"**Dream** is not that which you see while sleeping
Dream is something that does not let you **sleep**."
— A. P. J.Abdul **Kalam**

Strategic Plan of the UdayankurSebaSangstha (USS)

2021 -2025

UdayankurSebaSangstha (USS)

Jordarga, Nilphamari- 5300.

Acknowledgement

The third strategic planning process of Uadyankur SebaSangstha (USS) began in June 2020 when USS executive committee decided to conduct the exercise of strategic plan of the organization and a committee named Senior Management Team (SMT) comprised of senior staffs of the USS. Accordingly, SMT have consulted among themselves and engaged an external consultant to facilitate planning process and discussions to define USS's future. The consultant scanned the past strategic plan of USS, annual reports, USS policies, organogram, staffing, audit report and other pertinent documents. After that the consultants facilitate a number of interviews and series of

workshop both in physical and online with all relevant stakeholders. Later USS staff team lead by its Executive Director Mr. Alauddin Ali and other relevant stakeholders meticulously consulted and opined to frame the present strategic plan of 2021 – 2025 of USS.

USS acknowledges the contribution of the team of Diakonia Bangladesh, a donor of USS, led by its Country Director, Ms. Khodeja Sultana for their valuable comments and suggestions to frame the strategic plan. We also sincerely acknowledge the contribution made by the beneficiaries and stakeholders for providing valuable suggestions and opinion in several interviews and workshops in the strategic planning process.

Our special appreciation goes to external consultant Md. Tajul Islam for facilitating the strategic planning process and incorporating all pertinent issues raised and suggested by the wide group of participants in finalizing the strategic plan 2021 – 2025 of USS.

This strategy will be rolled out through detailed annual plans which are the roadmaps to reach USS vision. Translating this vision into action will require strong and innovative partnerships with donors, partners and stakeholders in development. We will work to strengthen USS and its programs. But implementing this strategy will also depend on the availability of resources. The evaluation of USS suggested for more, longer term, stable funding for increased impact and more durable results. I am confident that current and potential funders of USS will appreciate the concrete steps the organization is taking to improve the focus and effectiveness of its work. Today USS is stronger than ever. As we work to making USS more accountable, transparent, responsive and impactful in the society, we look forward to implementing this plan in close partnership with all of donors, partners, stakeholders and beneficiaries those committed to transform power and access for equitable, just and human rights society.

Md. Razob Ali Sarker
President
UadyankurSebaSangstha (USS)

Acronyms

AAB	Action Aid Bangladesh
AC	Arbitration Council
BBS	Bangladesh Bureau of Statistic
BFF	Bangladesh Freedom Foundation
BNF	Bangladesh NGO Foundation
BIGD	Brac Institute of Governance and Development
BTRA	Bangladesh Telecommunication Regulatory Authority
CAP	Community Action Plan
CERD	Convention on Elimination of Racial Discrimination
CEDAW	Convention on Elimination of all forms of Discrimination against