strategic plan are pivotal elements including a reevaluation of GRACE's vision and mission, an introspection into its values, a redefinition of its developmental approach, and the establishment of a clear strategic orientation moving forward. The plan ambitiously targets the delivery of impactful programs, deepens stakeholder engagement, focuses on the capacity enhancement of both staff and stakeholders, prioritizes resource mobilization, and strategizes on advocacy and awareness efforts. Furthermore, it acknowledges the critical role of technology and data in boosting program efficiency, informed decision-making, and ensuring transparency.

Historically, GRACE and its Executive Committee (EC) members have been actively involved in the southwestern coastal regions of Bangladesh, spanning the rural and urban expanses of the Khulna district. This strategic plan uniquely adopts an inclusive perspective that considers the nuanced dynamics of both rural and urban environments, with a pronounced focus on urban poverty alleviation and resilience building alongside rural development challenges.

The development of this strategic framework is the culmination of rigorous engagement with a diverse array of stakeholders, including marginalized communities, local leaders, government representatives, and GRACE's senior management and program experts. This extensive participatory process involved detailed discussions, interactive sessions, and thorough analyses to address the needs of the primary beneficiaries effectively.

Termed the Participatory Strategic Plan (PSP), this document serves as the definitive guide for GRACE's endeavors in development work, humanitarian aid, integration initiatives, and advocacy efforts at both national and local levels over the coming years. It outlines the strategic direction for program development, geographical expansion, and partnership cultivation.

The draft PSP, refined through cycles of consultations and feedback with senior managers, the Executive Committee, field staff, and key stakeholders, offers a strategic framework poised to shape future program applications and policy endeavors. It clearly articulates the organization's objectives for the next five years, setting a vision for the execution, monitoring, and evaluation of plans to maximize the outcome and impact of its programs. This strategic plan not only charts a course for GRACE's future but also embodies a shared vision for transformative change and sustainable development.

1.2 Brief History of GRACE:

For over three decades, Bangladesh has been on a developmental trajectory, striving to eradicate extreme poverty and boost economic growth. Since 1973, the country has engaged in deliberate development planning. Despite considerable foreign aid to complement its limited domestic resources, these efforts have faced challenges in accelerating economic growth. GRACE, an entity

focused on environmental and social development, predominantly serves the southwestern coastal areas and their adjacent districts in Bangladesh.

In 2015, a group of motivated young individuals established the Welfare and Peace Foundation Khulna (WPF Khulna) and began small-scale voluntary initiatives in the Sonadanga area of the Khulna city corporation. Between 2015 and 2023, WPF Khulna dedicated itself to vocational training and tree planting projects, benefiting both urban and rural communities within the Khulna district through community funding and contributions from its founding members. However, in 2023, the organization faced operational challenges due to the ill health of key founding members, including the chairperson, general secretary, and finance secretary.

In March 2020 some Expert & dynamic staff from different national and international organization started a journey to implement a consortium project Collective Responsibility, Action and Accountability for Improved Nutrition (CRAAIN) in Bagerhat district funded by the European Union and technical led by the Concern Worldwide Bangladesh under EU-FNS grant. In June 2023, after the end of the project a bulk of learning the team received from working with the coastal community on resilience, nutrition and food security, governance, climate-smart livelihood adaptations, and community-based agro initiatives. Despite the desire to expand the project, budget constraints and governance issues prevented further scaling. Motivated by a collective vision to improve the lives of the extremely poor and vulnerable in the southwestern coastal region of Bangladesh, the team, now known as WHEMS, resolved to make a difference together.

The incapacitation of essential Welfare and Peace Foundation members led to the decision by the general board to temporarily hand over the organization's operations to a like-minded, interested group. Consequently, in July 2023, the WHEMS team was granted the opportunity to manage WPF Khulna temporarily. By 2024, the transition became permanent, and the WHEMS team, having formed an Executive Committee (EC) and General Board with the approval of the Social Service Department under the Ministry of Social Welfare of Bangladesh, opted for a rebranding. The general board decided to rename the organization Green Resilience and Cooperation for Ecosystem (GRACE), a change ratified by the Social Service Department.

Though WPF Khulna was originally registered in 2016, the renaming to GRACE occurred in 2024. From April 2024, GRACE began operating under its new identity, although its official registration date remains in 2016, marking a new chapter in its mission to foster sustainable development and social welfare in Bangladesh.

CHAPTER-2: BANGLADESH COUNTRY CONTEXT

2.1 Challenges in a Changing World; Bangladesh: A geo entity with multi-dimensional:

The world is undergoing an unprecedented transition and significant change. Vulnerability of developing economies captured global attention, sparking discussions about the shocks in faraway countries that impacting food security and resilience in poorer countries. These issues of major international decisions and conflict affecting people's lives, social equity, and democratic governance worldwide. Internal inequality is on the rise in Bangladesh rapidly like many other nations.

This changing global situation again deteriorating the progress. Despite significant progress against extreme poverty, inequality remains a pressing concern. Chronic poverty coexists with excessive wealth, and the detrimental effects of extreme wealth and inequality on human progress are widely recognized. Inequalities persist within and among countries, with women and girls disproportionately affected by poverty and deprived of education, health, and well-being.

Climate change compounds these challenges, endangering the planet and amplifying risks for vulnerable coastal communities. Natural and man-made disasters increase in frequency and intensity, severely impacting poor regions and jeopardizing years of development progress.

Food insecurity also inflicts immense suffering, denying access to basic rights and human dignity for over 1.4 billion people. Poor communities face twice the exposure to natural disasters as compared to non-poor communities in the twenty-first century.

Despite these formidable challenges, there is hope for positive change. Poverty, created and perpetuated by human systems, can be addressed through collective action and commitment. Over the years, life expectancy has increased, child mortality has reduced, and access to education and clean water has improved globally, demonstrating the potential for positive transformation.

Bangladesh, a poor and densely populated country, is highly vulnerable to natural disasters and already experiencing the effects of climate change. It faces high levels of poverty and inequality, with a significant portion of the population living in extreme poverty. The country's challenges include rapid population growth and health issues, such as high child mortality rates and undernourishment among women. Despite progress in some areas, Bangladesh still struggles with meeting certain Sustainable Development Goals (SDGs), particularly in water and sanitation access. The country has shown commitment to disaster preparedness and climate change adaptation, leading in global climate change negotiations.

The COVID-19 pandemic has had a severe impact on Bangladesh, causing disruptions to the economy, education system, and social values. It has led to declining mental health, unemployment, and financial struggles, particularly affecting low-skilled workers and families with young children.

The southwest coastal region of Bangladesh is already experiencing the consequences of climate change, with population concentration exacerbating the challenges faced by the coastal populace. Human interventions, such as the Coastal Embankment Project and flood control projects, have further worsened the situation, leading to waterlogging and coastal flooding in certain areas for six months each year.

2.1.1 Key Development Constraint and Implication:

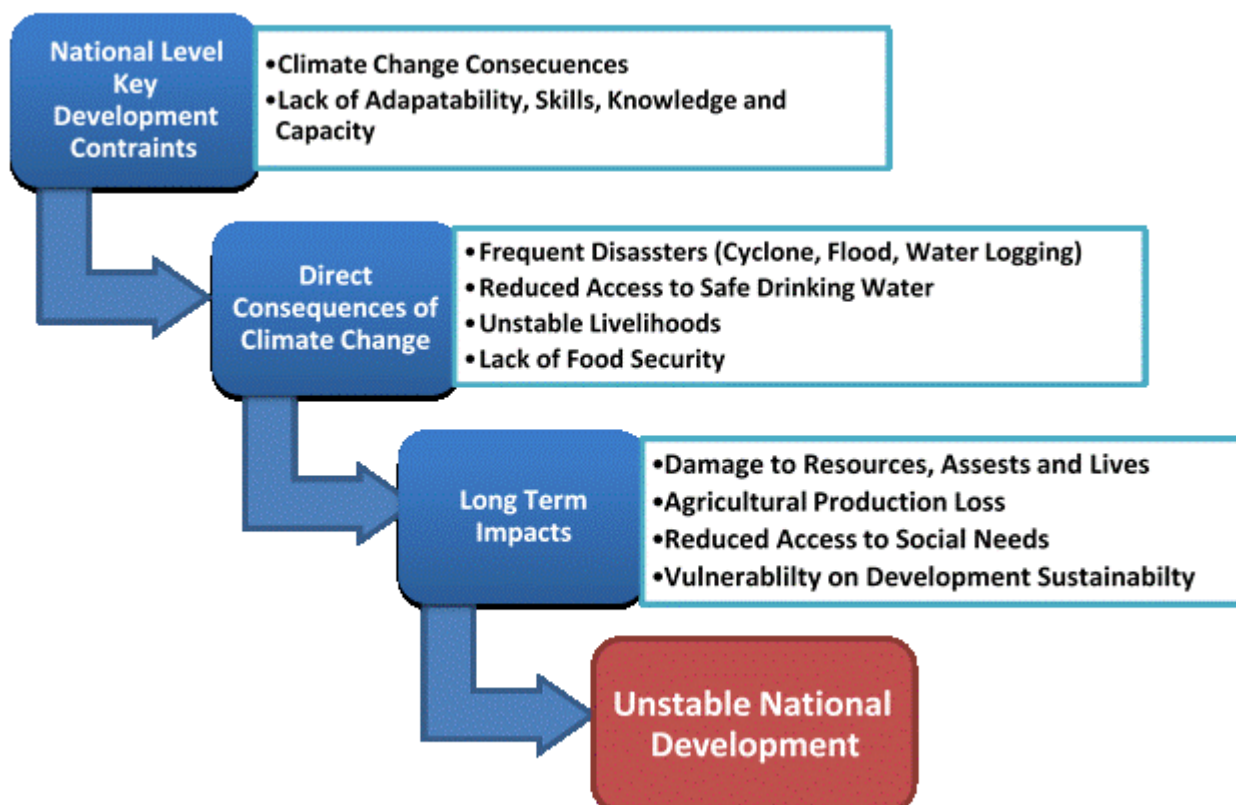


Figure 1D: Unstable Development Process

2.1.2 Regional/working area Situation:

Khulna is the third largest city in Bangladesh and also the headquarters of Khulna division. It is located in the south-west of the country and on the banks of the Rupsha and Bhairab rivers in Khulna District. Khulna is one of the major industrial and commercial centers of Bangladesh. The city is 334 km southwest of Bangladesh's capital Dhaka and the district has a total area of 4392.37 square kilometer. It lies south of Jashore and Narail, East of Satkhira, West of Bagerhat and North of the Bay of Bengal. It is part of the largest delta in the world. In the southern part of the delta lies the Sundarban (The largest mangrove forest in the world). It has a seaport named Mongla on its outskirts, 38 km from Khulna City. The Khulna division borders are the part of the Padma (Ganges) River, the Madhumati River, the Bhairab River, the Rupsha River and the Kopotakkho River. The annual average temperature of Khulna is 35.9 degree Celsius with a record low of 12.3 degree Celsius. Khulna region stands in the southern part of Bangladesh and like any other part of the country, this region is crammed with many generic and some regional concerns especially some agro-economic and environmental hazards. Khulna as southern divisional centre poses multi-dimensional social and economic activities. Khulna Division consists of the following ten Districts (*zilas*), subdivided into 59 sub-districts (*upazilas*): Khulna city has a population of 17, 84, 623 as of 2010 and constituting 2.06% of the national population. Density of the population is 15,429 per square kilometer. Rate of literacy is 60.49%. Most of the peoples are Muslims (89%) and other

religious groups include Hindus (10%), Buddhists and Christians (01%). People of Khulna are very active and hard worker. Many people are working as foreign workers in the Middle East countries.

One recent estimate of regional GDP suggests that annual GDP of Khulna at Tk. 27.5 billion in 1990-99 registered a growth of 3.5 percent in 1994. In terms of sectoral share in district GDP, share of agriculture declined from 37.4 percent to 33.7 percent over the period 1990-91 to 1994-1995, service sector remained more or less stagnant, while shares of both industry and manufacturing increased (Khulna Master Plan Project 2000).

There is no specific study, whether the number of poor or poverty threshold is raised or not; but it must be said that, poverty is perpetuating in this region with a new character by different structural interventions of the central government which are usually prescribed by the international donor agencies. In this region, rural people gradually are losing their livelihood options, environment and bio-diversity is deteriorating, agricultural and industrial workers turned into day laborers, rapid rural to urban migration imposed heavy pressure over urban utility and services. Poor planned and uncontrolled urbanization has contributed an unhealthy environment – slums and squatters are found available both in the city center and in the fringe areas. Urban poor are living with insufficient water and sanitation system, poor health facility, electricity deficit and “chandabaji” (illegal toll of the gangsters). Most of the poor have little option for food intake; likewise, the national scenario their average per capita calories intake is only 2266 Kcal (ibid), 82.3% household remains out of sanitary latrine coverage, infant mortality rate is 81.4 per 1000 (1994), life expectancy at birth is 58 years (1994), adult literacy (15 years plus) is below 50% (1994). Moreover around 20% labor force remains unemployed.

People here are distressing also from acute arsenicosis and arsenic contamination in ground water. Besides both mediocre and poor are suffering from asset erosion due to salinity (particularly of homesteads) and these cases turned this region (comprising Khulna, Satkhira, Bagerhat) as an example of case poverty. Sixty-two unions of nine upazilas (sub-districts) under Khulna, Jessore and Satkhira districts remain inundated due to establishment of "Coastal Embankment Project" in the name of "green revolution" in early 60's which are commonly known as “Beel Dakatia” and “Beel Bhabodaha”, Most of these victims are now turned into seasonal laborers or jobless or trying to manage rickshaw for pulling at Khulna, Jessore or at Satkhira.

The southwest coastal region especially Khulna, Bagerhat and Satkhira district is prominently vulnerable to cyclone disaster and related tidal surge compared to other coastal regions of Bangladesh. In presence of huge number of rivers with active high tide, weak and fragile infrastructure, poor internal communication system, weak embankment, high saline water intrusion, poor socio-economic condition, high poverty rate and so on make the south west coastal area much more fragile and vulnerable to cyclone disasters than other part of the country.

During the cyclone disaster the communication system interrupted and women and girl members faced difficulties to collect drinking water from distant places. Moreover, frequent Cyclone Disaster collapses the embankment and water sources are contaminated with saline water so people of the areas have to wait to get Sweetwater till next rainy season.

The coastal people mainly depend on fishing in the river and in the Sundarbans and agriculture. For saline water intrusion agriculture is really weak and unable to provide enough employment opportunity for the farmers and farm laborers as a result seasonal migration is one of the major concerns here. Usually, male family members migrate to another part of the country for almost 6 months. In some cases, they migrate with their full family for a long time. Because of high salinity agricultural production is very low; production of vegetables is very limited and children and women

are malnourished. The internal roads are in bad conditions that makes communication, transportation, and marketing of produced goods difficult and time consuming.

Sweet water is an acute problem of the coastal area and surface water of the areas is contaminated with saline water. As a result, there is severe scarcity of drinking water in the area. Sanitation is one of the major problems in the area. Most of the HHs of the area don't have improved toilet facilities. During cyclone disasters women and girls face several difficulties for defecation.

Rapid expansion of aquaculture of shrimp has given birth to a hot debate about its social and environmental impact and its contribution to perpetuate poverty. It caused immense environmental damage such as: it increased salinity in the non-saline agricultural zone and bio-diversity of this region is in danger, which threatened the coastal ecology. During the process of shrimp collection around 97 species of fish are being destroyed (Tutu 2001, pp6). People in the bagda-shrimp farming area are facing acute shortage of fresh drinking water (ibid, pp7). Besides, social insecurity and violence over girls and women have increased in these areas. External gangsters and evil businessmen are creating psychological and economical threats to the local people; they are trapping their small agri-lands and caused money inflation at the locality by injecting hard cash. Livelihood choice of poor people has been shifted and they have already fallen into relative poverty.

Poor's deprivation from "Khas Land" is another spatial proto-type of poverty in Khulna region. Marginal and extreme poor of Paikgachha, Dumuria, Batiaghata, Dacope and Tala upazilas of Khulna and Satkhira districts are still in vulnerability from the threat of eviction from their occupied/ leased lands, which are their constitutional right and clearly supported by the government's land policy. But the big shrimp farmers and the external evil businessmen are continuously trying to evict them from the khas land by illegally reclassified those as "Jalmahal"s (water body) with the help of corrupted officials of Land Department.

2.1.3 Common Development Problems

(i) Cyclone and Flash Flood

Bangladesh, mostly the south-western part is at risk of cyclone and Flash Flood. Super Cyclone SIDR (November 15, 2007, Category 4 Cyclone) destructed the communities of Khulna and Barisal Division with death to 3406 people, 1001 people missing and significant damage to house, Agriculture, Livestock, Infrastructure and Social Services. The incurred loss and damage from this single event estimated as 1.7 billion USD or 2.6% of GDP (GoB, 2008 and World Bank, 2010). Cyclone AILA (May 25, 2009) affected the coastal districts with death to 190 people and half a million people was homeless. The loss and damage inflicted as result of Cyclone SIDR and AILA had lasting effects on social and economic development. Coastal Districts experiencing coastal flooding each year causing serious damage to shelter, livelihood, health, sanitation, water supply and agriculture. One third population of Bangladesh is vulnerable and at risk of cyclone and coastal flooding.

GRACE believes that constrains of development in Bangladesh are mainly for poor governance, weak institutions, frequent disaster, unplanned urbanization, and impacts of climate change. Within last five years faced two/three super cyclones, water logging, tropical storm, and huge salinity made the coastal populace life and livelihoods risky, vulnerable, unpredictable, unmanageable and challenging. These challenges are added with pre-existed increased corruption, mismanagement and none existence of transparency resulted in declining confidence in the public sector and party politics besides other influencing factors to development.

(ii) Flooding and Water logging

The incessant heavy down pours of the rainy season cause flooding in the region. This water cannot be drained because of rising sea levels and the consequences of CEP, leaving vast areas water logged. Each year more than 144,521 hectare of land goes under water for 6-8 months. The problem of stagnant water is gradually approaching down river to the south/coast as it follows the declining slopes of the river basin, spreading fast and inundating more areas. It is estimated that each year ten-twelve thousands of hectares of land is becoming permanently waterlogged and the rate is rapidly increasing.

(iii) Reduced Access to Safe Drinking Water

The floods and water logging often leave tube wells and latrines submerged and the rise in sea level creates more saline (salt water) intrusion, making safe drinking water scarce and access to it difficult. Because of excessive extraction of ground water through deep tube well irrigation, aquifers of this area are often contaminated by arsenic and further affected by a decrease of the water level under the ground. Arsenic has now become a major problem in this region. According to the Groundwater Arsenic Calamity survey shows that almost 79 percent of aquifers of the southwest coastal region are contaminated by arsenic.

Considering the Coastal settings in the southwest and impacts of climate change, especially saline intrusion and unplanned salt water fish culture, it is now more difficult to find fresh and safe drinking water.

(iv) Unstable livelihoods

Agriculture and shrimp farming are the major areas of employment and livelihood in the southwest coastal districts. Around 85% people of in the region are employed in agriculture and landless farmers make up almost 66% of the population. The height of the sea level is increasing and consequently in many places the saline water from the Bay of Bengal is seeping into the land. The land and environmental degradation caused by this create serious problems for agriculture (i.e., severe soil degradation caused by erosion, contamination, and compaction, losses of organic matter through improper farming practices, land transformation and deforestation). Water logging means that for long periods large areas of land cannot be used for agricultural production, significantly reducing employment opportunities in the region.

(v) Food insecurity and malnutrition

The southwest region of Bangladesh is a food deficit area where net food production and diversity of food production have declined significantly over recent decades. Environmental degradation caused by irresponsible and flawed government structural development projects and the trend for increasing environmentally unfriendly shrimp production have reduced diversity and quantity of food production pushing vulnerable people further on the verge of extreme suffering and abject poverty.

Elimination of poverty is the key development issue in Bangladesh. Still almost half of the population lives below poverty line with very little access to the basic amenities of life with continuous erosion of their asset base, denial of the human rights and so on. Some of the blockages in the country's path of progress are low economic growth, inequitable distribution of income and assets, unemployment & underemployment, unstable market & inflation, political instability, corruption, unmanageable population growth, low level of human resources development and natural disasters for climate change impacts.

(vi) Unskilled Population and Unemployment:

According to the 13th Quarterly Labor Force Survey (QLFS) of the Bangladesh Bureau of Statistics (BBS), between 2015 and 2016, around 26 lacks of the 621 lacks strong labor force of Bangladesh were unemployed. Bangladesh has to serve unemployment in rural areas than in urban areas. The total number of unemployed people in rural areas is 1.82 million wherein the urban area belongs

0.77 million. After 2008, the highest unemployment rate was 5% in 2009 and the lowest unemployment rate was 3.38% in 2010. After 2010, the unemployment rate increases again till 2013 when it was 4.43%. Then the unemployment rate is decreasing slowly in 2017, 2018, and 2019 it was respectively 4.37%, 4.28%, and 4.19%. The rate of unemployment was a maximum of 5.10% in 2020 during the COVID-19 situation. The coronavirus outbreak left around 20,000 workers in Khulna City without jobs in 2020 and forced the closure of 20% of business establishments. Another survey by the Bangladesh Institute of Development Studies (BIDS) said about 13% of people had become periodically unemployed in the country due to the Covid-19 pandemic. However, due to rapid initiatives of the government, the unemployment rate in Bangladesh is expected to reach 4.70 percent by the end of 2023, according to trading economics global macro models and analysts' expectations.

In contrast, the BBS confirms that 14 lakh new jobs have been created in the country since 2015. There is an increasing trend of creating jobs in service (36.9%), industry (20.5%), and agriculture (42.7%) sectors, while 2.6 million people in the labor force are still jobless. In 2017, the rate of unemployment remained unchanged as it was during the fiscal year 2015–2016. In the recent past, both the economic growth and rate of employment have been increasing simultaneously. The identified causes of unemployment are higher population growth rates and overpopulation, an underdeveloped economy, a lack of capital, a lack of technical education, natural calamities, political instability, agricultural dependency, and corruption.

(vii) Lack of Quality Education:

Frequent disastrous events have a detrimental impact on the quality of education along the southwest coast. In Bangladesh, the primary education system demonstrates a low level of resilience due to several factors. These include poverty, reliance on natural resources for livelihoods, and a deficiency in climate-responsive curricula, awareness, and training within the primary education framework. Consequently, these circumstances render children highly susceptible to disasters, a vulnerability that will likely escalate due to the effects of climate change in the future.

Numerous children from impoverished families residing in coastal districts such as Khulna, Shatkhira, Bagerhat, and Pirojpur lack access to primary education. River erosion has either obliterated or necessitated the relocation of many primary schools in the low-lying regions of these districts. Over the years, approximately 10,000 villages in these areas have succumbed to river encroachment, resulting in the disappearance of around 350 government and non-government primary schools. Furthermore, about 300 primary schools situated in flood-prone zones within these districts have been transferred to safer locations as a precaution against erosion. This combined situation has effectively deprived economically disadvantaged children in these districts of the opportunity for primary education. (Source: The New Age, June 8, 2005, Asad).

During periods of flooding, schools are forced to close their doors, leading to a disruption in the provision of educational services. As a consequence, some children's academic performance suffers in subsequent exams, causing them to lose interest in studies and become reluctant to attend school. It is imperative for local schools to consider revising their academic calendars to prevent children from being adversely affected by floods. Potential solutions include adjusting the annual school calendar for flood-prone regions or establishing temporary schools when regular schools are utilized as flood shelters.

In certain districts, the condition of roads deteriorates significantly during the rainy season, posing challenges for children commuting to school. Rural roads become muddy and slippery, prompting

many parents to keep their children at home rather than sending them to school. This situation often results in children falling ill seasonally or encountering accidents on the roads.

One contributing factor to this scenario is the deceleration in the growth rate as it approaches the 100% enrollment target. Empirical evidence suggests that once a country achieves a Net Enrollment Rate (NER) of approximately 90 to 95%, it becomes considerably difficult and resource-intensive to reach the final 5–10% of children who, for various reasons, prove challenging to reach. These reasons include belonging to nomadic or marginal populations, residing in remote or landlocked areas, being among the poorest, being sick or disabled, or being part of ethnic minorities struggling with the Bangla language. Presently, Bangladesh boasts one of the world's largest primary education sectors; however, effectively managing such an extensive system has posed substantial challenges. Insufficient instructional time, a shortage of classrooms and teaching staff, limited teacher effectiveness, inadequate teaching and learning materials, and a deficiency in adequately trained personnel to oversee such a vast educational system emerge as prominent constraints confronting the country's primary education landscape (DPE, 2006).

(viii) Lack of Access to Resources:

Rural communities, primarily dependent on agriculture and associated endeavors, grapple with restricted access to vital natural resources. This predicament magnifies the challenges faced by poor individuals with insufficient assets and scarce alternative income avenues. Consequently, the situation engenders heightened conflicts and drives an upsurge in migration towards urban hubs. Coastal inhabitants, predominantly depend on agriculture and fisheries, confront an intricate scenario. Concurrently, open water bodies progressively dwindle, culminating in unemployment among farmers and a rising lack of freshwater resources. For some, their fundamental livelihood revolves around the Sundarbans, yet stringent restrictions now hinder regular access to this vital resource. Land disputes and lack of secure land tenure leading to displacement and conflict within communities. Many vulnerable individuals, particularly women and marginalized groups, face challenges in owning or accessing land, which affects their economic stability and social status.

(ix) Social Insecurity and Values:

Social insecurity in Bangladesh refers to a range of challenges and uncertainties that individuals and communities face in various aspects of their lives, often stemming from economic, cultural, and environmental factors. These insecurities impact on people's well-being, access to resources, and overall quality of life. A significant portion of the population in Bangladesh is engaged in low-income jobs in the informal sector, lacking job stability and social protection. Many live on or below the poverty line, facing difficulties in accessing basic necessities such as food, clean water, and healthcare. The absence of a comprehensive social safety net leaves vulnerable individuals at risk during times of economic downturns or personal crises. Unequal access to quality education and vocational training creates disparities in skills and employability. This contributes to a cycle of limited opportunities and perpetuates social inequalities, hindering individuals from breaking out of poverty. Limited access to quality healthcare services, particularly in rural areas leading to inadequate treatment and financial strain on families dealing with medical emergencies. Women in Bangladesh often face social insecurity due to traditional gender norms, limited access to education and economic opportunities, and higher vulnerability to domestic violence. Gender disparities contribute to limited decision-making power and reduced agency for women. Bangladesh is a diverse country with various ethnic and religious groups. Tensions and conflicts arising from cultural and religious differences contribute to social insecurity, affecting harmony and social cohesion. Social values in Bangladesh, like in any society, play a crucial role in shaping individuals' behaviors, relationships, and overall

societal norms. However, the country faces several challenges related to the preservation and promotion of these values, which impact social cohesion, well-being, and development.

(x) Unplanned Urbanization:

Country Context of Urbanization:

Due to unplanned urbanization the cities are faced with many problems. Unplanned urbanization continues not only in mega cities like Dhaka and Chittagong, but also in other parts of the country. Floating human slums are developing as a result of a lack of housing, resulting in an unhealthy environment. Illegal occupancies are growing at an alarming rate in an effort to accommodate the city's large population. Some unscrupulous people are occupying the lakes and river land. As a result, the rivers are losing navigability and lakes are being polluted, making water stagnation a regular phenomenon in the city. A lack of proper waste management is another grave issue that impacts public health. Besides, environmental pollution has also taken a serious turn. Due to overcrowding and a lack of space, the cities does not have adequate recreational facilities. With the exception of a few specific parks and recreation centers, the lack of recreational facilities and public space severely restraints the quality of life in the city.

According to the United Nations World Urbanization Prospects, Bangladesh has undergone a rapid urban population expansion of 3.19% from 2020 to 2021. Presently, approximately a quarter of the nation's populace resides in urban areas, as revealed by recent UN statistics. Among this urban demographic, more than half find their homes within the confines of the country's four largest cities: Dhaka, Chittagong, Khulna, and Rajshahi. This accelerated urban growth exerts mounting pressure on the limited expanse of urban land, an environment already delicately balanced, and the provision of urban services that stand in a precarious state. The overarching picture entails a pervasive pattern of poverty, the distressing state of slums, institutionalized corruption, inefficiencies in public service delivery, and frail financial systems characterizing the urban landscape of the nation's major cities.

(xi) Urbanization in Khulna:

Khulna, the third-largest city in Bangladesh, boasts a population of 955,104, with a density of 17,535 individuals per square kilometer. However, like many urban centers across the nation, Khulna grapples with substantial obstacles on its path towards achieving pro-poor development. A recent survey underscores the challenging circumstances, revealing that 28% of households in Khulna reside below the poverty line. The city also holds the distinction of harboring one of the largest concentrations of impoverished settlements in the country, with an impressive 58.9% of the population (over a million people) residing in slums. These areas are plagued by limited access to fundamental services such as education, healthcare, nutrition, sanitation, clean water, and livelihood opportunities, alongside concerns about environmental degradation.

The city of Khulna confronts pressing issues in terms of employment and job availability. This struggle has intensified, especially for individuals from lower-income backgrounds, following the recent closure of many jute and shrimp processing industries. These setbacks accentuate the challenges associated with generating adequate employment opportunities. The urban poor in Khulna also grapple with health risks attributed to inadequate sanitation infrastructure and restricted access to healthcare services.

Khulna's coastal location renders it highly susceptible to the adverse effects of climate change and natural disasters, including cyclones and flooding. These events disproportionately impact the already marginalized populations living in vulnerable areas. In navigating these complex urban dynamics, it is imperative to prioritize the needs and voices of the poor within urban development policies and

initiatives. By ensuring that the benefits of development are all-encompassing and sustainable, urban development can genuinely uplift the lives of the city's diverse residents

(xii) Increasing Salinity and Water Insecurity:

Increasing salinity and water insecurity in Bangladesh pose formidable challenges to the nation's socio-economic development, environment, and the well-being of its population. This issue is primarily driven by a combination of factors. Especially in southern part of Bangladesh like Khulna are the most vulnerable areas considering including climate change, rising sea levels, over-extraction of groundwater, and inadequate water management practices

Bangladesh is a deltaic country with a vast network of rivers and coastal areas. However, the intrusion of saline water into freshwater sources has become a significant concern. Rising sea levels caused by global warming lead to the encroachment of seawater into freshwater aquifers and rivers. This intrusion damages arable land, contaminates drinking water sources, and adversely affects agriculture, reducing crop yields and farmer livelihoods.

The competition for freshwater resources in Bangladesh is becoming increasingly intense due to a growing population, urbanization, and industrialization. This scarcity is exacerbated by erratic monsoon patterns resulting from climate change. Unpredictable rainfall and prolonged droughts hinder agricultural productivity and exacerbate water scarcity for drinking, irrigation, and sanitation purposes.

The consequences of salinity and water insecurity are far-reaching. Impacted agricultural lands lead to reduced crop yields and financial instability for farmers. In coastal regions, where many communities depend on fishing for their livelihoods, the intrusion of saline water into estuaries and rivers disrupts aquatic ecosystems, threatening fish populations and the livelihoods of those reliant on them. Additionally, contaminated water sources can lead to health issues, with communities facing increased risks of waterborne diseases.

(xiii) Improper Health, Nutrition and WASH:

Bangladesh faces significant challenges in ensuring proper health, nutrition, and Water, Sanitation, and Hygiene (WASH) for its population. These challenges are rooted in a complex interplay of factors, including poverty, inadequate infrastructure, and limited access to resources and education.

Access to quality healthcare is a pressing concern, especially in rural areas. Despite progress, the healthcare system in Bangladesh is strained due to high population density and limited resources. This leads to inadequate coverage and limited access to essential medical services, exacerbating preventable diseases and impacting the overall health of the population.

Malnutrition is a significant problem, particularly among children and pregnant women. Limited access to nutritious food, coupled with poor feeding practices and inadequate healthcare, contributes to stunting, wasting, and underweight issues. The long-term consequences of malnutrition hinder cognitive development, physical growth, and overall productivity, perpetuating a cycle of poverty.

Water, Sanitation, and Hygiene (WASH) deficiencies are critical challenges as well. Many people in Bangladesh lack access to clean drinking water, leading to waterborne diseases. Inadequate sanitation facilities and poor waste management contribute to environmental pollution and the spread of diseases. Lack of proper hygiene practices further escalates health risks.

The southwestern coastal region of Bangladesh faces additional challenges related to nutrition, health, livelihood, and WASH. This region is prone to natural disasters such as cyclones, floods, and tidal surges, which damage infrastructure and disrupt access to basic services. High salinity intrusion affects agricultural productivity and livelihoods, leading to food insecurity and malnutrition. Therefore, community-based incentives and initiatives are crucial to address health, nutrition, livelihood, and WASH services in this area.

The objective of the GRACE project is to empower local communities to take ownership of their health, nutrition, livelihood, and WASH outcomes, creating a sustainable pathway towards a healthier future. The project focuses on community mobilization, participatory decision-making, and involvement in project design and implementation. It aims to strengthen the capacity of local institutions and service providers through training and capacity building. Initiatives include promoting local adaptive livelihoods, nutrition, health, and WASH-sensitive behavioral changes, enhancing community clinic-based service delivery systems, and creating entrepreneurship for community mobilization. Surface water purification and rainwater harvesting systems are prioritized to address the scarcity of safe drinking water.

Overall, the GRACE project aims to address the complex challenges faced by communities in Bangladesh, particularly in the southwestern coastal region. By empowering communities and strengthening local institutions, the project seeks to improve health, nutrition, livelihood, and WASH outcomes while promoting sustainable and resilient communities.

(xiv) Environmental Awareness and Pollution

Environmental awareness and pollution are significant issues in Bangladesh. The country faces numerous environmental challenges due to its rapid industrialization, increasing urbanization, and population growth.

Pollution has emerged as a formidable threat to humanity, surpassing even the fear of nuclear explosions. The 19th-century industrial revolution triggered environmental catastrophes, leading the world to be more apprehensive about pollution's consequences. Technological progress has revolutionized lifestyles and economies, wielding substantial control over nature. Consequently, safeguarding the environment has gained global prominence for the well-being of people and economic growth.

Within this context, Bangladesh grapples with a host of environmental challenges, encompassing deforestation, land degradation, air and water pollution, and biodiversity loss. The influence of poverty on these issues is undeniable. Impoverished communities contribute significantly to environmental degradation. Poverty-driven deforestation prevails as natural forests decline at a rate of 3.3% annually. The pursuit of commercial logging, fuelwood collection, and agricultural expansion dismantles these forests. Monetary gains from logging further fuel this cycle, exacerbating deforestation. The growing populace necessitates more trees felled for fuel and farming space, worsening soil erosion and agricultural decline. Agricultural runoff contaminated with fertilizers and pesticides compounds water pollution. Poverty's grip compels reliance on biomass and firewood for fuel, causing air pollution that triggers respiratory ailments. Lacking education, the poor fail to recognize the hidden costs of unrestricted forest resource use.

Bangladesh's environmental landscape is hostile to healthy living. Severe air, water, and noise pollution imperil human health, ecosystems, and economic progress. Rising population, fossil fuel combustion, industrialization, and motorized transport contribute to air pollution. Arsenic pollution

taints underground water. Noise pollution plagues major cities' inhabitants. To delve deeper, let's explore various pollution dimensions.

Air pollution severely threatens urban populations in Bangladesh. Urbanization and motorization escalate the problem. Indoor pollution arises from cooking with biomass fuels and inadequate ventilation. Industries and vehicles stand as primary outdoor pollution sources.

Water pollution poses grave health risks. Dumping of municipal and hospital waste, coupled with toxic industrial discharges, contaminates surface and groundwater. Arsenic contamination is a pressing concern, primarily from industrial zones. Textile, pharmaceutical, metal processing, and other industries contribute to contamination. Ineffective Effluent Treatment plants further compound pollution. Rivers, like the Buriganga and Turag, suffer from toxic waste discharge.

Solid waste and sewage disposal practices deteriorate water quality. Around 4000 tons of waste are generated daily, with only half properly disposed. Inadequate sanitary facilities exacerbate this, as does hazardous waste mismanagement from hospitals.

Inadequate sanitation persists as a major environmental challenge, with limited sewerage infrastructure. Arsenic-contaminated groundwater affects nearly all of Bangladesh's population, surpassing acceptable limits.

Noise pollution poses severe health risks. Noise levels in Dhaka surpass acceptable standards, emanating from industries, vehicles, construction, and excessive loudspeakers. If unchecked, half of Dhaka's population could suffer hearing loss.

Pollution's health impacts are pronounced. Air pollution triggers headaches, vertigo, and respiratory issues. Lead exposure affects various bodily systems, including reproductive and circulatory systems. Carbon monoxide hampers growth and mental development. Water pollution leads to waterborne diseases. Arsenic poisoning causes respiratory and skin problems, kidney and lung cancer. Noise pollution affects hearing, heart health, and raises blood pressure.

Beyond immediate health impacts, pollution compromises economic growth. Addressing these environmental woes demands a collective effort encompassing education, policy enforcement, sustainable practices, and technological innovation.

(x) Climate Change and DRR

Bangladesh stands on hard hit in the event of climate change and associated sea level rise. This has been posing a tremendous threat to the biodiversity and, in turn, to the economy and sustainable livelihood of the people. Over the past twenty years, open water fish production and wetlands biodiversity have drastically declined due to obstruction of fish migration, use of destructive fishing practice, water pollution, and degradation of wetland habitat, morphological changes and diversion of wetlands which impact on the food security, nutrition and income of poor people of Bangladesh. The last 20-year trend reveals a serious decline of "natural" forest habitats. Outside the Sundarbans, only tiny patches of forests remain, and these are under severe fragmentation pressure. These patches house what remains of a biologically viable representative population of Bangladesh's biodiversity, likely a total area less than 300km². Unfortunately, this situation is quickly changing as pressure mounts from poaching, logging, and land conversion for shrimp farming.

Climate Change Consequences:

Agriculture vulnerabilities are rise in temperature, increase in CO2 level, sea level rise. *Effects on agriculture are loss of crop coverage and decrease in yield of crops, enhanced land degradation, loss of soil productivity, more infestation of pests and diseases, soil salinity build-up, loss of agrobiodiversity, erosion of land mass, increased intensity of devastating floods, irrigation water scarcity and lack of quality water, food security threatened and deterioration of livelihood of the poor living in the fragile ecosystem, etc.*

Increased frequency of Natural Disaster is the most negative consequence of climate change especially for Bangladesh. Rapid Onset and Slow onset disasters are very common experience and causing damage to lives, assets and infrastructure. Climate change increasing the intensity and frequency of natural disasters.

Vulnerability on Livelihoods, Ecological Bio-diversity and Safe Water are threatening the future development process and expected sustainability. Sundarbans bio-diversity is degrading regularly with the climatic change and impacting negatively on the livelihoods, economic opportunities and social systems of the Sundarban dependents. Salinity/saline intrusion and fall of ground water level are for risks for accessing safe and useable water.

Climatic Vulnerabilities Management and Policy Options, Bangladesh Climate Change Strategy and Action Plan, 2009 provides the vulnerability management and policy options which was based on six pillars namely-Comprehensive Disaster Management, Infrastructure, Research and Knowledge Management, Mitigation and low carbon development and lastly Capacity building and institutionalization. Inter-ministerial and inter-departmental coordination and capacity sharing is essential for establishing a climate resilient platform for sustainable development. Contemporary research and studies and on climate status and options for coping the changes is essential for proper development management and stability. The actions should be collective and participated by Government, Donors, Institutes, INGOs, Local and community-based groups.

CHAPTER-3: ORGANIZATIONAL STATEMENT AND CURRENT STATUS

3.1 About GRACE:

Green Resilience and Cooperation for Ecosystem (GRACE) is a national-level, non-governmental organization dedicated to social development, headquartered in the South-West region of Bangladesh, particularly in the Khulna district. Since its inception in 2015, GRACE has been committed to uplifting underprivileged communities across various development sectors, embodying the belief that unity is key to overcoming poverty.

The organization focuses on addressing the needs of the poor and marginalized, including women, children, those vulnerable to disasters, and individuals with disabilities, through a rights-based approach that respects the rich ethnic diversity, culture, practices, and values of Bangladesh. GRACE's major areas of work include Climate Change & Disaster Management; Environment & Food Sovereignty; Health, Nutrition and WASH; Governance & Human Rights; Education & Skill Development and Economic Development, Women's Empowerment & Community Participation. With its operations expanding, GRACE is approved to extend its impactful work to five districts- Khulna, Bagerhat, Satkhira, Patuakhali, and Rajshahi. The organization has been officially registered with the Social Service Department under the Ministry of Social Welfare since 2016, reinforcing its commitment to sustain and transform the development of our society through cooperation.

3.2 Vision and Mission of GRACE:

The strategic planning process reaffirms the mission and vision of the community, the strategic priorities to accomplish the vision, and reconfirms values to maintain as the First Nation works towards meeting the priorities.

Vision Statement:

"In our quest for a society free from poverty, we aim to promote human rights, uphold dignity, and champion social justice. Our commitment extends to building local capacities, eliminating gender discrimination, and mitigating vulnerability to climate change. By fostering an environment that prioritizes these values, we envision a comprehensive transformation that not only eradicates poverty but also ensures the empowerment and resilience of our communities."

Mission:

WPF mission is to collaboratively work with communities, fostering socioeconomic advancement, promoting gender equality, and instigating positive transformations among the marginalized, disadvantaged, and vulnerable individuals within society. Through close partnerships with government line departments, local governance structures, civil societies, NGOs, private sectors, development partners, and various stakeholders, we strive to catalyze inclusive and sustainable change, ensuring the holistic development and empowerment of the communities we serve."

3.3 Our Core Values and Principals:



- 1. Humanity:** We prioritize human welfare and dignity in all our actions.
- 2. Teamwork:** We emphasize collective effort and collaboration.
- 3. Innovation:** We want to promote change through creative methods, to shine a light on ignored issues. We have a culture of improving ideas from the grassroots. We are resilient and view failure as something to learn from and do better next time.
- 4. Honesty, Accountability, and Transparency:** We maintain integrity, responsibility, and openness in our operations. We believe in honesty. We want our work to be as visible as possible and maximum access to information regarding the management of resources and the impact of our actions, in pursuit of the highest level of social and economic accountability to encourage everyone to join us in our vision.
- 5. Leadership:** We inspire and guide others towards achieving shared goals.
- 6. Sensitiveness (Gender, Children and Youth):** We are committed to addressing gender disparities and promoting equality.
- 7. Community Participation:** We engage and involve communities in our decision-making processes.
- 8. Respect & Empathy:** We treat everyone with respect and strive to understand diverse perspectives. We believe in showing kindness and empathy towards all individuals, regardless of their background or circumstances. By practicing compassion, we can create a more inclusive and understanding society

- 9. Justice, Equity, and Inclusion:** We strive for fairness, equal opportunities, and inclusiveness for all.
- 10. Sustainability & Resilience:** We are committed to protecting the environment and preserving resources for future generations. By promoting sustainability, we can ensure a healthy and thriving planet for all humanity
- 11. Collaboration and Cooperation:** We believe in working together with others to address the challenges facing humanity. By collaborating with diverse perspectives and talents, we can create innovative solutions to complex problems

3.4 Thematic Area of GRACE:



1. Social Entrepreneur, Business Development and private Sector Engagement

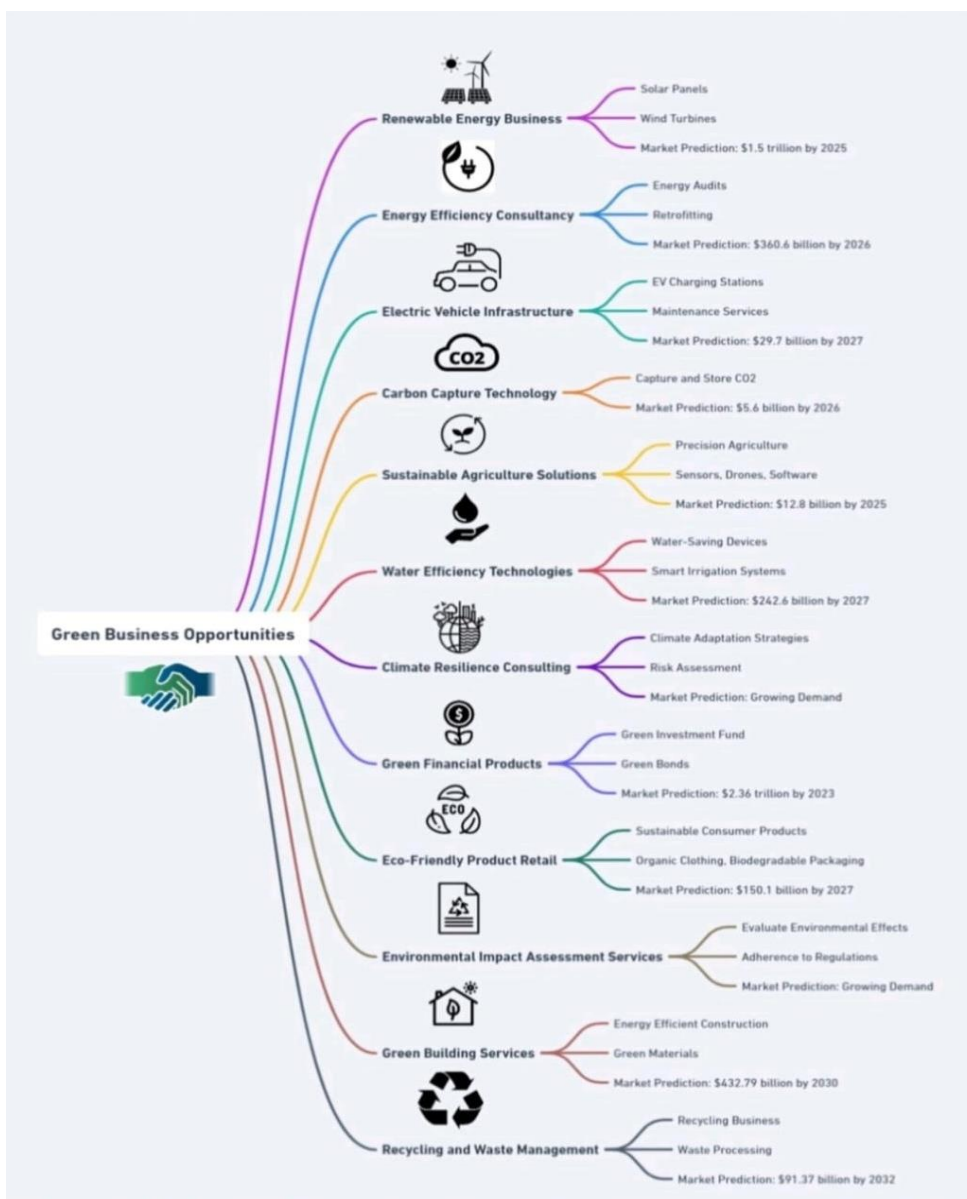
The thematic areas of Social Entrepreneurship, Business Development, and Private Sector Engagement are intertwined, offering a robust strategy for innovative, market-driven approaches to societal problems. These domains, while unique in focus and methods, share the objective of fostering sustainable and significant change across global communities and economies.

Social Entrepreneurship blends market mechanisms with the goal of social improvement, where entrepreneurs apply business strategies to tackle social, cultural, or environmental issues, aiming for solutions that are both economically viable and socially impactful. They focus on innovation to meet the overlooked needs of communities or solve root problems, emphasizing sustainability and scalability.

Business Development in this realm focuses on strategies and actions that help socially or environmentally driven businesses grow and become more resilient. It's essential for the survival and impact maximization of social enterprises, involving market expansion, strategic partnerships, and organizational strengthening.

Private Sector Engagement is about the synergy between social enterprises, NGOs, and businesses, leveraging each other's strengths for mutual and societal benefit. Through CSR, impact investing, and partnerships, it showcases the necessity of collective efforts from all sectors for sustainable development and social impact.

Collectively, these areas form a strategic framework to use business and market forces for social change, marrying the innovation of social entrepreneurship with business development and private sector involvement. This comprehensive approach not only aims to advance economic development but also promotes inclusivity, equity, and sustainability for the future.

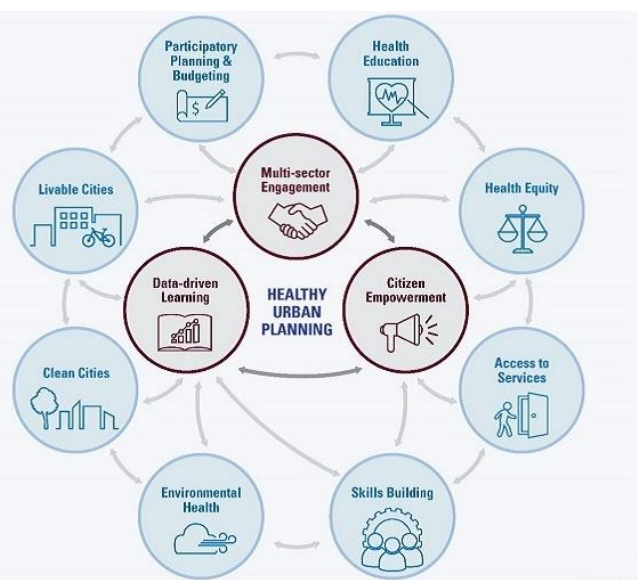


2. Climate Change, Disaster Management and Environmental Protection:

The thematic area of Climate Change, Disaster Management, and Environmental Protection encapsulates a unified approach towards safeguarding our planet and ensuring resilience against natural and human-induced hazards. It addresses the urgent need to combat climate change by reducing greenhouse gas emissions, enhancing carbon sinks, and implementing adaptation measures. Disaster Management is integral to this theme, focusing on preparing for, responding to, and recovering from natural disasters, with strategies that minimize loss and facilitate quick recovery. Environmental Protection underpins both efforts, advocating for the conservation of natural resources, preservation of biodiversity, and the prevention of pollution to maintain ecosystems that support life and mitigate the impacts of climate change. Together, these interconnected domains emphasize a proactive and preventative stance on environmental stewardship, resilience building, and sustainable living, aiming to create a harmonious balance between human activities and the natural world for current and future generations.

3. Health, Nutrition, and WASH:

The area of Health, Nutrition, and WASH (Water, Sanitation, and Hygiene) integrates critical components essential for Improving access to basic healthcare services, nutrition, and WASH services focusing on maternal, newborn, child health, and combating malnutrition and for fostering public health and ensuring the well-being of communities worldwide. This holistic approach underscores the interdependence of adequate healthcare, proper nutrition, and access to clean water and sanitation facilities as foundational to preventing disease and promoting health. Health initiatives focus on improving medical care, disease prevention, and health education. Nutrition efforts aim to ensure food security and address malnutrition, recognizing its vital role in supporting immune function and overall health. WASH programs prioritize access to safe water, adequate sanitation, and hygiene education to prevent waterborne diseases and improve quality of life. Together, these sectors work synergistically to tackle the root causes of ill health, enhance resilience against health challenges, and pave the way for sustainable development and a healthier future for all communities.



4. Urban Resilience (health, Climate change, Advocacy, Governance):

Urban Resilience encompasses a comprehensive strategy aimed at strengthening the fabric of cities to withstand and thrive amidst various challenges, including climate change, migration, disasters, and socio-economic disparities. This thematic area integrates urban health, ensuring access to nutrition and WASH (Water, Sanitation, and Hygiene) facilities, which are pivotal for preventing diseases and promoting well-being among urban populations including Climate change, Advocacy, Governance issues. It addresses the

complexities of migration by creating inclusive communities that support both newcomers and residents. Climate change and disaster management are critical, focusing on making urban infrastructure resilient against extreme weather events and environmental stressors. Urban agriculture emerges as a solution for food security, greening, and job creation, contributing to the economic empowerment of city dwellers. By weaving together these components, Urban Resilience aims to build adaptable, sustainable cities that protect and enhance the quality of life for all inhabitants, ensuring that urban centers are places of opportunity, safety, and environmental stewardship.

5. Education & Skill Development:

Enhancing access to quality education and vocational training for underprivileged youth and adults to improve livelihood opportunities.

Education & Skill Development is a multifaceted thematic area dedicated to equipping individuals with the knowledge, abilities, and competencies necessary for personal growth, economic empowerment, and societal progress. It encompasses formal education systems, vocational training, and lifelong learning initiatives aimed at fostering critical thinking, creativity, and adaptability. This thematic area prioritizes universal access to quality education, regardless of socio-economic background or geographical location, recognizing education as a fundamental human right and a cornerstone of sustainable development. Skill development initiatives focus on bridging the gap between education and employment, equipping individuals with the practical skills needed to thrive in today's rapidly changing job market. By investing in education and skill development, societies can unlock human potential, foster innovation, and build resilient communities prepared to tackle the challenges of the future.

6. Children and Youth Development:

Children and Youth Development represents a holistic approach to nurturing the physical, cognitive, emotional, and social well-being of young people, laying the foundation for their future success and contributing to societal advancement. This thematic area encompasses a range of interventions, including access to education, healthcare, protection from exploitation and violence, and opportunities for meaningful participation in decision-making processes. By investing in children and youth, societies can unlock their full potential as agents of positive change, fostering innovation, resilience, and sustainable development. Prioritizing their development ensures a more equitable and prosperous future for individuals and communities worldwide.

Integrated Mended: Some sectors has been embedded with all mentioned thematic area's and GRACE will be responsible for ensuring Disability and Social Inclusion, Governance & Human Rights, Economic Development, Women's Empowerment & Community Participation each and every sectors

3.5 Governances of GRACE:

A General Body governs GRACE. General Body elects a 7-member Executive Committee (EC). EC provides policy guidelines. The Member Secretary of the EC guides the team/staff members in order to accomplish the day to day activities, as Executive Director of the organization. As member secretary of the organization, Executive Director organizes monthly meeting and all agendas including problems of the participants which are collected from field level are discussed in the meeting and the executive committee take decisions on behalf of organization and send to the field for execution In this process two way techniques (Bottom to up and Up to Bottom) are maintained in decision making. Besides, GRACE organizes Annual General Meeting

(AGM) in each financial year, where all member of general body attend the meeting. All agendas of Executive committee within the period have reviewed in this meeting. All sectoral head on behalf of the Executive Director, present their yearly progress and provide answer to queries to the general body if required. Yearly budget is also reviewed and budget for next year is approved in the AGM.

3.6 Legal Status:

- Registered with the Department of Social Service in 2016, Registration No. Khulna/1552/2016
- Tax Identification Number TIN) –
- Value Added Tax Registration Certificate, BIN:

3.7 Current Geographical Coverage:

Currently GRACE covered Rupsha Upazila and Khulna City Corporation area.

3.8 Human Resource:

The organization operates under the supervision of the Executive Committee (EC) and the Governing Council (GC) board. However, to manage small-scale activities, GRACE employs one Finance Officer, one Field Facilitator, and one Service Staff as part-time staff. Additionally, five Community Volunteers are actively involved with the organization. As of March 2024, one Executive Director, one Program Manager, and one Manager MEAL have been contributing their services as volunteer

3.9 Stakeholders and Program Participants:

Program Participants and Beneficiaries

- People living in the climate vulnerable hotspots in the coastal areas
- Climate migrants in urban areas
- Poor and marginal occupational groups
- Children at risk and in vulnerable situation
- Vulnerable adolescent girls and young women
- People with disability
- Indigenous people
- People living in the Chars

Stakeholders

- Academician/ University Teacher
- Bangladesh Water Development Board
- City Corporation
- Civil Society
- Community Base Organization (CBOs)
- Department of Agriculture Extension
- Department of Disaster Management
- Department of Environment
- Department of Forest (DoF)
- Department of Public Health and Engineering (DPHE)
- DRR expert

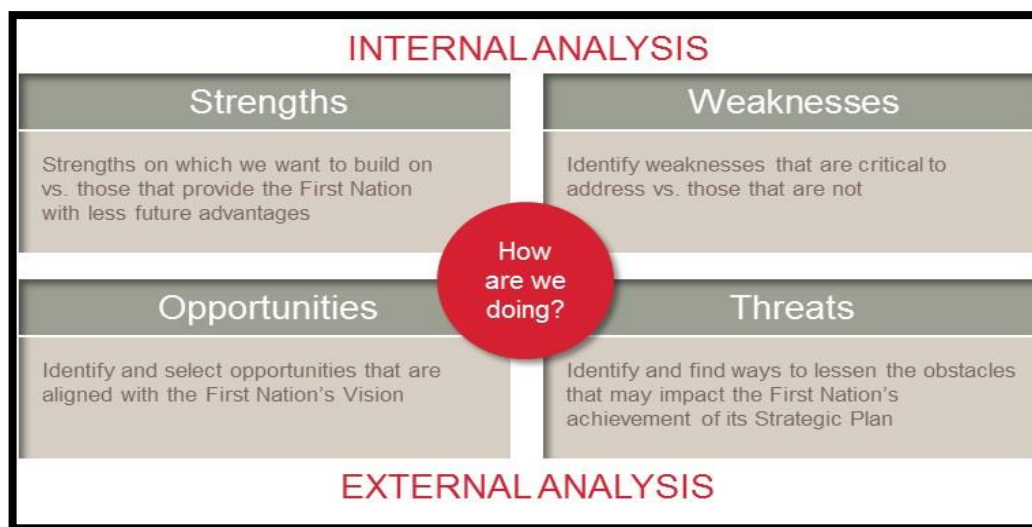
- DRRO
- Journalist
- Khulna Development Authority (KDA)
- Local Elected Bodies (LEBs)
- Local NGOs
- Media
- Member of Parliament
- Metrological Department
- NGOs
- Policy Actors and Lawmakers
- Red Crescent Society
- Religious Leader
- Schools Management Committee
- Teacher
- Universities
- University students
- Upazila, District & Divisional Administration
- WASA

Overall GRACE works with poor, marginalized and disadvantaged communities especially on women, children, ethnic minorities, char & Slum dwellers as its primary target group and looks to assist them uplift their livelihoods through their own efforts.

The organization's secondary target comprise of organized communities who are focused in looking to uplift themselves in a sustainable manner through empowerment process.

CHAPTER-4: SWOT ANALYSIS AND RISK MANAGEMENT PLAN

4.1 Risk analysis (Strength, Weakness, Opportunities and Threat)



STRENGTH	WEEKNESS
- Different Policies like-Financial, Human Resources, Gender, Child Protection, Anti-fraud and money laundering policy, Information Disclosure Policies and its application - Functional Executive Committee - Dedicated and experienced Program management teams - Good working relations with LGIs, Community, Community elite, Upazila District and central Administration and other stakeholders. - Working experience with coastal communities - Climate Change, Livelihood, Health Nutrition and WASH, DRR experts - Value driven organization and mandate - Team work - Strong management team - Positive donor relations - Pleasant work environment, and Transparency - Qualified and dedicated staff, and donor need - Non-political identity - Established the organization with experienced personnel	- Inadequate funds/Projects - Donor dependency - Organizational contingency fund - Organizational Structure including furniture and IT settings - Less known organization among stake-holders - Interested donor engagement
OPPORTUNITIES	THREATS
- Qualified staff easily available - Donor interest - Continued International community interest - More functional linkage with existing donors and search for new donors	- Government policies are in favour of continuing development programs of NGOs. - Donor Engagement - Fund availability

• Extensive on-line publicity and networking opportunities • Increase in community demand • Tendency of the government and donors for contracting out projects	• Political situation and unrest economy. • Environmental changes (global warming, earthquake, etc.)
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4.2 Risk Management Plan

Probable areas of risk	Risk Management strategies
Donor dependency for Resource (Grant) mobilization	• Searching calls of different donor agencies. • Developing Concepts and Proposals for submission to specific donors for funding. • Strengthening fund payable staffs are transferred to other projects of the organization • Some funds d raising unit or the organization. • Create own fund for sustainability
Accommodating capacity for skilled and capable staffs	• Skilled and care allocated for exceptionally skilled and capable staffs.
Adjustment in new areas with new projects	• Organize project inception meeting with related stakeholders sharing project purpose, resources and programming principles. • Rapport building with community people and other stakeholders. • Deploy experienced and capable staffs
Proper assessment for compliance of norms, policies and values of the organization.	• Discussion with project staffs in monthly/bi-monthly meetings. • Orientation of staffs about policies, norms and values. • GRACE is stick to non-compliance or values, norms and policies
Emergency fund for staffs	• Staff group insurance policies are there to cover emergency risk or staffs fall into any unexpected harms.
Contingency funds for disaster risk management	• Options are kept for contingency funds in project budgets. • Maintaining linkage and communication about the alarming situation for disasters. • Quick assessment for losses and damages caused to human lives, properties, crops and infrastructures and communicate with donors and Government agencies.
Political influence.	• Rapport building • Transparent selection processes of working areas, project participants ensuring participation or local elected body representative (s). • Interactive discussion with politicians and government duty bearers by involving civil society and media

CHAPTER-5: VISION 2030

5.1 Strategic vision, Objectives, Outcome and Activities

Strategic vision-01: Cooperation with the Academic Institutions and Potential private sectors

Objective

To forge and strengthen collaborations with leading academic institutions and key players in the private sector to enhance research, development, and implementation of innovative solutions addressing key challenges faced by the community.

Outcomes

1. **Enhanced Innovation and Research Capabilities:** By partnering with academic institutions, GRACE aims to leverage cutting-edge research and technological advancements to develop sustainable solutions tailored to local needs.
2. **Increased Industry Engagement:** Collaboration with the private sector is expected to facilitate the practical application of research findings and the integration of corporate expertise in project execution, resulting in more robust and scalable initiatives.
3. **Skill Development and Knowledge Transfer:** These partnerships will provide avenues for skill development and knowledge transfer, benefiting both GRACE's staff and the wider community, thereby enhancing local expertise and employment opportunities.
4. **Sustainable Development Goals (SDG) Alignment:** Projects developed through these collaborations will align with Sustainable Development Goals, promoting a broader impact on economic, social, and environmental fronts.

Activities

1. **Establishment of Formal Partnerships:** Develop formal agreements with academic and private sector partners that outline the scope of collaboration, mutual benefits, and governance mechanisms.
2. **Joint Research Projects:** Initiate co-developed research projects focused on solving specific local issues, such as water management, sustainable agriculture, or renewable energy solutions. These projects will utilize the academic expertise of universities and the practical insights of private sector partners.
3. **Internship and Fellowship Programs:** Launch internship and fellowship programs that allow students and researchers to work on real-world projects under the guidance of GRACE and its partners, enhancing practical learning and professional development.
4. **Workshops and Seminars:** Organize regular workshops and seminars led by experts from academia and the industry to disseminate knowledge, share best practices, and discuss recent advancements in relevant fields.
5. **Technology Transfer Initiatives:** Facilitate technology transfer between academic institutions, private sector entities, and GRACE, ensuring that innovative technologies are effectively adapted and utilized within community projects.

6. **Publication and Dissemination:** Collaborate on publishing research findings and case studies that highlight successful collaborations and the tangible benefits of such partnerships, enhancing the visibility and impact of joint efforts.

By focusing on these activities, GRACE aims to build a robust network of collaborations that not only fuels innovation and development within the organization but also contributes significantly to community advancement and sustainability.

Strategic vision-02: Capacity building of the organization/Staffs

Objectives:

- To establish an efficient and effective Finance & administration with competent staff in different level of programmes.
- To arrange appropriate capacity building training for the staffs so that they could be skilled in performing their job responsibilities.
- To develop the staffs in a competitive environment providing a socio cultural and gender balanced setting so that leadership could develop among them.

Outcome:

- Finance & Administrative function of the organization is running efficiently and smoothly.
- Knowledgeable, experienced, dedicated and potential staffs are recruited and they are skilled in performing their job responsibilities.
- Need oriented trainings for the staffs are arranged regularly.
- New leadership among the staffs is developing.
- Staffs are enjoying competitive environment in an organized socio cultural and gender balanced settings.

Activities:

- Enhancing the capacity of administrative department.
- Recruitment of knowledgeable, experienced and dedicated workers.
- Recruitment of more female staffs at higher positions for balancing the gender composition of the Organization.
- Arrangement of appropriate training for the staffs, especially on IT, MIS, participatory planning process, M&E, RBA, national and global politico economy, presentation and communication skill, negotiation skill, art of advocacy, leadership, etc.
- Provision for awards and incentives for good performance.
- Capacity building of the staffs for decentralizing the decision-making process.
- Cultural development of the staff.
- Creating more gender sensitization among the staff.
- Leadership development among the staff.

Strategic Vision-03: Resource generation and mobilization

Objectives:

- ✓ To establish a computerized MIS and PPMS for self-performance evaluation and ensuring accountability to the community people, donor, government and staff.
- ✓ To strengthen Internal Audit System.
- ✓ To establish a project plans and fund rising cell to develop traditional and alternative fund-raising mechanism with proper fund-raising initiatives.

Outcome:

- A MIS is developed and it is running smoothly with updated information.
- A PPMS is designed for self-performance evaluation and ensuring accountability to the community people, donor, government and staff.
- A project planning and fund-raising cell is developed and various kinds of project is undertaken by the organization with proper initiatives of the cell.

Activities:

- Establishment of a computerized MIS.
- Designing of a PPMS.
- Updating the present web site of GRACE (www.GRACEbangladesh.org) with the information about the recent programmes and activities.
- Undertake cost-effective measures to implement the interventions.
- Establishing a project planning and fund-raising cell.
- Developing traditional and alternative fund-raising mechanism in the Organization.
- Train up managerial staffs on project planning to support the fund-raising initiatives.
- Set up a modern training center from where staffs of GRACE and other organizations can receive necessary trainings and orientations.
- Prepare strategy/ policy papers on different working issues to express the stands of GRACE to the people and the donors.

Strategic Vision -04: Linkages, partnership and network

Objectives:

- To set up effective linkage with various GOs and NGOs and network with likeminded NGOs.
- To develop strategic Partnerships through multi-stakeholder partnerships, learning networks and alliances at local, national, and regional (global) levels, considering GRACE programmatic priorities

Outcome:

- The organization is sharing their opinion, belief, conception and values with other likeminded NGOs.
- Activity oriented relationship and linkage with organizations is grown in broader perspective to build coalition and alliance.

Activities:

- Communication with other organizations for their cooperation with a view to welfare of the community people in an advocacy issue.
- GRACE will consult with key stakeholders to gather their insights and assessments about our overall efforts

Strategic Vision -05: Monitoring, Evaluation, learning and Action

Objectives:

- To set up and manage better Knowledge Management and communication
- To ensure Result Oriented Monitoring
- To do internal evaluation and end-line survey for learning and way forwards.
- To undertake a strategic evaluative research process to assess our overall strategies, test the core assumptions

Outcome:

- Building organisational knowledge and accountability (increase accountability to different stakeholders)
- Systematic monitoring against programme indicators and Results and thus developing Knowledge Base
- Feeding learning into decision-making and way forwards

Activities:

- Participation in PCM
- Use different processes for different needs
- Integrate M&E into everyday work
- Link learning with decision-making and use knowledge, innovation and education to build a confident, humanitarian, total responsive, equitable and poverty free society.
- Secure adequate resources
- Involve key stakeholders
- Use Technology (SMART Phone, GPS) for real time monitoring and database

5.2 Implementation Approach

GRACE follows a comprehensive development philosophy that revolves around empowering the impoverished. The organization's programs and activities are carefully crafted through a participatory process, involving the direct input of the underprivileged and addressing their immediate needs.

The core objective of GRACE is to bring about sustainable improvements in the living standards of the poor and disadvantaged. To achieve this ambitious goal, GRACE equips them with essential skills, knowledge, confidence, and access to appropriate institutions and services. Moreover, GRACE ensures that environmental resources are made available to help them effectively tackle their challenges. Through this all-encompassing approach, GRACE strives to create lasting positive change in the lives of those in need.

5.3 Geographical Concentration

GRACE primarily operates in the southwestern region of Bangladesh, undertaking some of its initial initiatives through community engagement in Khulna City Corporation and Rupsha Upazila. GRACE is planning to extend its activities to encompass five districts—Khulna, Bagerhat, Satkhira, Patuakhali in the coastal region, and Rajshahi. These areas offer promising opportunities for GRACE to launch innovative programs.

5.4 Fundraising/donor Concentration

A. Donor focusing Fundraising Strategy:

1. Assessment of Current Funding Situation

- **Audit Past and Present Fundraising Activities:** Review effectiveness, identify what has worked and areas needing improvement.
- **Financial Needs Analysis:** Determine the financial requirements to support ongoing and new initiatives.
- **Donor Feedback:** Collect and analyze feedback from current donors to enhance future engagement strategies.

2. Goal Setting

- **Define Clear Fundraising Goals:** Set specific, measurable, achievable, relevant, and time-bound (SMART) goals for different periods within the 2024-2030 timeframe.
- **Align Goals with Mission:** Ensure that fundraising goals support and align with GRACE's mission and strategic objectives.

3. Development of Fundraising Strategy

- **Diversify Funding Sources:** Include a mix of individual donations, grants, corporate sponsorships, and special events.
- **Innovative Fundraising Methods:** Explore digital fundraising, social media campaigns, peer-to-peer fundraising, and major giving programs.
- **Planned Giving Programs:** Develop a program to cultivate bequests and other forms of planned giving.

4. Donor Segmentation and Targeting

- **Segment Donor Base:** Classify donors based on factors like donation size, frequency, interests, and engagement level.
- **Customize Outreach:** Tailor communications and engagement strategies to different segments to maximize donor retention and acquisition.

5. Stakeholder Engagement Plan

- **Internal Engagement:** Ensure all team members understand and can advocate for GRACE's fundraising goals and strategies.
- **External Engagement:** Plan ongoing engagement with donors, stakeholders, and the community to keep them informed and involved.

6. Implementation of Fundraising Activities

- **Calendar of Fundraising Events:** Schedule and plan for regular fundraising events, campaigns, and donor recognition activities.
- **Grant Applications:** Regularly apply for grants, aligning with each grantor's focus areas and requirements.
- **Corporate Partnerships:** Develop and maintain relationships with corporate entities for mutual benefits.

7. Monitoring and Evaluation

- **Performance Metrics:** Establish metrics to measure the effectiveness of fundraising activities.
- **Regular Reviews:** Conduct periodic reviews of fundraising strategies and activities to adapt to changing circumstances and improvements.

8. Marketing and Communications

- **Branding and Messaging:** Ensure consistent and compelling messaging across all platforms.
- **Promotional Materials:** Create and distribute materials that effectively communicate GRACE's impact and needs.

- **Digital Presence:** Enhance online presence through website updates, social media engagement, and online fundraising platforms.

9. Capacity Building

- **Training Staff:** Provide training and professional development for staff to improve fundraising skills.
- **Invest in Technology:** Upgrade technologies to support fundraising, donor management, and communications.

10. Long-term Relationship Building

- **Donor Stewardship:** Develop a donor stewardship program that fosters long-term relationships and encourages recurring contributions.
- **Feedback Mechanisms:** Implement systems to gather continuous feedback from donors and adjust strategies as necessary.

By following these steps, GRACE can establish a robust and dynamic fundraising strategy that not only meets its financial goals but also strengthens its overall mission impact from 2024 to 2030.

B. Fundraising Strategy through non-profit green business:

For a non-profit organization like GRACE, which presumably focuses on sustainability and community-oriented objectives, creating a green business model for fundraising and ensuring long-term sustainability involves harnessing eco-friendly practices, innovative technologies, and partnerships. Here are several green business ideas that GRACE could consider to generate revenue while advancing its sustainability goals:

1. Eco-Friendly Products

- **Manufacture and Sell Sustainable Goods:** Products such as reusable bags, eco-friendly water bottles, bamboo utensils, and biodegradable products can be sold to raise funds.
- **Organic Gardening Kits:** Sell kits that include seeds, compost, and biodegradable pots for home gardening enthusiasts.

2. Recycling Programs

- **Electronic Waste Recycling:** Partner with electronic companies to collect and recycle e-waste, generating revenue from refurbished items or recycled materials.
- **Upcycling Workshops:** Organize workshops teaching people how to repurpose old materials into valuable new products, charging a fee for attendance.

3. Renewable Energy Projects

- **Solar Panel Initiatives:** Install solar panels on community buildings or homes, with profits generated from selling excess electricity back to the grid.
- **Small-scale Wind Turbines:** Invest in small wind turbines for local energy production, potentially qualifying for renewable energy incentives and grants.

4. Green Services

- **Eco-Consulting Services:** Provide sustainability consulting for local businesses or individuals looking to reduce their carbon footprint.
- **Environmental Education and Training:** Offer courses and workshops on sustainable living, conservation, and green technologies.

5. Community Supported Agriculture (CSA)

- **Organic Farming Co-op:** Launch a community-supported agriculture program where community members buy shares of a farm's harvest in advance.
- **Farm-to-Table Events:** Host dining events that feature local, sustainable produce and products.

6. Green Tourism

- **Eco-Tours:** Offer tours that educate participants on local ecosystems, conservation efforts, and sustainable practices.

- **Eco-Lodging:** Establish a small eco-friendly lodge or campsite that adheres to sustainability principles.

7. Partnerships with Green Businesses

- **Affiliate Marketing:** Partner with existing eco-friendly companies and receive a commission for referrals or sales generated through the organization.
- **Joint Venture Initiatives:** Collaborate on larger projects that align with GRACE's mission, such as community clean-up days or reforestation drives.

8. Carbon Offset Programs

- **Tree Planting Drives:** Sell carbon offsets by planting trees locally or globally, which can also involve community participation and education.

9. Sustainability Membership Clubs

- **Exclusive Content and Benefits:** Create a membership program offering newsletters, discounts on green products, and exclusive updates on sustainability projects.

10. Green Crowdfunding

- **Specific Project Funding:** Use platforms like Kickstarter or GoFundMe to fund specific green projects, from community gardens to renewable energy installations.

By adopting one or more of these green business ideas, GRACE can not only raise funds to support its non-profit activities but also reinforce its commitment to environmental sustainability and community involvement. Each initiative offers the potential to create multiple streams of income while promoting ecological awareness and responsibility.

5.5 Programme partners and their roles

GRACE is working since eight years back (2015) with local communities and local LGIs. Apart from this different local organizations and government departments assist GRACE to establish rights of the poor people ensure safe environment, reduce/eliminate poverty and social discrimination and injustice. GRACE incorporate civil society people with its socio-economic development works

Partners (National & International Organization)

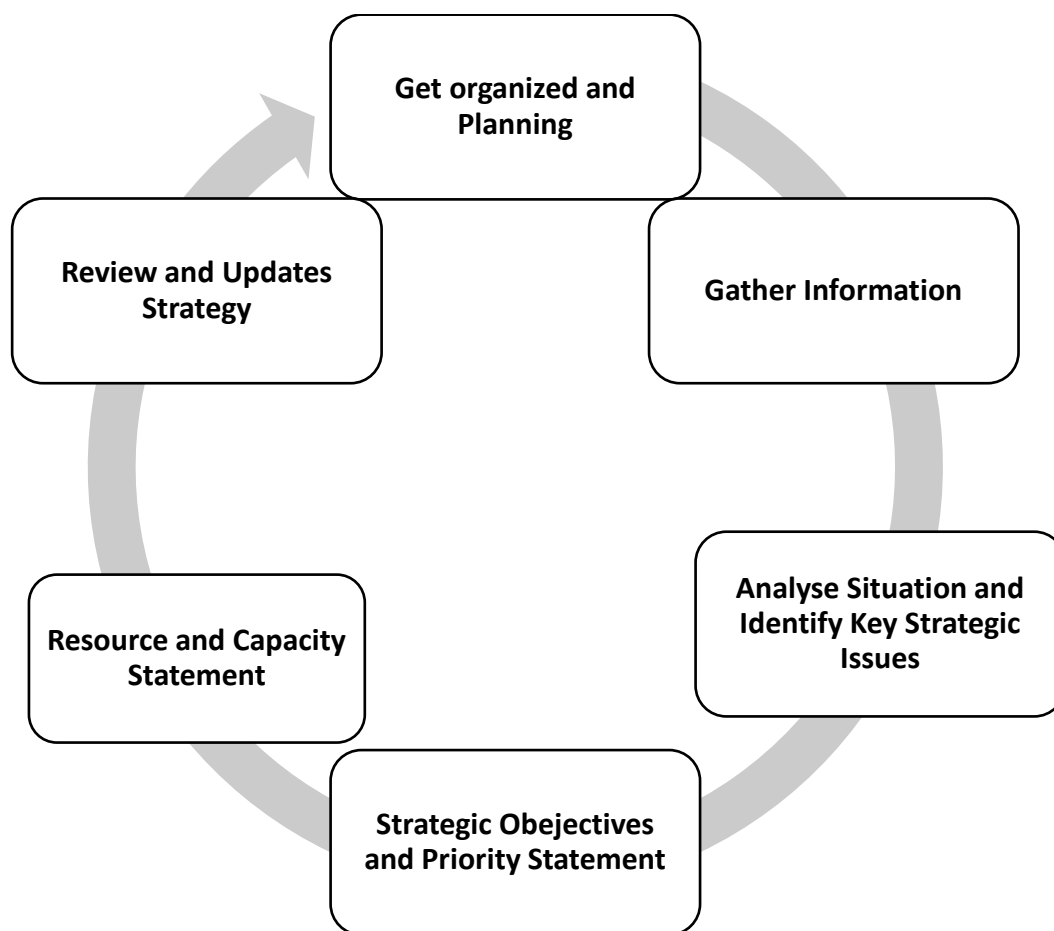
Currently, GRACE has no national or international partners. However, starting in 2024, GRACE plans to enter the second phase of collaboration, cooperation, and funding with both national and international partners. From its inception, GRACE has been actively working with the local community and its leaders.

Government Institution

City level government bodies and institutions including Local LGIS and department of Social welfare also

CHAPTER-6: STRATEGIC GOALS / STRATEGIC DECLARATIONS FOR 2024-2030

6.1 Strategic Process



6.2 Strategic Objective

- To enhance resilience of vulnerable communities - through disaster risk reduction, climate change adaptation and mitigation, and disaster preparedness and management in rural and urban set up.
- To ensure equity and sustainability – to ensure resources are shared fairly between everyone, while safeguarding the earth’s finite resources through access and control over information, services, and resources along with biodiversity conservation, awareness raising and responsive governance.
- To support the marginalized and vulnerable to voice for their needs and address root causes of poverty along and ensuring food sovereignty through promoting resilient livelihoods, creating market opportunity, value chain development, people-cantered income generation, and optimum use of resources in rural and urban areas.

- To reduce social discrimination, injustice, and inequality through quality education, awareness building, mobilization, appropriate partnership, and building strategic alliances with multidimensional actors.
- To promote inclusion through mainstreaming gender, child rights, disability, and other types of marginalization.

6.3 Organizational Strategic Principles

- ✓ Taking stand for the poor, marginal and vulnerable disadvantaged people specially affected by frequent natural disasters and climate change impacts.
- ✓ Resist discrimination of poor people, ensure rights, and entitlements,
- ✓ Pay special attention to marginal and socially excluded people
- ✓ Express solidarity to other movements and campaigns that address problems of poor disadvantaged people
- ✓ Resist process and activities that destroy environment and biodiversity along with natural protection measures (rivers, forest, plantation)
- ✓ Practice cost-effective, people centered and participatory development measures
- ✓ Promote environmentally friendly livelihoods and protect environmental degradation along with resilience capacity.
- ✓ Avoid duplication or overlapping of resources with other development agencies in terms of similar services/activities
- ✓ Perceive development as political agenda, but practice no partisan politics. However, it strategically engages political institutions or parties, which take stands for poor people.
- ✓ Promote values and culture that respect the differences in the group of gender, caste, religion and race.
- ✓ Protest such technologies which threaten the dignity and individuality of a human being or trapped him/her as a subject of experiment.
- ✓ Aims to learn from indigenous knowledge and technology.
- ✓ Promote people's participation to perceive the experience of community people.
- ✓ Equity based development rather than growth-oriented development.

6.4 Strategic Priorities

By conducting this prioritization exercise, GRACE successfully visualized the interests, demands, capacities, and coverage of various stakeholders. This valuable insight has paved the way for GRACE to formulate a people-cantered strategic plan for the period of 2024-2028, ensuring that the needs and aspirations of all involved parties are taken into account in moving forward.

	<i>Issue/Thematic Area</i>	<i>Prioritization Score (Out of 40)</i>				<i>Total Number</i>
		<i>People' s Demand</i>	<i>Interest of Donor</i>	<i>Presence of other Organization</i>	<i>Organization' s Interest & Strength</i>	
1	Social Entrepreneur, Business Development and private Sector Engagement	10	09	07	07	33
2	Climate Change, Disaster Management and Environmental Protection - Emergency Response, Recovery & DRR - Poverty & Livelihoods Security	10	8	7	8	33
3	Education and Skill Development	10	9	6	7	32
4	Urban Poverty and Resilience (health and climate change)	10	6	7	9	32
5	Disability and Social Inclusion	8	8	7	7	30
6	Health, Nutrition and WASH	10	7	4	8	29
7	Gender, Child Rights and Youth Development	9	6	4	8	27

Considering the scoring of this exercise it is obvious that GRACE will focus future works in the field of Social Entrepreneur, Business Development and private Sector Engagement, Climate Change, Disaster Management and Environmental Protection including emergency response and livelihood Security, urban poverty and resilience, Governance and Human Rights especially Child Rights, excluded people's rights along with facilitating a society with good nutrition and health awareness and practices. Based on the management decision, GRACE has upgraded five thematic focuses including Child protection and youth engagement, Climate Change and Disaster Management, Governance and Human Rights, Environment and Food Sovereignty, and Urban Poverty and Resilience.

6.5 Program Approach

GRACE works mainly on rights-based approach. The organization expects such a poverty free environment, where all the citizens of Bangladesh can exercise their essential human, social, economic, political, civic and environmental rights to enjoy a dignified life. Thematically its

development model is holistic and generally covers the regional priorities like education, health, agriculture, environment, nutrition, WASH, livelihood, gender, child rights, disabilities and marginalization, climate change and disaster vulnerabilities. These priorities are covered under GRACE thematic focus.

6.6 Guiding Policies

GRACE believes that organizational governance is highly important to establish participatory, right based approach in society. The organization has well-structured policies to guide the organization. Among those- Information Disclosure policy, Human Resource Development & Management policy, Financial Management Manual, Gender policy, Conflict of Interest policy, Security policy, Staff Savings Fund policy, Anti-corruption and anti-fraud policy, Child Protection policy, Strategic plan, Procurement policy & procedures, Policy on protection from sexual exploitation and abuse, Monitoring Guideline, E-mail security and IT policy, Fund Raising strategy policy, and Foreign Exchange Risk Management Strategy are important ones. Moreover, GRACE has its own strategic policy to meet the target of contemporary development in the upcoming years addressing under thematic areas. A strong participatory administrative structure is also persisting for better performance of the organization and effective management of ongoing programs. GRACE always emphasize on building staff capacity to empower staff and for quality implementation of its program. GRACE has a strong monitoring system in place in the organization which help the administration and policy makers for smooth running of the program and the organization. Again, linkage development and establish networking with different Government departments, NGOs and other national-international organizations is crucial strength of GRACE to gear up the program activities as well as for achieving organizational mission and vision.

List of GRACE policies/guidelines-

- Information Disclosure policy
- Human Resource Development & Management policy
- Financial Management Manual
- Gender policy
- Conflict of Interest policy
- Security policy
- Staff Savings Fund policy
- Money laundering, Anti-corruption and anti-fraud policy
- Child Protection policy
- Strategic plan
- Procurement policy & procedures
- Policy on protection from sexual exploitation and abuse,
- Monitoring Guideline
- E-mail security and IT policy
- Fund Raising strategy policy and

6.7 Strategic Goals (2024- 2030)

Thematic Area	Goals	2024	2025-2026	2027-2028	2029-2030
1. Social Entrepreneur, Business Development and private Sector Engagement	1.1 To Promote inclusive and sustainable revenue growth through business development 1.2 Innovation & Organizational Development transformative cooperation				
2. Climate Change, Disaster Management and Environmental Protection	2.1 Reduce vulnerability to climate change-induced disasters in the communities 2.2 Mobilizing Community for carbon emission reduction				
3. Health, Nutrition and WASH	3.1 Ensure Primary Health care services, Nutrition WASH and improvement of food security for the community through governance and community participation				
4. Urban Resilience (Health, WASH, Nutrition, Climate change and Livelihood)	4.1 To Ensuring the quality of life including Primary Health Care services, WASH, Nutrition and Livelihood for marginalized and migrated urban communities				
5. Education & Skill Development	5.1 Promote sustained, inclusive and sustainable economic growth, full and productive employment work for all through resilient and inclusive industrialization and foster innovation				
6. Children and Youth development	6.1 Protection of Children from sexual abuse, Drug Addiction and Ensuring Equal Opportunities for All Children 6.2 Youth Empowerment for Sustainable community development				

7. Human Rights of Marginalized and Disadvantaged	7.1 To ensure the rights through cooperation with government, private sectors and community participation				
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6.8 Cross- cutting strategic issues

Promoting horizontal knowledge and learning across diverse departments and levels within an organization involves cultivating a culture of collaboration and information sharing, breaking down silos, and implementing technologies that facilitate seamless communication. Additionally, addressing the utilization of Information and Communication Technology (ICT) requires strategic investment in suitable infrastructure and platforms that optimize efficiency and connectivity while ensuring cybersecurity and accessibility for all stakeholders. Emphasizing local ownership of projects and programs necessitates meaningful engagement with communities, empowering them to actively participate in decision-making processes, and tailoring interventions to address their specific needs and priorities. Furthermore, prioritizing research and documentation entails establishing robust mechanisms for gathering and analyzing data, documenting lessons learned, and disseminating best practices to inform evidence-based decision-making and program design. Social accountability demands transparency, responsiveness, and mechanisms for meaningful citizen engagement, ensuring that organizations remain accountable to the communities they serve, while promoting trust and legitimacy.

1. Promote horizontal knowledge & learning:

GRACE believes in providing an atmosphere for its employees to reach their full potential and clearly grasp their roles in the organization. As a result, employees wholeheartedly take part in knowledge generation, knowledge sharing and knowledge promotion. Organizational learning practices have enabled GRACE and its stakeholders to come up with new and innovative ideas, apply them in real life scenario and bring out new ways and means of performing their tasks. GRACE will continue to focus on knowledge sharing and make effective use of knowledge management practices, so that it can cope with the diverse challenges of the near and distant future.

Beside this, Free and unhindered flow of information is an important prerequisite for transforming an organization into a learning organization, encourage creativity and constructive leadership and make it capable of working in a progressive manner. In view of this, GRACE has always promoted free flow of information for horizontal learning and improvement of knowledge across the organization and also among partners and stakeholders. This has enabled GRACE to build an open system of communication and collaboration and involve project beneficiaries and network partners with GRACE activities on the basis of mutual respect and understanding.

2. Utilization of ICT:

Advances in the fields of Information and Communications Technologies (ICTs) have fundamentally changed the ways in which we perform various tasks. ICTs have tremendously increased productivity while bringing effectiveness and ease of use to different activities. GRACE has made gainful use of ICTs in its various activities by building up a robust ICT infrastructure across the organization. ICT has enabled the organization to achieve greater transparency and accountability. It will continue to play a vital role in the planning, designing, implementation and evaluation of GRACE activities to make them more effective

(3) Local ownership of projects and programs:

Sustainability of any program or endeavor depends largely on the active participation and involvement of the beneficiaries and local populace. Keeping it in view, GRACE has always

strived to make the beneficiaries conscious about the background and the rationale of program interventions. GRACE motivates them to take part in the implementation of the programs so that ownership of the programs could be transferred to the local people and its sustainability could be ensured. This has been facilitated by free exchange of ideas between GRACE and its stakeholders, mutual respect, development of voluntarism and leadership among local populace, etc. Transferring the ownership of program interventions to the beneficiaries and local people will remain a key focus of GRACE's strategy directives as always

(4) Research and documentation:

Without continued research and development, no new ideas or techniques could be brought forth and implemented. In view of this, GRACE has maintained a robust R&D program with particular emphasis on local level innovation, knowledge-based decision making and systems thinking. At the same time, GRACE's strong emphasis on documentation and sharing of its learning outcomes have made it possible to design programs and processes which could be effectively implemented in real life settings. Therefore, research and documentation will remain two of GRACE's core strategies for ensuring wider replication of best practices and sustainable program interventions

(5) Social accountability:

GRACE has unfaltering commitment towards social good and expresses its social accountability through its program activities. This sense of social good and social accountability will always be given highest priority because GRACE greatly emphasizes the importance of involving people from larger cross-sections of the society to its program activities by following an inclusive and holistic program approach. GRACE will carry on with this strategic focus by encouraging active participation of grassroots people, especially the most marginal and underprivileged people with the planning, designing, organization, implementation, evaluation and promotion of its program interventions

(6) Gender equity and women empowerment:

Advancing gender equity and women empowerment involves mainstreaming gender considerations across all initiatives, addressing structural barriers, and creating opportunities for women's leadership and participation in decision-making processes, thus fostering inclusivity and sustainable development. Integrating these cross-cutting strategic issues into organizational planning and implementation processes is crucial for achieving holistic and impactful outcomes while advancing the organization's mission and vision.

CHAPTER-7: STRATEGIC PRIORITIES (GOAL) FOR 2024-2030

GRACE will be work to achieving SDGs by 2030.

Goal-01: No Poverty & Zero Hunger

Background:

Poverty and severe poverty are returning to the lives of poor individuals who had previously risen beyond the poverty line prior to the Covid-19 epidemic. Being laid off from employment, being placed on lockdown, being quarantined, and other measures have had a significant effect on one's ability to earn a living. Instances are there in which an individual is compelled to steal food from a grocery store because there is no food for his or her kids and themselves at home. People who are living on the edge of poverty are unable to buy food, let alone nutritious foods. The government may play a vital role in this critical situation by supplying food or by directing various groups to collect money to ensure that no one goes hungry during this difficult period.



To embrace this complexity, we need to endeavor sustainable agriculture.

According to the Global Food Security Index 2020, Bangladesh was rated 84th out of 113 nations. Food insecurity affects 40 per cent of the population in Bangladesh, and it may be divided into three categories: hunger, starvation, and chronic hunger. Hunger has a number of negative consequences, including malnutrition, under-nutrition, child stunting, and child wasting. Bangladesh, according to the Food and Agriculture Organization (FAO), is one of the nations with the highest incidence of malnutrition. During the Covid-19 epidemic, the situation got worse with the rate of poverty increasing from 20.5 per cent to 29.5 per cent in the most recent fiscal year. Slums and rural regions are home to 28% of the world's population who cannot afford food or other necessities. The pace of development is too sluggish to achieve the 2025 goals set by the World Health Assembly in 2012, much above the Sustainable Development Goals (SDGs) of 2030. The Sustainable Development Goals (SDGs) were proposed during the United Nations meeting in Rio de Janeiro in 2012, and these goals were formally approved by the United Nations in 2015 after being ratified by the General Assembly. The Sustainable Development Goals (SDGs), also known as Global Goals, are a set of 17 goals with 169 targets that form part of the 2030 Agenda for a better world. Zero Hunger is the second objective of the Sustainable Development Goals.

Approximately one per cent of Bangladesh's agricultural land is lost each year, according to the World Bank. In 1976, the ratio was 91.83 per cent to 87.69 per cent, 83.53 per cent to 70.69 per cent, and 83.53 per cent to 70.69 per cent in 2000, 2010, and 2018. According to the Food and Agriculture Organization of the United Nations (FAO), the figure is 50.70 percent in 2018. The pace of agricultural land being lost will continue to rise and by 2050 there will be a minimum quantity of agricultural land available, which will result in scarcity since we already know that not all land is suitable for farming. The government and NGOs will play a vital role to fight against hunger.



Relevancies of the SDGs:

The goal has been aligned with SDG 1 End poverty in all its forms, everywhere and SDG 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture. GRACE will be always focusing on access to social safety, MFI, promoting cultivation of highly prospective commodities, introduce technology to the participants, create diversification of income opportunities, by providing various IGA and skill trainings, conduct different nutritional activities, encourage savings, linkage, coordination and collaboration with GO and NGOs, capacity building of root level farmers, resilience building on lean period, promote lead farmers, financial assistance to the urban poor, build up and foster micro-entrepreneurship for self-employment for rural people, ensure employment of women and provide linkage from various organization for seasonal loan that will be played a vital role to meet up SDG1 and SDG 2. For the upcoming years and decade, GRACE have been considered the following strategic outcomes intensifying to reach the target of SDG 1 and SDG 2 till the 2030.

Target Area: Khulna, Sathkhira, Bagerhat, Patuakhali and Rajshahi District of Bangladesh

Implementation Matrix:

SL	Outcomes	Implementation Strategy	Time period
01	social security benefits to the most vulnerable and others basic services to poor and vulnerable households and groups	Liaison and advocacy with govt. related department for coverage the disadvantaged and vulnerable population under safety net programs	2025-3023

02	Increased sustainable productivity and economic assets of the targeted people	• Capacity Building • Start up support	2025-3023
03	Improved Primary Health Care, nutrition status and Wash facility of the targeted HHs focusing mother and child	Establish networking and advocacy with GOs and NGOs, local government bodies and community forums on developing resilient pathway for vulnerable communities	2025-3023

Goal-02: Good Health, Clean Water & Sanitation

Background:

Public health has improved substantially in Bangladesh over the past two to three decades. This has led to a reduction in neonatal, infant and child mortality, maternal deaths. The prevalence of stunting, under-weight and wasting have declined while life expectancy at birth increased. Bangladesh has a commendable family planning programme, resulting in a consistently decreasing total fertility rate. Bangladesh has been maintaining a “zero polio status” since November 2006 and made significant progress in halting and/or reversing the spread of tuberculosis, malaria and HIV/AIDS.

The Government (GOB) is highly committed to the SDGs and has substantially increased the budget for the health sector plan. Recent data, however, also depict some of the major remaining challenges. While trends in antenatal care seeking, deliveries by a medically trained provider and births in health facilities have markedly improved between 2010 and 2016, there has been no positive effect on the ratio of maternal deaths. Moreover, recent data suggest that out of pocket expenditure for health is increasing and that inequality is growing. Bangladesh is facing a double burden of disease with the majority of deaths (67%) due to non-communicable diseases (NCDs) – namely heart attacks, strokes, chronic respiratory disease, cancers and diabetes. Tobacco use, unhealthy diet and physical inactivity are leading risk factors for NCDs in Bangladesh. To achieve the Sustainable Development Goals and national targets on NCDs and their risk factors, multi-sectoral action on the social and economic determinants of health is required. Further, despite the burden of NCDs, the primary healthcare system is oriented to provide treatment for infectious diseases rather than continuous care over a lifetime for those with chronic conditions. Providing affordable and quality services for prevention and management of NCDs and mental disorders in primary health care is essential to achieving universal health coverage.

Bangladesh is experiencing frequent natural calamities like cyclones, floods and disease outbreaks. A large scale earthquake may take place any time since the county is located along the Indian and Eurasian faults. Poverty, urbanization, climate change, lack of awareness and insufficient resources make these events more devastating. Health consequences of these events worse with high number of deaths, illness, disabilities and psychosocial distress among the affected population. WHO supports

the country to strengthen its capacity for sustainable development by developing evidence-based preparedness and response plans and implementing the International Health Regulations?

Meanwhile, an estimated of 671 000 Rohingya have crossed the border into Cox's Bazar, since violence broke out in Rakhine State, Myanmar in late August 2017. The speed and scale of influx has resulted in a critical humanitarian emergency. WHO is supporting GOB to a) strengthen communicable disease prevention, detection and control; b) lead and coordinate the over 120 partners working in the health sector; and c) improve access to essential health services.

According to the recent report by World Health Organization (WHO)/UNICEF Joint Monitoring Program (JMP) for Water Supply, Sanitation, and Hygiene, 3 in 10 people worldwide could not wash their hands with soap and water within their homes. The situation is worse in South Asia as 2 in 5 people here do not have handwashing facility with soap and water on premises.



According to this report, in Bangladesh, 68.3 million people lack safely managed drinking water, while 103 million people lack safely managed sanitation facilities. Moreover, 61.7 million people do not have access to basic hygiene in the country. Additionally, 107 million people in Bangladesh do not have basic handwashing facilities with soap and water at home. The study also found out that almost half of schools in Bangladesh do not have facilities for washing hands with soap and water.

Provision of improved water and sanitation facilities and stopping open defecation practices are of paramount importance in order to achieve SDG 6: clean water and sanitation for all. Drinking water can be tainted with human or animal excreta which contain pathogens such as bacteria and virus. It can be contaminated with chemical and physical contaminants with detrimental effects on human health. That is why it is critical to obtain drinking water from an improved source so that transmission of diarrhea and other water borne diseases can be prevented.

Inadequate sanitation and lack of sanitation are closely related to diarrheal diseases such as cholera, typhoid, rotavirus, hepatitis and other worm infestation. These diarrheal diseases can aggravate malnutrition. Open defecation practices are prevalent due to lack of toilets. People use fields, forests, open water bodies, or any other open spaces due to lack of toilets. Open defecation practices and inadequate sanitation facilities are particularly dangerous because contact with human waste can cause infectious diseases. Access to a hygienic toilet facility is critical to reduce the transmission of pathogens. According to WHO/UNICEF JMP, a basic sanitation service consists of a sanitation facility that hygienically separates human excreta from human contact (that is, an improved sanitation facility) that is not shared with other households.

From the JMP report we understood where we stand among other countries in terms of access to safe water and improved sanitation facilities. Now we want to explore further, we want to understand whether Bangladesh was able to make progress over the course of time. We would like to understand what the situation has been during the last decade in rural Bangladesh in terms of the availability and accessibility of households' main drinking water sources and available sanitation facilities based

on data collected through panel households survey. The International Food Policy Institute (IFPRI) has conducted the Bangladesh Integrated Household Survey (BIHS) which is a nationally representative three round panel survey of rural Bangladesh. The survey collected data on rural households' main drinking water sources and available sanitation facilities.

In the BIHS data, we see that percentage of rural households that are using piped water (either into dwelling or into yard or plot) has slightly increased from 1.6 per cent in 2011-12 to 2.1 per cent in 2015 and 3.4 per cent in 2018-19. The vast majority of rural households in Bangladesh is still reliant on tube well or other types of wells as a source for their drinking water. According to the data, percentage of households that collected drinking water from tube wells owned by the respective households has increased gradually from 51.1 per cent in 2011-12 to 61.9 per cent in 2015 and 64.1 per cent in 2018-19. Many rural households do not own a tube well so they collect drinking water from community tube wells and other types of wells in their locality. Collecting drinking water from such a source also showed a decreasing trend as 34.3 per cent of the households in 2011-12, 33.7 per cent of the households in 2015 and 29.8 per cent of the households in 2018-19 reported to use these sources for drinking water collection. Sadly, a small percentage of households reported to use surface water (from river, canal or pond) which also showed a decreasing trend during the three rounds of data collection (2.6 per cent in 2011-12 and 1.6 per cent in both 2015 and 2018-19).

When we shift our focus towards available sanitation facilities among rural households in Bangladesh, the BIHS survey data show that there have been positive changes in sanitation facilities used in rural Bangladesh. The majority of the rural households use pucca latrines and sanitary latrines without flush. The percentage for households with pucca latrines remains somewhat the same over the three rounds of survey (48.7 per cent in 2011-12, 44.8 per cent in 2015 and 48.8 per cent in 2018-19). The percentage of households reported to use sanitary latrines without flush increased from 25.5 per cent in 2011-12 to 42.5 per cent in 2015 and that further increased to 46.5 per cent in 2018-19. Use of sanitary latrines with flush is yet to become common among rural households in Bangladesh as only 0.4 per cent of households reported to use it in 2011-12 which slightly increased to 1.3 per cent in 2015 and further slightly increased to 2.2 per cent in 2018-19. Use of community latrines is becoming unpopular among rural households as 2.3 per cent of households reported to use it in 2011-12 which decreased to 0.2 per cent in both 2015 and 2018-19 which can be considered an improvement. Open defecation is becoming practically nonexistent in rural Bangladesh as from 3.7 per cent households reporting it in 2011-12 to the percentages decreasing to 3.5 per cent in 2015 and 0.6 per cent in 2018-19.

Relevancies of the SDGs:

Aligned with SDG 3 Ensure healthy lives and promote well-being for all at all ages; & SDG 6 Ensure availability and sustainable management of water and sanitation for all, Will be always focus on access to health service, institutional sustainability of urban primary health care services; created enabling environment for the poor people to get better services at their door steps; increase awareness for health service accessibility of marginalized people including Ethnic Minority and Dalit's; provide quality neonatal care and child health services; arrange hygiene session within various levels; provide and encourage to install latrine; No of water point installation with platform by community initiatives; formation various committee related to WASH; create demand for WASH; gradually scale up water supply, sanitation and hygiene promotion in low service coverage areas; facilitating adaptation of hand-washing and hygiene into school activities in the targeted districts; improving access to safe water, hygiene and sanitation in poorest communities; provide various training on health and WASH in different levels etc. through the SDG 3 and SDG 6 related various GRACE implemented and ongoing projects.

Target Area: Khulna, Sathkhira, Bagerhat, Patuakhali and Rajshahi District of Bangladesh

Implementation Matrix:

SL	Outcomes	Implementation Strategy	Time period
1	Communicable and No communicable Disease	- Develop close collaboration with private and public health care facilities for vaccination, AIDS/STD, Dengue and tuberculosis service - Strengthen health system and community capacity to prevent and manage no communicable diseases as well as common mental disorders including autism and neurodevelopmental disorders	2025-2030
2	Promoting health through life course	- Support development, adaptation and use of national policies, guidelines, standard as well as tools to enhance healthcare service for mother and children from birth to adolescence - Build the capacity of health providers to ensure quality of services - Result based programming	2025-2030
3	Ensuring WASH facility among the community	Build capacity of the local government on safe water by integrating the Water and Sanitation Programme into water supply management and building climate-resilient water, sanitation and hygiene (WASH)	2025-2030
4	Health systems	- Support effort toward improved measurement and accountability with a view of monitoring and reporting health status, financial risk protection and health system performances= in line with the country's UHC and SDG commitment - Provide technical assistance to the design and implementation of the Essential Service Package by building the capacity of primary health-care providers for quality service delivery at district and upazila level - Support the formulation of legal and regulatory frameworks to move toward universal health coverage	2025-2030
5	Emergency preparedness, surveillance and response	- Assist to strengthen public health emergency operation center (PHEOC) which is enabling effective decision-making and use of resources - Support the national plan of action for the International Health Regulations - Strengthen effective coordination among the partners through health clusters (GoB, UN agencies, Donor agencies, I/NGOS, academicians, etc.)	2025-2030

6	Ensure Green & Clean Environment	• Close relation and advocacy for Proper solid waste management • Playground and physical exercise opportunity • Ensure Private sector engagement	2025-2030
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Goal-03: Social Entrepreneur, Business Development and Private Sector Engagement

Background:

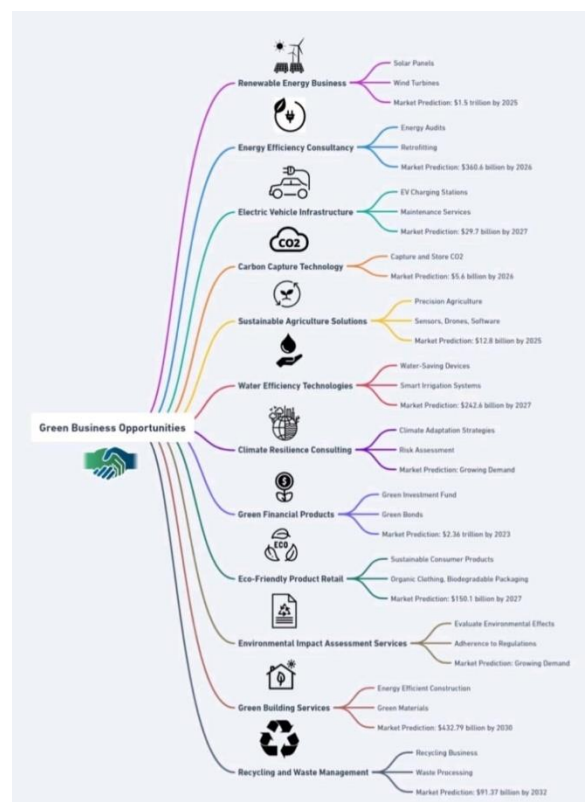
Social entrepreneurship, business development and private sector engagement is not a new phenomenon (Dees, 2001), and is increasingly becoming more relevant. Social entrepreneurship is also becoming more self-sufficient and innovative, although more effort is required to build social entrepreneurship-related innovation theory (Certo and Miller, 2008; Harding, 2004; Johnson, 2000; Mulgan, 2006). As an entrepreneurial discipline, social entrepreneurship has a distinct focus on transforming society, creating social value, dealing with social problems, and improving society (Abu-Saifan, 2012; Hartigan, 2006; Drayton, 2002; Johnson, 2000; Roberts and Woods, 2005).

Implementation of social entrepreneurship entails both the micro- and macro-level. Both the individual implementation of social entrepreneurship, and the overall extent and sophistication of social entrepreneurship opportunities and practice at a broader level, are relevant. Sustainability is a very important consideration for the social entrepreneur. Emphasis has shifted to self-sufficiency and financial sustainability. There are marked similarities between start-up for the social entrepreneur, and the entrepreneur, particularly given that social enterprises are run as businesses just as much. The various contributions of social entrepreneurship to entrepreneurship are highlighted. It is evident that social entrepreneurship and entrepreneurship can be compared on several grounds, including the level of risk and the level of difficulty.

Effective collaboration with the private sector is a prerequisite for the success of most communities. Private firms often bring innovation, experience and financial resources into a community. This is particularly important for the reconstruction of communities in eastern Ukraine.

Green business operation refers to conducting business activities in an environmentally sustainable manner, minimizing negative impacts on the environment while maximizing positive contributions to ecological health. This involves integrating environmentally friendly practices into various aspects of business operations, including:

1. **Resource Conservation:** Using resources efficiently and minimizing waste generation. This can include reducing energy consumption, water usage, and material waste through practices



such as energy-efficient technologies, water recycling systems, and waste reduction strategies.

2. **Renewable Energy:** Transitioning to renewable energy sources such as solar, wind, or hydro power to reduce reliance on fossil fuels and decrease carbon emissions.
3. **Sustainable Supply Chain:** Partnering with suppliers who adhere to environmentally responsible practices and sourcing materials locally to reduce transportation-related emissions.
4. **Waste Management:** Implementing strategies to reduce, reuse, and recycle waste generated during production processes. This can involve composting organic waste, implementing recycling programs, and designing products with recyclable materials.
5. **Green Product Development:** Designing products with a focus on sustainability, including using eco-friendly materials, reducing packaging, and ensuring products are durable and energy-efficient.
6. **Transportation:** Encouraging alternative transportation methods for employees such as carpooling, biking, or using public transit to reduce carbon emissions associated with commuting.
7. **Carbon Offsetting:** Compensating for carbon emissions through investments in projects that reduce or sequester greenhouse gases, such as reforestation or renewable energy initiatives.
8. **Environmental Compliance:** Ensuring compliance with environmental regulations and standards set by government agencies and industry associations.
9. **Employee Engagement:** Educating and involving employees in green initiatives to promote environmental awareness and encourage participation in sustainability efforts.
10. **Stakeholder Communication:** Transparently communicating environmental initiatives and performance to stakeholders, including customers, investors, and the community, to build trust and support for sustainable practices.

By adopting green business operations, companies can not only minimize their environmental footprint but also improve their brand reputation, reduce costs, and gain a competitive advantage in an increasingly eco-conscious marketplace.

Relevancies of the SDGs:

The countries have to initiate steps in order to pursue progress on economic, social and environmental targets, in a balanced and integrated manner through public-private partnerships. And for this, a proper mechanism needs to be developed by the government. Involving private sector will not only help the infrastructure grow but will also strengthen their resilience, create more sustainable solutions while improving access to more infrastructure services. Public-private partnership is a central feature of SDGs-17 which recognises that 'all-hands-on-deck' can make a dent in the process of alleviating poverty and promoting peace. However, identifying the areas of common interest and collaboration is essential for establishing public-private partnerships.

SDGs-8 Decent Work and Economic Growth and SDGs-13 Climate Action and SDGs 17 Partnerships for the Goals directly linked to the goal of GRACE and will be worked closely with government and private sector cooperation.

Target Area: Khulna, Sathkhira, Bagerhat, Patuakhali and Rajshahi District of Bangladesh

Implementation Matrix:

SL	Outcomes	Implementation Strategy	Time period
01	Strengthening Sustainable communities through Social Entrepreneurship	1: Increased number of social enterprises addressing key social issues. • Launch annual social innovation challenges to encourage new ideas and approaches. • Provide startup grants and funding to promising social entrepreneurship projects. • Offer mentorship programs linking new social entrepreneurs with experienced business leaders. 2: Enhanced skills and capacities of social entrepreneurs. • Develop and provide access to training modules on key business skills, social impact assessment, and sustainable business models. • Organize quarterly workshops and seminars on topics relevant to social entrepreneurship, such as impact investing, legal frameworks for social businesses, and digital marketing. • Facilitate peer learning and networking events to foster collaboration and knowledge exchange. 3: Improved sustainability and scale of impact for existing social enterprises. • Create partnerships with academic institutions for research and development support. • Implement a consultancy support program offering expert advice on scaling up and sustainability. • Establish an impact investment fund specifically aimed at scaling proven social enterprise models.	2024-2030
2	Business Development; Strengthen business capabilities to drive growth and innovation	1: Enhanced business growth and market expansion for partner entities. • Conduct market analysis and trend forecasting to identify new market opportunities. • Offer tailored business development services such as strategic planning, marketing strategies, and technology integration. • Organize trade missions and participation in national and international business expos and conferences. 2: Increased access to financing for business expansion. • Facilitate connections between businesses and potential investors, including venture capitalists and angel investors. • Organize funding fairs and pitch events. • Provide training on preparing effective business plans and pitch presentation 3: Development of robust supply chains that support business sustainability.	2024-2030

		• Develop programs aimed at enhancing supply chain transparency and efficiency. • Partner with logistics companies to provide cost-effective distribution solutions. • Promote the adoption of sustainable practices in supply chain management.	
3	Private Sector Engagement; Leverage private sector expertise and resources for developmental impact	1: Established strategic partnerships with key private sector players. • Identify and engage potential corporate partners whose CSR objectives align with GRACE's mission. • Develop joint projects that can benefit from corporate expertise, funding, or resources. • Hold regular roundtable discussions with private sector leaders to explore new areas for collaboration. 2: Increased corporate investment in social and development projects. • Develop a compelling value proposition for private sector investment in social projects, highlighting benefits such as enhanced brand value and customer loyalty. • Create a portfolio of 'investment-ready' projects for presentation to potential corporate funders. • Facilitate match-making events between social projects and corporate investors. 3: Enhanced innovation through private sector technologies and practices. • Implement a technology transfer program where private sector tech solutions are adapted for use in development contexts. • Organize innovation labs where businesses, technologists, and social entrepreneurs can collaborate on new solutions. • Promote corporate volunteer programs where private sector professionals contribute their expertise to non-profit projects.	2024-2030

Goal-04: Social Safety-net Of the Aged population and Person with Disabilities

Background:

The concept of social safety nets for the aged and persons with disabilities has evolved significantly over time, influenced by changes in societal attitudes, economic conditions, and political landscapes. These safety nets are designed to protect some of the most vulnerable populations in society, ensuring they have access to basic necessities like healthcare, food, housing, and income security.

Globally SDG 3 is to 'ensure healthy lives and promote well-being for all of all ages. Health, well-being, and sustainable development are interconnected and this is big a challenge to achieve three issues in one frame. For example, 63 percent of children involved in child labor are currently not attending school and 8.4 percent never attended any school and social safety net program is an effective mechanism to address the issue in developing countries like Bangladesh (Azam & Imai, 2022). In Bangladesh, social safety nets or socio-economic safety nets are non-contributory transfer programs seeking to prevent the poor or those vulnerable to shocks and poverty from below a certain poverty level. The aim is part of a broader poverty reduction strategy interacting with and working alongside social insurance; health, education, and financial services; the provision of utilities and roads; and other policies aimed at reducing poverty and managing risk (Alam & Hossain, 2016).

Relevancies of the SDGs:

Bangladesh has achieved MDGs and now working to achieve the SDGs addressing health and well-being like other developing countries of the world. Bangladesh has 139th position in Human Development among 187 countries in 2016 and although this achievement a mentionable person living in poverty (UN Women, 2022). So, the goal of health and well-being is still beyond reach. Considering the above fact, the safety net programs play a significant role in protecting the people and reducing the inequality of health and well-being as well as achieving SDG-3.8. The social safety net program is considered an effective strategy to support people's quality of life and national and global development. The present government is implementing the SDGs as a priority for achieving the desired health and well-being of the community people. Data from Household Income and Expenditure Survey 2010 indicates that about 31.5% of people in Bangladesh are living in poverty and these statistics remind us of the importance of the social safety net program in Bangladesh (World Bank, 2022). Considering the fact government of Bangladesh is implementing Sustainable Development Goals (SDGs) focuses on social safety net programs at the community level. The key priority areas for SDGs are employment, infrastructure, universal access to education and health, universal social protection and financial inclusion, food security, gender equality, and environmental sustainability (BBS, 2022; Fortin et al, 2015).

Target Area: Khulna, Sathkhira, Bagerhat, Patuakhali and Rajshahi district of Bangladesh

Implementation Matrix:

SL	Outcomes	Implementation Strategy	Time period
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1	Strengthened social safety nets ensure the well-being and inclusion of elderly individuals and persons with disabilities, fostering dignity and resilience within these vulnerable groups.	1. Develop Comprehensive Support Services: Establish integrated support services tailored to the unique needs of elderly individuals and persons with disabilities, including healthcare, social assistance, and counseling. 2. Enhance Accessibility and Inclusivity: Implement measures to improve physical accessibility and inclusivity in public spaces, facilities, and transportation systems for elderly individuals and persons with disabilities. 3. Facilitate Community Engagement and Participation: Create platforms for community engagement and participation that empower elderly individuals and persons with disabilities to actively contribute to decision-making processes and social activities. 4. Provide Financial Assistance and Benefits: Offer financial assistance programs and benefits such as pensions, subsidies, and allowances to alleviate economic hardships and ensure a dignified standard of living. 5. Promote Advocacy and Rights Awareness: Conduct awareness campaigns and advocacy efforts to promote the rights and dignity of elderly individuals and persons with disabilities, combating stigma and discrimination. 6. Foster Peer Support Networks: Facilitate the establishment of peer support networks and social groups for elderly individuals and persons with disabilities to share experiences, resources, and emotional support. 7. Offer Training and Skill Development: Provide training opportunities and skill development programs aimed at enhancing the independence and self-reliance of elderly individuals and persons with disabilities in various aspects of daily living.	2025-2030
2	Improved access to essential services and resources enhances the quality of life for elderly individuals and persons with disabilities, promoting independence and social integration.	1. Establish Integrated Service Centers: Set up service centers that offer one-stop access to essential services such as healthcare, rehabilitation, counseling, and social support for elderly individuals and persons with disabilities. 2. Enhance Transportation Accessibility: Improve transportation services and infrastructure to ensure easy access for elderly individuals and persons with disabilities to essential services, recreational facilities, and community activities. 3. Expand Healthcare Coverage: Work with healthcare providers and insurers to expand healthcare coverage for elderly individuals and persons with disabilities, including preventive care, specialist services, and assistive devices. 4. Provide Assistive Technologies:	2025-2030

		Distribute and promote the use of assistive technologies and devices that enhance independence and quality of life for elderly individuals and persons with disabilities in their daily activities. 5. Offer Home and Community-based Care: Develop home and community-based care programs that provide personalized support and assistance to elderly individuals and persons with disabilities, allowing them to remain in their homes and communities for as long as possible. 6. Facilitate Access to Social Benefits: Streamline application processes and increase awareness of social benefits and entitlements available to elderly individuals and persons with disabilities, ensuring they receive the support they need. 7. Establish Supportive Housing Options: Create affordable and accessible housing options tailored to the needs of elderly individuals and persons with disabilities, including assisted living facilities and barrier-free housing developments. 8. Offer Lifelong Learning Opportunities: Provide lifelong learning opportunities and recreational activities designed to promote social engagement, cognitive stimulation, and personal fulfillment for elderly individuals and persons with disabilities.	
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Goal-05: Education & Technical Vocational Training

Background:

The workplace, the nature of work itself, and skills development are undergoing radical change. Without adequate training, young people are virtually unemployable and often destined for a life of poverty. This is where GRACE makes the difference.

GRACE believes that skills development is critical to social integration and economic development, which in turn helps to reduce poverty in the long-term. Vocational Education and Training (VET) equips young people to become effective wage-earners or entrepreneurs and boosts their long-term employability. Combined with job creation, it can reduce youth unemployment and stabilise fragile contexts. For the sustainable development of a country or region, it is crucial to establish a robust, responsive VET system, that includes education ranging from short courses delivered by formal and non-formal training providers to long-term higher education programmes. This must be backed by strong support for labour market insertion.

Education and technical vocational training (TVET) play crucial roles in reducing vulnerability and driving economic growth, contributing to the development of sustainable communities. By equipping individuals with knowledge, skills, and qualifications, these educational paths help break cycles of poverty, boost employability, and foster economic resilience.

In conclusion, education and technical vocational training are pivotal in creating sustainable communities by reducing vulnerability and fostering economic growth. They equip individuals with the skills necessary to adapt and thrive in a dynamic global economy, support innovation, and promote social and environmental sustainability. As such, investment in these areas is a strategic choice for governments and organizations looking to build resilient, prosperous communities.

Relevancies of the SDGs:

SDG 4 Ensure inclusive and equitable education and promote life-long learning opportunities for all and SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and SDG9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation are also aligned with some of existing Programs of GRACE

Target Area: Khulna, Sathkhira, Bagerhat, Patuakhali and Rajshahi district of Bangladesh

Implementation Matrix:

SL	Outcomes	Implementation Strategy	Time period
1	Reducing Vulnerability through Education and technical vocational training	1.Skill Development • Offer comprehensive training programs focused on building practical skills relevant to current job market demands, empowering individuals with tools for economic self-sufficiency. • Provide access to vocational education tailored to the needs of marginalized communities, equipping them with marketable skills for sustainable livelihoods. • Facilitate apprenticeship and internship opportunities to bridge the gap between theoretical learning and practical experience, enhancing employability and career prospects. 2.Empowering Marginalized Groups • Establish support networks and mentorship programs to provide guidance and encouragement for marginalized individuals, fostering a sense of belonging and empowerment. • Advocate for policies and initiatives that promote equal opportunities and combat discrimination based on gender, ethnicity, disability, or socioeconomic status. • Create platforms for marginalized voices to be heard and represented, amplifying their perspectives and contributions in decision-making processes. 3.Enhancing Resilience • Develop community-based disaster preparedness plans that involve active participation	2025-2030

		from vulnerable groups, ensuring their needs and capacities are considered in risk reduction efforts. • Provide access to resources and tools for building financial resilience, such as savings programs, microfinance initiatives, and insurance schemes. • Offer psychosocial support services to help individuals and communities cope with and recover from adversity, fostering mental and emotional resilience in the face of challenges.	
2	Promotion Sustainable Economic Growth within the Community	1.Boosting Productivity • Implement efficiency improvement programs aimed at streamlining processes and reducing wastage, thereby enhancing overall productivity levels. • Provide training and resources to employees on time management, task prioritization, and effective teamwork to optimize workflow and output. • Invest in infrastructure upgrades such as technology systems and equipment to modernize operations and increase output capacity. 2.Innovation and Technological Advancement • Establish innovation hubs to facilitate collaboration among researchers, entrepreneurs, and industry leaders, fostering the development of groundbreaking ideas and technologies. • Promote a culture of experimentation by encouraging risk-taking and rewarding creativity, driving continuous innovation within the organization. • Forge partnerships with tech companies to leverage cutting-edge technologies and integrate them into existing processes for improved efficiency and competitiveness. 3.Filling Skills Gaps • Conduct skills gap assessments to identify areas where training and development are needed, ensuring alignment with organizational objectives. • Offer targeted training programs and professional development opportunities to address identified skill shortages and enhance employee competencies. • Collaborate with educational institutions to design curricula that meet industry needs and provide pathways for individuals to acquire in-demand skills.	2025-2030
3	Fostering long-term sustainability and well-being within local communities through various	1.Economic Diversification • Identify and promote new industry sectors to broaden the economic base and reduce dependency on traditional industries. • Support the development of small and medium enterprises (SMEs) through funding, training, and access to new markets, to stimulate economic growth and diversity.	2025-2030

	initiatives and programs	• Encourage innovation and entrepreneurship by establishing incubators and accelerators that provide resources and mentoring for startups in emerging industries. 2.Social Cohesion and Stability • Implement community engagement programs that foster dialogue and understanding among diverse groups to enhance social cohesion. • Develop and support initiatives that address inequalities and promote inclusive growth, ensuring all community members can contribute to and benefit from economic development. • Strengthen social safety nets to provide security and support for vulnerable populations, thereby stabilizing the societal framework. 3.Environmental Sustainability • Promote sustainable practices among businesses and communities through education, incentives, and regulations to minimize environmental impact. • Invest in renewable energy projects and green technologies to reduce carbon footprints and combat climate change. • Enhance conservation efforts by supporting initiatives aimed at preserving natural habitats and biodiversity, ensuring sustainable use of natural resources. 4.Lifelong Learning • Establish continuous learning platforms that provide updated educational content and training across various sectors to keep the workforce competitive. • Partner with educational institutions and tech companies to develop learning programs that are accessible to all age groups, enhancing skills and employability. • Promote a culture of learning by incentivizing lifelong education and providing opportunities for career advancement through upskilling and reskilling.	
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Goal-06: Gender Equality, Child Protection & Promotion of Human Rights

Background and Relevancies of the SDGs:

Gender equality, child protection, and the promotion of human rights are critical elements in the broader agenda for sustainable development. These issues are interconnected and reinforce each other, contributing significantly to social, economic, and political progress. Addressing them is essential not only for ethical and moral reasons but also because they provide a foundation for a just and prosperous society.

Historically, these issues have been intertwined with systemic discrimination, marginalization, and violence, hindering the full realization of human potential and dignity. Gender-based disparities persist across various domains, including education, employment, healthcare, and political participation, limiting opportunities and rights for women and girls. Additionally, children face significant vulnerabilities, including exploitation, abuse, and neglect, threatening their safety, well-being, and future prospects. Moreover, violations of human rights continue to occur worldwide, with individuals subjected to discrimination, persecution, and injustice based on factors such as race, ethnicity, religion, and socio-economic status.

Relevance with the SDGs:

Gender equality, child protection, and the promotion of human rights are integral to achieving the Sustainable Development Goals (SDGs) outlined by the United Nations. These issues intersect with multiple SDGs, including:

SDG 5: Gender Equality: This goal aims to eliminate all forms of discrimination and violence against women and girls, ensuring equal rights, opportunities, and representation in decision-making processes. SDG 16: Peace, Justice, and Strong Institutions: Gender equality, child protection, and human rights promotion are essential components of building inclusive societies, fostering accountable institutions, and ensuring access to justice for all. SDG 4: Quality Education: Ensuring gender equality in education and protecting children from violence and exploitation are crucial for providing inclusive and equitable quality education for all. SDG 10: Reduced Inequalities: Addressing gender disparities, protecting vulnerable children, and promoting human rights contribute to reducing inequalities within and among countries. SDG 3: Good Health and Well-being: Gender-based violence, child abuse, and human rights violations have significant impacts on physical and mental health, making their prevention and mitigation essential for achieving health and well-being for all. SDG 8: Decent Work and Economic Growth: Gender equality and the protection of children's rights are essential for creating inclusive and sustainable economic opportunities that benefit all members of society. SDG 17: Partnerships for the Goals: Collaboration among governments, civil society, and the private sector is vital for advancing gender equality, child protection, and human rights promotion on a global scale.

In summary, addressing gender equality, child protection, and the promotion of human rights is critical for building a more just, inclusive, and sustainable world in line with the aspirations of the SDGs. These issues require concerted efforts and partnerships at all levels to create lasting positive change and ensure the rights and well-being of every individual, regardless of gender, age, or background.

Target Area: Khulna, Sathkhira, Bagerhat, Patuakhali and Rajshahi district of Bangladesh

Implementation Matrix:

SL	Outcomes	Implementation Strategy	Time period
1	Empowered communities where gender equality is upheld, enabling equal opportunities, rights, and representation for all genders.	1. Gender Awareness Workshops: - Conduct workshops and seminars to raise awareness about gender equality issues, including gender-based discrimination, stereotypes, and biases. - Provide training on gender-sensitive language and behavior to promote respectful and inclusive interactions. 2. Capacity Building for Women's Leadership: - Offer leadership training programs tailored for women to enhance their skills in decision-making, negotiation, and advocacy. - Establish mentorship programs pairing aspiring female leaders with experienced mentors to provide guidance and support. 3. Promotion of Women's Economic Empowerment: - Provide entrepreneurship training and access to financial resources for women to start or grow their businesses. - Advocate for equal pay, fair working conditions, and access to employment opportunities for women in all sectors of the economy. 4. Gender-responsive Education Initiatives: - Develop and implement gender-sensitive curricula and teaching methods to promote gender equality in schools and educational institutions. - Train teachers and educators on addressing gender biases and stereotypes in the classroom and promoting gender-equitable learning environments. 5. Engaging Men and Boys in Gender Equality: - Organize awareness campaigns and workshops targeting men and boys to challenge harmful masculinity norms and promote positive attitudes towards gender equality. - Encourage male allies to actively support gender equality initiatives and advocate for women's rights within their communities and workplaces. 6. Policy Advocacy for Gender Equality: - Advocate for the adoption and enforcement of gender-responsive policies and legislation at local, national, and international levels. - Collaborate with government agencies and policymakers to mainstream gender equality considerations into development planning and decision-making processes. 7. Research and Data Collection on Gender Issues: - Conduct research and collect data on gender disparities and challenges within communities to	2025-2030

		inform evidence-based interventions and policy recommendations.	
2	Empowered communities where children are protected from all forms of harm and their rights are promoted and respected, contributing to a society where human rights are upheld for all individuals.	1. Child Protection Awareness Campaigns: • Conduct community-wide awareness campaigns to educate caregivers, educators, and community members about child rights and protection mechanisms. • Distribute informational materials and resources highlighting the importance of child protection and the signs of abuse or exploitation. 2. Capacity Building for Child Protection Professionals: • Provide training and professional development opportunities for social workers, law enforcement officers, and child protection practitioners on best practices in child welfare and safeguarding. • Establish networks and platforms for collaboration and knowledge-sharing among child protection professionals to strengthen response systems. 3. Establishment of Safe Spaces for Children: • Create safe spaces such as child-friendly centers, playgrounds, and recreational facilities where children can play, learn, and seek support in a protected environment. • Ensure that safe spaces are accessible and inclusive for all children, including those with disabilities or from marginalized backgrounds. 4. Legal Assistance and Advocacy for Children's Rights: • Provide legal aid services and representation for children facing abuse, exploitation, or neglect, ensuring their rights are upheld within the justice system. • Advocate for the enforcement of laws and policies that protect children's rights and hold perpetrators of child abuse and exploitation accountable. 5. Promotion of Positive Parenting and Caregiving Practices: • Offer parenting education and support programs to equip caregivers with knowledge and skills for nurturing safe, supportive, and loving family environments. • Facilitate support groups and peer-to-peer networks for caregivers to share experiences, seek advice, and access resources for positive parenting. 6. Community-based Child Protection Mechanisms:	2025-2030

		- Establish community-led child protection committees or task forces responsible for monitoring, reporting, and responding to child protection concerns at the local level. - Train community members, including teachers, religious leaders, and volunteers, on child protection protocols and procedures for identifying and responding to child abuse and neglect. 7. Promotion of Human Rights Education and Advocacy: - Incorporate human rights education into school curricula and community programs to promote awareness and understanding of human rights principles and values from an early age. - Engage in advocacy efforts to raise awareness about human rights issues, challenge discriminatory practices, and promote respect for the rights and dignity of all individuals within society.	
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Goal-07: Sustainable Communities, Climate Action, DRR & Promotion of Affordable Clean Energy

Background and Relevancies of the SDGs:

The concepts of sustainable communities, climate action, and the promotion of affordable clean energy are deeply interconnected. Each plays a vital role in mitigating the effects of climate change while enhancing the quality of life for current and future generations. Together, they represent a comprehensive approach towards building a resilient and sustainable global environment. Here's how these elements can be integrated and developed.

Bangladesh, being one of the most climate-vulnerable countries, must take swiO actions to address climate change and reduce its severity. It should also increase investments in its infrastructure and population and adopt measures to ensure an economy with climate resilience and sustainable development. Although Bangladesh contributes minimally to global greenhouse gas emissions, it is severely affected by environmental and climate-relevant impacts, which hinder its development efforts and pose risks to public health. To tackle the challenges of climate change, Bangladesh has adopted a range of short-, medium- and long-term national policies and laws, including the Climate Fiscal Framework (CFF), Bangladesh Climate Change Strategy and Action Plan (BCCSAP), National Adaptation Plan (2023-2050), and the Bangladesh Delta Plan 2100. Additionally, the Sustainable Development Goals (SDGs) have been integrated into the development agenda. BCCSAP and CFF provide guidance for allocation of resources in line with climate change objectives. BCCSAP encompasses six categories and budgetary allocations and expenditure data is generated based on these themes through the iBAS++ system for these thematic areas

It is well known that Bangladesh is severely affected by the adverse impacts of climate change. Due to its geographical location in the low-lying delta, the country is particularly vulnerable to climate change-induced disasters. Notable among these are flash flood, seasonal flood, cyclones, increased salinity, and untimely rainfall. The National Climate Vulnerability Assessment of Bangladesh conducted in 2018 has identified several hazards that are significant for the country, including temperature and heat pressure rise, increased drought, increased intensity of rainfall, increased of major rivers, erosion of riverbanks, sea-level rise (SLR) and intrusion of salinity, cyclones and storms, and increased intensity of coastal (MoEFCC, 2018).

SDG7: Ensure access to affordable, reliable, sustainable and modern energy for all and SDG11 Make cities and human settlements inclusive, safe, resilient and sustainable. SDG12 Ensure sustainable consumption and production patterns, SDG13 Take urgent action to combat climate change and its impacts are aligned. For the upcoming years and decade, GRACE have been considered the following strategic outcomes intensifying to reach the target of SDG 5, SDG 10 and SDG 16 till the 2030.

Target Area: Khulna, Sathkhira, Bagerhat, Patuakhali and Rajshahi district of Bangladesh

Implementation Matrix:

SL	Outcomes	Implementation Strategy	Time period
1	Planning Sustainable Communities; Creation of vibrant, inclusive, and resilient communities that prioritize environmental sustainability, social equity, and economic prosperity.	1.Integrated Urban Planning: - Develop comprehensive urban planning frameworks that prioritize sustainable land use, transportation, and infrastructure development to create livable and resilient communities. 2.Community Engagement and Participation: - Facilitate inclusive community engagement processes to ensure that local stakeholders have a voice in decision-making and contribute to the development of sustainable community plans. 3.Green Building and Sustainable Design: - Promote the adoption of green building standards and sustainable design principles to minimize environmental impact and enhance the quality of life for residents. 4.Public Spaces and Green Infrastructure: - Enhance access to public spaces and green infrastructure, such as parks, greenways, and urban forests, to improve air quality, biodiversity, and overall well-being.	2025-2030
2	Climate Action and Disaster Risk Reduction (DRR) ; Strengthened resilience to	1.Climate Resilience Planning: Develop climate resilience strategies and action plans to identify and address vulnerabilities to climate change impacts, such as extreme weather events, sea-level rise, and temperature fluctuations. 2.Early Warning Systems and Preparedness:	2025-2030

	climate change impacts and reduced vulnerability to natural disasters through proactive mitigation and adaptation measures	- Strengthen early warning systems and disaster preparedness measures to mitigate the impacts of natural hazards and reduce the risk of loss of life and property damage. 3.Ecosystem-based Adaptation: - Implement ecosystem-based adaptation measures, such as reforestation, wetland restoration, and coastal protection, to enhance natural resilience and buffer communities against climate-related risks. 4.Capacity Building and Education: - Provide training and education programs on climate resilience and disaster risk reduction for local governments, communities, and emergency responders to build capacity and enhance preparedness.	
3	Promotion of Affordable Clean Energy; Increased access to affordable, reliable, and clean energy sources, driving socioeconomic development while mitigating environmental degradation and climate change.	1.Renewable Energy Investments: - Invest in renewable energy infrastructure, such as solar, wind, and hydroelectric power generation, to increase access to affordable, reliable, and clean energy sources. 2.Energy Efficiency Programs: - Implement energy efficiency programs and incentives to reduce energy consumption and promote the adoption of energy-efficient technologies and practices in households, businesses, and industries. 3.Off-grid and Decentralized Energy Solutions: - Support the deployment of off-grid and decentralized energy solutions, such as mini-grids and solar home systems, to expand energy access to underserved rural and remote communities. 4.Policy Support and Regulatory Frameworks: - Advocate for supportive policy frameworks and regulatory incentives that promote the development and deployment of affordable clean energy technologies and solutions.	2025-2030

Goal-08: Innovation & Organizational Development

Background:

GRACE Innovation & Organizational Development could represent a hypothetical or specific company's initiative focused on driving innovation and fostering organizational development to prepare for future challenges and opportunities. Here, I'll outline a general strategy that such a company might adopt to harness innovation and support organizational growth as it prepares for the future.

Innovation and organizational development are critical components of GRACE's strategic plan, reflecting the organization's commitment to adaptability, responsiveness, and continuous improvement in addressing contemporary challenges and opportunities. Against the backdrop of a rapidly evolving global landscape characterized by technological advancements, demographic shifts, and socio-economic transformations, GRACE recognizes the imperative of fostering a culture of innovation and organizational agility to remain relevant and effective in its mission.

The increasing interconnectedness of economies and societies, coupled with emerging trends such as digitalization, automation, and climate change, necessitates a proactive approach to innovation and organizational development within GRACE. By embracing innovation, GRACE can harness new technologies, methodologies, and business models to enhance its service delivery, optimize resource utilization, and maximize impact on the communities it serves.

Moreover, organizational development plays a pivotal role in ensuring GRACE's internal capabilities and structures are aligned with its strategic objectives and external environment. This entails cultivating leadership, talent, and culture conducive to innovation and adaptability, as well as optimizing operational processes and systems to enhance efficiency and effectiveness. Through strategic investments in organizational development, GRACE can build a resilient and agile organization capable of navigating complexities and seizing opportunities in a rapidly changing world.

Overall, innovation and organizational development serve as foundational pillars of GRACE's strategic plan, driving forward its mission to empower communities, foster sustainable development, and promote social justice and inclusion. By embracing a culture of innovation and organizational agility, GRACE is poised to address emerging challenges and catalyze positive change in the pursuit of its vision for a more equitable and prosperous world.

Target Area: Khulna, Sathkhira, Bagerhat, Patuakhali and Rajshahi District of Bangladesh

Implementation Matrix:

SL	Outcomes	Implementation Strategy	Time period
1	Cultivation of a dynamic organizational culture characterized by creativity, experimentation, and continuous	1. Innovation as a Core Value: GRACE can integrate innovation into its corporate culture by making it a core value. This involves encouraging creative thinking and risk-taking at all levels of the organization, from new hires to top management. 2. Continuous Learning and Development: Investing in continuous employee training and development helps keep skills up-to-date and	2025-2030

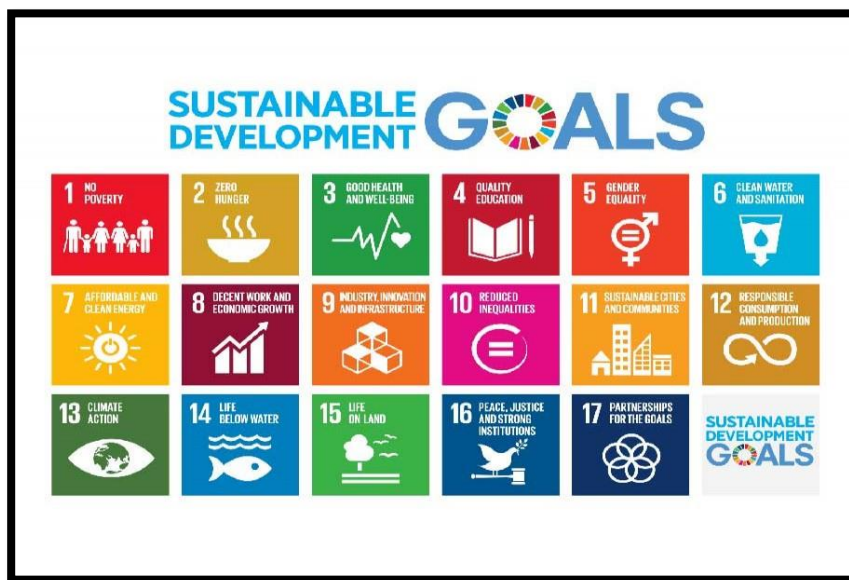
	improvement, fostering innovation at all levels and driving sustainable growth and competitive advantage.	encourages the constant exchange of ideas. GRACE could implement regular workshops, seminars, and access to courses that focus on emerging technologies and industry trends. 3. Open Innovation: Adopting an open innovation model allows GRACE to collaborate with external entities such as startups, academic institutions, and research centers. This approach can bring in fresh ideas and accelerate the development of new products and services.	
2	Maximized organizational efficiency and effectiveness through the strategic integration and utilization of technology, driving innovation, collaboration, and sustainable growth.	1. Digital Transformation: Embracing digital transformation is crucial. GRACE can integrate advanced technologies like AI, IoT, and blockchain to streamline operations, enhance decision-making processes, and improve customer interactions. 2. Data-Driven Decision Making: Utilizing data analytics to inform decision-making can significantly enhance efficiency and effectiveness. By analyzing trends, customer behaviors, and internal processes, GRACE can make more informed decisions that drive growth. 3. Remote and Hybrid Work Models: Adapting to flexible work models can boost productivity and employee satisfaction. Implementing state-of-the-art communication tools and collaboration technologies will be essential to manage and support a dispersed workforce effectively. 4. Adoption of Emerging Technologies: Leveraging cutting-edge technologies such as artificial intelligence, machine learning, and blockchain to drive innovation and gain competitive advantage. 5. Continuous Learning and Development 6. Cybersecurity and Data Privacy Measures	2025-2030
3	Enhanced organizational agility characterized by adaptability, innovation, and resilience, enabling swift responses to changing market dynamics, emerging opportunities, and unforeseen challenges.	1. Agile Methodologies: Incorporating agile methodologies into project management and development processes can help GRACE respond more quickly and effectively to industry changes and customer needs. 2. Responsive Organizational Structure: Developing a more fluid organizational structure that can adapt quickly to new challenges and opportunities is crucial. This might involve reducing hierarchies, forming cross-functional teams, and empowering employees with decision-making authority. 3. Innovation Labs: Establishing dedicated spaces or "innovation labs" where teams can focus on developing new ideas without the constraints of daily operations can stimulate creativity and experimentation.	2025-2030

4	A steadfast commitment to sustainability ingrained within the organizational culture, operations, and stakeholder engagements, ensuring enduring positive impacts on the environment, society, and economy.	1. Sustainable Practices: Integrating sustainability into the core business strategy can not only reduce environmental impact but also enhance the company's reputation and appeal to a broader base of consumers and talents who prioritize corporate responsibility. 2. Social Responsibility: Engaging in social responsibility initiatives, such as community development programs and partnerships with non-profits, can enhance corporate image and employee morale.	2025-2030
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CHAPTER-8: TARGET TO BE CONTRIBUTED TO ACHIEVING SDG

8.1 SDG's mitigation plan

As of my last update, there isn't specific information available on a "GRACE" organization directly related to Sustainable Development Goals (SDGs) mitigation plans. It's possible that "GRACE" could be a typo or an acronym specific to a particular sector or organization not widely recognized outside a specific context. Assuming you're referring to a generic organization or you meant something similar, I can guide you on how to develop a mitigation plan targeting SDGs for a typical company or organization.



General Framework for an SDG Mitigation Plan

Step 1: Identify Relevant SDGs

Organizations should start by identifying which SDGs are most relevant to their operations. This can depend on their industry, location, scale, and business practices. For example:

- **SDG 13 (Climate Action)**: Relevant for energy, manufacturing, and transportation sectors.
- **SDG 3 (Good Health and Well-being)**: Key for pharmaceuticals, healthcare, and consumer goods companies.
- **SDG 5 (Gender Equality)**: Important for all sectors, but particularly for those in education, healthcare, and corporate services.

Step 2: Assess Current Impact

Evaluate how current operations positively or negatively impact these SDGs. This involves:

- **Data collection**: Gathering data on emissions, waste management, labor practices, etc.
- **Impact analysis**: Assessing how these metrics align with or detract from achieving the SDGs.

Step 3: Set Specific, Measurable Goals

Based on the impact assessment, set specific goals that are measurable and time-bound. For example:

- Reduce carbon emissions by 30% by 2030.
- Achieve gender parity in leadership roles by 2025.
- Reduce workplace injuries by 50% by 2025.

Step 4: Develop Strategic Initiatives

Outline initiatives that will help achieve these goals. These could include:

- **Technology upgrades:** Investing in cleaner technologies or energy-efficient infrastructure.
- **Policy changes:** Implementing new HR policies for diversity and inclusion.
- **Partnerships:** Collaborating with NGOs, government bodies, or other corporations.

Step 5: Implement Initiatives

This involves the practical deployment of resources and strategies to execute the planned initiatives, such as:

- Training and development programs.
- Upgrading or replacing outdated machinery.
- Launching awareness and engagement campaigns.

Step 6: Monitor and Report

Regular monitoring and reporting on progress are crucial. This can be done through:

- **Internal audits and assessments.**
- **Sustainability reports** published annually.
- **Stakeholder engagement** to gather feedback and refine strategies.

Step 7: Adjust and Improve

Based on the monitoring results and stakeholder feedback, make necessary adjustments to enhance the effectiveness of the initiatives. This ensures that the organization remains on track to meet its SDG-related goals and can adapt to new challenges and opportunities.

Final Thoughts

For an SDG mitigation plan to be successful, it must be fully integrated into the core strategic planning and operations of the organization. It should also involve all levels of the organization, from top management down to the operational staff, and even extend out to the supply chain and end consumers. Moreover, transparency and communication with stakeholders, including investors, customers, and local communities, are key for credibility and effectiveness.

If "GRACE" is an acronym or specific to a certain context, please provide more details, and I can offer a more tailored response based on that information.

CHAPTER-9: STRATEGIC OPERATION PRIORITIES OF GRACE FOR 2024-2030

For this five-year period, our strategic priorities will be to strengthen our programmatic focus while strengthening our institutional base. We have identified four strategic priorities:

9.1 Focusing and strengthening on program direction

During 2018-2022, GRACE will focus on program direction while continuing to strengthen and expand collective action and learning. Collective action and learning has been and will continue to be at the heart of what the GRACE is and does.

- Objective 1: Strengthen GRACE's effectiveness to impact selected community-focused initiatives
- Objective 2: Strengthen and expand collective action and learning
- Objective 3: Create systems and processes through which to more effectively disseminate GRACE initiatives.

9.2 Raising our profile

We will communicate our expertise to a broader and more diverse audience and disseminate our state-of-the-art products nationally & globally.

- Objective 1: Strengthening branding of GRACE and build our outreach capabilities
- Objective 2: Implement a communications strategy in support of program priorities and initiatives

9.3 Growing and diversifying our funding base

We will use our enhanced marketing, outreach, and communications capacity to raise knowledge of our organization's accomplishments and key competencies and to strengthen our competitive position for grant and contract funding. We will pursue traditional paths of grant-raising from traditional sources, while also exploring new funding sources and avenues.

9.4 Strengthening our capacity to achieve organizational goals

The organization functioned well within a framework in which institutional change occurred incrementally rather than in response to a unifying long-term strategic vision. However, the 2018-2022 Strategic Plan calls for some bold steps that will require not just increases but also shifts in institutional capacity.

- Objective 1: Develop the Board to meet the governance needs and requirements of the future
- Objective 2: acquire the necessary staff and Working Group leadership competencies to achieve program, fundraising, and communications goals

CHAPTER-10: MANAGEMENT PROCESS OF GRACE

10.1 Operation and Management:

GRACE operates with both a General Body and an Executive Body overseeing its organizational activities. The Executive Director, who is recruited to lead the organization, serves as the head of the organization and maintains close collaboration with both the General Body and the Executive Body. This ensures effective implementation of organizational activities and alignment with the strategic direction set by the governing bodies.

10.2 Monitoring, Evaluation and Learning (MEL) system

GRACE has established an efficient and up-to-date Monitoring and Evaluation (M&E) system to closely track its program activities. This monitoring process aligns with the indicators specified in the Log-Frame of its Annual Plan. To ensure consistency and accuracy, GRACE has implemented monitoring templates and guidelines, which serve as valuable tools for the assessment. Along with the programmatic monitoring, GRACE has an independent monitoring cell entitled as "Central Monitoring Unit". The monitoring personal of different projects monthly organized meetings for tools development, programmatic update sharing, and strategy formulation based on monitoring findings. An update of overall GRACE projects from an M&E perspective has been shared with the program heads and Executive Director for programmatic readjustment and learning sharing.

Regular monitoring reports are generated by each program on a quarterly, half-yearly, and annual basis. These reports play a crucial role in evaluating the qualitative and quantitative progress of the various programs.

In recent times, GRACE has embraced real-time monitoring practices, utilizing mobile or tablet devices to collect data. This data is then efficiently monitored through various ODK (Open Data Kit) platforms. This adaptation has significantly enhanced the organization's ability to gather and analyze information promptly, facilitating more informed decision-making and swift responses to emerging situations. They are then shared with key stakeholders, including program heads, the Management Team, the Core Management Team, the Executive Committee, respective donors, the Government of Bangladesh (GOB), and other relevant parties.

The Planning and Development Unit, in collaboration with the Core Management Team, examines the reports and provides valuable direction and suggestions for enhancing the program activities. This feedback loop fosters continuous improvement and ensures that GRACE remains committed to delivering impactful and effective initiatives

GRACE M&E planning Matrix:

Technique of M&E	Data to be collected	Data collected instrument	Frequency	Responsibility
Process Monitoring	Choose observation of all project activities	FGD, Impact Diagram, Process documentation and PRA techniques	Monthly note for records, quarterly process monitoring reports, occasional case studies	GRACE Monitoring Team
Documentation of Lesson Learnt and Good Practices	Capture learning and documented success story	Field visit observation	Continuous process	GRACE Monitoring Team
Beneficiary Assessment	Beneficiaries attitude about the project services, bottlenecks, reason for success or failure, remedy measure required	Workshop, Formal and Informal consultative meeting, group discussion	Quarterly	MIS Coordinator
Impact Evaluation	Baseline survey, Socio-Economic condition, Rural Institutional development, Impact of Accessibility of the Rural poor to service providers	Survey and PRA techniques	Yearly basis	GRACE Evaluation Team/ External Evaluation Team
Special Studies	In-depth information about a specific issue	Sample study, FGD, PRA, Group discussion, Observation, Workshop	As per requirement	GRACE Evaluation Team/ External Evaluation Team
Field visit and Spot checking	Activity of GRACE's ongoing programmes	Checklist, group discussion and observation	Continuous process	GRACE Monitoring Team
Monthly Progress Review Meeting	Monthly progress report	Prescribe reporting format	Monthly	Executive Director

Quarterly Monitoring Workshop	Quarterly status of the different programmes, problems confronted,	Discussion, prescribed reporting formats,	Quarterly	ED, PC, DPC, APC& Monitoring
	lesson learnt and revision of work plan	work plan		Team
Quarterly Progress Report	-	Prescribed reporting formats	Quarterly	GRACE MIS and Monitoring

10.3 Fund Raising

Community Fundraising and Individual Giving

- Engage with individual/ retail donors, both from Bangladesh or overseas, by developing variety of options for them to donate and engage with GRACE

Grant Fundraising

- Continue and strengthen relationship with existing donors
- Look for other opportunities
- Look for unrestricted donors

Corporate Social Responsibility

- Develop corporate products that help companies to donate both money and expertise to GRACE

Social Enterprise

- Develop opportunities to generate sustainable funds through social enterprise

10.4 Theory of Changes

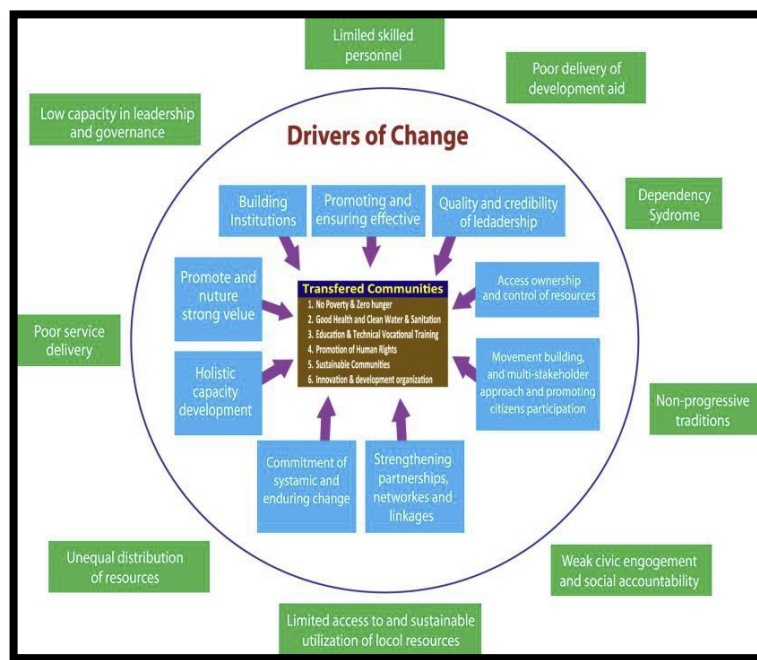
GRACE believes that systemic and enduring change is possible when communities are able to initiate and drive their own development agenda, work with governments and other actors to access basic rights and services as well as harness and grow their own resources. GRACE therefore invests in enhancing organized community-led initiatives to create a firm basis for sustainable development and social justice" Basically GRACE, in line with using theory of changes, wants transferred communities with focusing areas No poverty zero hunger, Good health; education and technical vocational training; Promotion of rights; sustainable community. Actually these focusing areas have been keeping as goals of alignment with SDGs and creating innovation & development organization is being considered as an organizational development own goal for sustainability perspectives. From its long implementing experience and analysis, GRACE is observed that some of the driving factors and some controversial / negative influential factors are responsible to change the scenario of a community/group of a country. GRACE would be considered the holistic capacity & access to ownership of control resource approaches that would be contributed to the no poverty & zero hunger, but for this it have to remove the controversial issues like Poor delivery of development

aid, limited skill person. GRACE believed that good health, education would be ensured through building institutions, commitment of systemic changes and enduring changes.

But here also some of the controversial or negative influence likes poor service delivery, non-responsive tradition issues have been observed that should be addressed through community initiatives and stakeholders responsiveness. In case of promoting the rights for disadvantaged vulnerable people, GRACE will consider holistic capacity development of participants, promoting ensuring effectiveness, moving building & multi-stakeholders approaches & promoting citizen

participation, quality, credibility & leadership approach. Here also GRACE finds some hindrance like weak civic engagement and social accountability, low capacity in leadership and governance, unequal distribution of

resource, dependency syndrome that always be created an obstacle to enhance the promotion of rights of the citizen. As a sustainable community desired from GRACE ultimate goal, GRACE accepted that transferred community would be adaptive and resilience with disaster and able to handle any kind of risk / hazard through taking various initiatives and mobilizing optimum level of their resource. But here also the negative influence is limited resource to sustainable utilization of local resources that should be scale up in case of proper utilization for getting a sustainable community



10.5 Innovation & Organizational Development

For GRACE to effectively pursue innovation and organizational development, it needs a comprehensive strategy that aligns with its mission and market goals while adapting to the evolving business environment. Below are tailored strategies that GRACE can implement to foster innovation and drive organizational growth.

A. Innovation Strategies

1. Establishing Innovation Hubs:

Create spaces or labs where teams can experiment with new ideas without the pressures of regular business constraints. These hubs should be equipped with the tools and resources necessary for prototyping and testing new products and services.

2. Implementing an Open Innovation Model:

Collaborate with universities, startups, and other companies to source external innovations that can complement or enhance internal projects. This could include partnerships, joint ventures, or crowdsourcing ideas through competitions.

3. **Fostering an Innovation Culture:**

Encourage risk-taking by providing a safety net for failure, recognizing that not all ideas will succeed but all will provide learning opportunities. Promote a culture where questioning the status quo, and innovative thinking is rewarded.

4. **Innovation Training and Leadership Development:**

Invest in training programs focused on creative thinking, problem-solving, and innovation management for employees at all levels. Develop leadership capabilities to manage and drive innovation throughout the organization.

B. Organizational Development Strategies

1. **Agile Organizational Structure:**

Move towards a more flexible organizational structure where cross-functional teams can form and disband as needed to address specific challenges or opportunities. This structure supports faster decision-making and responsiveness to market changes.

2. **Digital Transformation:**

Adopt new technologies that can improve efficiency and effectiveness across the organization. This might include AI for data analysis, cloud computing for flexibility, and mobile solutions for enhanced connectivity and collaboration.

3. **Talent Management and Workforce Planning:**

Develop a strategic approach to managing talent that includes not only recruiting the best but also retaining and developing existing employees through continuous learning opportunities and clear career paths.

4. **Sustainability and Corporate Social Responsibility:**

Integrate sustainability into the core business strategy. This could involve setting clear objectives for reducing environmental impact, engaging in fair trade practices, and actively participating in community development.

C. Combining Innovation and Organizational Development

1. **Performance Metrics for Innovation:**

Develop clear metrics to measure the impact of innovation efforts, such as time to market, ROI on new products, and employee engagement in innovation activities. These metrics should be aligned with broader business goals.

2. **Change Management:**

As innovations and new organizational structures are implemented, effective change management will be critical. This includes clear communication, training programs to assist with transitions, and mechanisms to gather feedback and adjust strategies accordingly.

3. **Leveraging Data and Analytics:**

Use data analytics to drive both innovation and organizational decisions. Insights derived from data can help identify market trends, predict customer behaviors, and optimize internal processes.

4. **Continuous Improvement and Feedback Loops:**

Establish continuous feedback loops where employees at all levels can contribute ideas for improvement. This should be a structured process that regularly reviews and refines business practices.

By implementing these strategies, GRACE can foster a dynamic environment where innovation flourishes and organizational structures support sustainable growth. This approach not only helps GRACE adapt to immediate challenges but also positions it strategically for long-term success.

10.6 Programme Strategy Management

Programme Strategy Management involves the overarching coordination and administration of multiple related projects aimed at achieving strategic business objectives. This management approach ensures that an organization's programs align with its strategic goals, optimizing resource utilization and maximizing value delivery. Effective Programme Strategy Management allows organizations to navigate complex changes, enhance capabilities, and ensure that all project outputs contribute towards a cohesive goal.

A. Core Components of Programme Strategy Management

1. **Strategic Alignment:**
 - **Objective Setting:** Define clear, strategic objectives that programs aim to achieve, ensuring they align with the broader goals of the organization.
 - **Programme Selection:** Choose and prioritize program initiatives based on their expected impact on strategic objectives, resource availability, and risk.
2. **Governance:**
 - **Establish Governance Structures:** Create frameworks that define roles, responsibilities, and decision-making processes within programs to ensure oversight, transparency, and alignment with strategic objectives.
 - **Stakeholder Engagement:** Regularly engage stakeholders to update, receive feedback, and adjust strategies as necessary to accommodate changing organizational or environmental factors.
3. **Programme Planning:**
 - **Integrated Planning:** Develop comprehensive plans that detail the execution strategy, resources, timeframes, and budgets for all projects under the program.
 - **Risk Management:** Identify potential risks across the program lifecycle and develop mitigation strategies to manage risks at both the program and project levels.
4. **Resource Management:**
 - **Resource Allocation:** Efficiently allocate human, financial, and technological resources across projects to optimize performance and outcomes.
 - **Capability Development:** Ensure that team capabilities and skills are developed to meet the evolving demands of the program.
5. **Performance Monitoring:**
 - **Key Performance Indicators (KPIs):** Establish and monitor KPIs that reflect the progress and success of the program in achieving its objectives.
 - **Reporting and Feedback Loops:** Implement regular reporting mechanisms and feedback loops to monitor progress, manage issues, and make informed decisions.
6. **Value Delivery:**
 - **Benefits Realization:** Plan and manage the realization of benefits, ensuring they are aligned with strategic objectives and are delivered sustainably.
 - **Change Management:** Facilitate effective change management strategies to ensure the organization adapts to new processes, systems, or structures introduced by the program.
7. **Stakeholder Communication:**
 - **Clear Communication Channels:** Develop and maintain clear communication channels that ensure all stakeholders are informed, engaged, and supportive of the program's goals and progress.

- **Conflict Resolution:** Address and resolve conflicts among stakeholders or project teams swiftly to maintain program cohesion and momentum.

B. Implementation Steps for Effective Programme Strategy Management

1. Define the Program's Strategic Context:

Clearly articulate how the program fits within the broader strategic goals of the organization.

2. Develop Program Infrastructure:

Set up governance structures, define management roles, and establish operational processes.

3. Execute and Control:

Implement the planned activities while continually monitoring performance against set objectives and making necessary adjustments.

4. Close and Review:

Formally close program components with a structured review to capture lessons learned and integrate insights into future program strategies.

By focusing on these components and steps, Programme Strategy Management helps organizations not only to oversee and coordinate projects effectively but also to ensure that these projects contribute positively towards achieving long-term strategic objectives. This strategic coherence is critical in today's dynamic business environment, where adaptability and alignment are key drivers of success.

10.7 Team Management

For GRACE to effectively manage and lead its teams in a manner that promotes productivity, innovation, and employee satisfaction, adopting a holistic team management strategy is crucial. Here's how GRACE can implement a comprehensive approach to ensure its teams are engaged, efficient, and continually contributing to the company's goals.

1. Clear Goal Setting and Alignment

Strategy:

- **Define and Communicate Clear Objectives:** Ensure that every team understands their specific goals and how these contribute to the company's overall objectives.
- **Align Goals with Individual Roles:** Use tools like OKRs (Objectives and Key Results) to connect team goals with individual contributions, making roles and expectations clear.

2. Empowering Leadership Style

Strategy:

- **Foster a Supportive Leadership Environment:** Encourage leaders within GRACE to adopt a coaching mindset that focuses on developing employees, offering guidance, and providing necessary resources.
- **Delegate Effectively:** Empower team members by delegating meaningful tasks that align with their skills and career aspirations, thereby enhancing their sense of ownership and engagement.

3. Collaboration and Communication

Strategy:

- **Implement Collaborative Tools:** Utilize modern technology solutions such as project management software, real-time communication tools, and cloud-based collaboration platforms.

- **Regular Check-Ins and Meetings:** Schedule regular team meetings and one-on-one check-ins to ensure open lines of communication, discuss progress, and address any challenges.

4. Performance Management and Feedback

Strategy:

- **Continuous Feedback System:** Establish a system of continuous, constructive feedback rather than relying solely on annual reviews. This should include peer-to-peer feedback as well as upward and downward reviews.
- **Recognition and Reward Systems:** Implement recognition programs that acknowledge team and individual achievements transparently and regularly.

5. Training and Development

Strategy:

- **Ongoing Training Opportunities:** Provide continuous learning opportunities related to both technical skills and soft skills to keep the team up-to-date with industry standards and to promote personal development.
- **Career Pathing:** Offer clear career progression paths that help team members understand how they can grow within the company, which in turn can improve retention and motivation.

6. Building Team Cohesion and Culture

Strategy:

- **Team-Building Activities:** Regular team-building exercises both inside and outside of the workplace can enhance trust and improve interpersonal relationships.
- **Promote a Positive Work Culture:** Encourage a work environment that values diversity, inclusivity, and respect. Create channels where employees feel safe to express their thoughts and opinions.

7. Flexibility and Work-Life Balance

Strategy:

- **Flexible Work Arrangements:** Where possible, offer flexible working hours and the possibility of remote work to help employees manage their personal and professional lives effectively.

Supportive Policies: Develop policies that support work-life balance, such as wellness programs, mental health days, and family-friendly workplace practices.

8. Use of Agile Methodologies

Strategy:

- **Implement Agile Practices:** Adopt agile methodologies that promote adaptability, quick feedback loops, and iterative progress in project management and task execution.
- **Cross-Functional Teams:** Encourage the formation of cross-functional teams to tackle projects, which can help break down silos and spread knowledge across the company.

By integrating these strategies into its team management approach, GRACE can cultivate a productive, innovative, and satisfied workforce. These strategies not only enhance performance and employee engagement but also drive the company towards achieving its strategic objectives in a dynamic and competitive business environment.

10.8 Financial Management

GRACE maintains its accounts, bill, voucher, cash book, ledger according to the guideline of its Financial Manual. Accounts of the organization are maintained manually with computer (Excel) generated report. The finance unit of GRACE produces monthly financial report of each sections and the quarterly report is submitted to the Executive Committee and Management Team of GRACE and also to the respective donor of the projects. Its accounts are audited by external reputed Audit Firm. GRACE also submit its annual programme, financial and audit reports to the NGO Bureau, respective donors and government offices in due time.

The final section of your strategic plan is your financial projections. Your financial projections help in multiple ways. First, you can use a financial model to assess the potential results for each opportunity you consider pursuing.

Also, once you determine the opportunities you will pursue, your financial projections will map out the goals. For example, you'll know exactly how many new customers you must attract in the next month, and at what price point, to achieve next month's goal.

10.9 Review and updating process of the Strategic Plan 2024-2030

The dynamic landscape of business necessitates that organizations remain adaptable and responsive to changes in their environment. To ensure that GRACE continues to operate at the forefront of industry standards and maintains alignment with its strategic goals, the GRACE Management is tasked with the crucial role of periodically reviewing and updating the Strategic Plan. This document outlines the structured process to be followed every two years to review and, if necessary, revise the Strategic Plan.

Objectives of the Review and Updating Process

The primary objectives of this biennial review are to:

- Assess the relevance of the strategic objectives and strategies in the context of the current business environment.
- Incorporate new opportunities and risks arising from both internal and external changes.
- Refine strategic goals to enhance organizational effectiveness and efficiency.
- Ensure alignment with long-term vision and short-term operational goals.

Process Overview

1. **Initiation:** The review process will be initiated every two years, starting from the date the last strategic plan was ratified. An initial meeting will be convened by the CEO to set the agenda and timelines for the review process.
2. **Preparation:** Prior to the review, all departments will be required to submit a report detailing their achievements, challenges, and insights relative to the existing plan. This will also include updates on the external environment and competitor analysis.
3. **Review Meetings:** GRACE Management will hold a series of review meetings to discuss the findings and recommendations from the departmental reports. These meetings will focus on evaluating the continued relevance of the strategic goals and identifying new challenges and opportunities.

4. **Stakeholder Engagement:** Key stakeholders, including board members, major investors, and selected key customers, will be consulted to gain external perspectives and insights. This may be done through surveys, focus groups, or one-on-one interviews.
5. **Drafting Updates:** Based on the insights gained and discussions held, necessary amendments will be drafted. This may involve redefining objectives, modifying strategies, or introducing new initiatives.
6. **Feedback Loop:** A draft of the revised strategic plan will be circulated amongst department heads and key stakeholders for feedback. Their input will be critical in ensuring the plan is comprehensive and robust.
7. **Finalization:** Incorporating feedback, the final version of the strategic plan will be crafted. This will then be presented to the Board of Directors for approval.
8. **Implementation of Updates:** Once approved, the updated strategic plan will be communicated across the organization through workshops and training sessions to ensure all employees are aligned with the new strategic direction.
9. **Monitoring and Evaluation:** Post-implementation, the plan's effectiveness will be monitored against established KPIs and milestones. Regular updates will be provided to management and the board.

Roles and Responsibilities

- **Executive Director:** Oversees the entire review process, ensures adherence to timelines, and provides final approval on the direction.
- **Department Heads:** Contribute departmental reports, participate actively in review meetings, and implement changes within their respective areas.
- **Strategic Planning Team:** Coordinates the process, facilitates meetings, compiles reports, and drafts the updated plan.
- **Board of Directors:** Provides final approval for the strategic plan and offers guidance on strategic direction.

Conclusion

The review and updating of the Strategic Plan is a critical process for GRACE Management, ensuring that the organization remains agile and aligned with its long-term vision amidst changing market conditions. By adhering to this structured review process, GRACE is well-positioned to adapt and thrive, securing its place as a leader in the industry.

CHAPTER-11: ANNEXATION

Annex 1: Participatory Strategic Plan (PSP) Development Process

The Participatory Strategic Planning process is a consensus-building approach that helps a community come together in explaining how they would like their organization to develop over the next few years.

Participatory Strategic Planning consists of four stages:

1. First, the group determines their vision for the future of the organisation or community.
2. Second, they describe the obstacles that are preventing them from reaching their vision.
3. In the third stage they move on to agree methods that will help them get past the obstacles and reach the vision.
4. The final stage is about implementation planning e.g. 'What shall we do in the first year?', and finally, 'What shall we do in detail in the first 3 months?'

Each stage uses a workshop process which involves brainstorming to generate ideas, gathering to explore the themes that emerge, and naming to develop the agreement of the group in each cluster. Each workshop involves a combination of working individually, in small groups and with the whole group. A trained and experienced facilitator is required (a team of two is preferable), and planning the process should involve others in the group as well as the facilitator. The venue should comfortably accommodate the participants in such a way that they can see and hear each other and the facilitator clearly, with good lighting and acoustics. A large, flat area of wall-space is best for organising participants' ideas, written on cards.

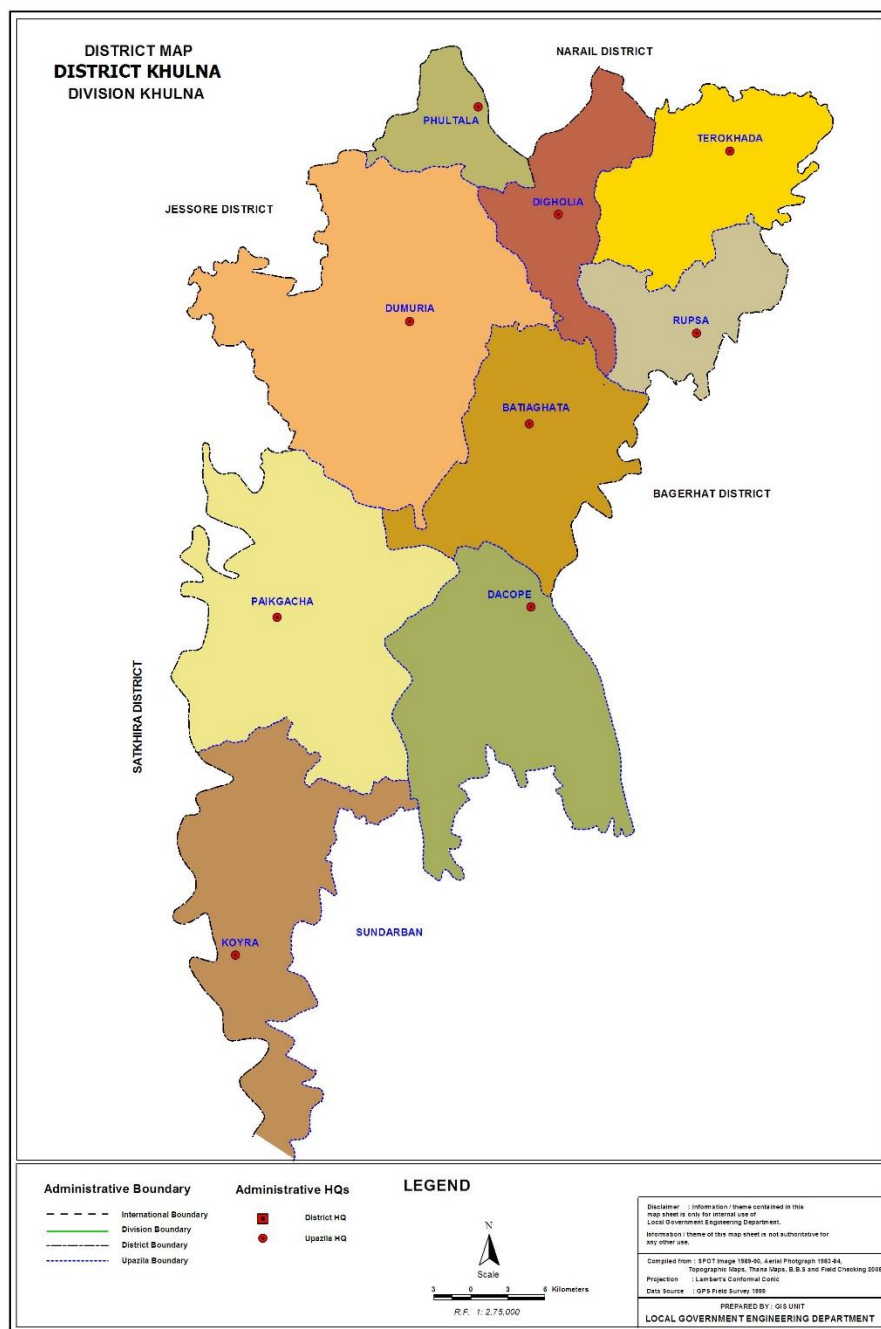
Participants

- 5 to 50 is the typical range but it can be more or less than that. The method works well with a mixed group of participants from all levels of the organization.
- It is designed to be inclusive, so a diverse group of participants can take part.
- Participants with low levels of literacy might need some support.

Annex 2: List of Participant for STRATEGIC plan preparation

Serial	Name of participants	Designation
1	Emranul Haque	Chairman, EC, GRACE
2	MD. Mamun Or Rashid	General Secretary, EC, GRACE
3	Md. Golam Fozle Rabbani	Advisor, GRACE
4	Dr. Gulshanara	Vice Chairman, EC, GRACE
5	Md. Mahmudul Hasan	Advisor, GRACE
6	Md. Mahbubul Haq	Advisor, GRACE
7	Afroza Sharmin	Member, General Committee, GRACE
8	Hosnara Begum	Member, General Committee, GRACE
9	Wahid Ferdous	Member, General Committee, GRACE
10	Mouthithy Aich	Member, General Committee, GRACE

Annex 3: Working Area Map



Annex 4: Organogram of GRACE

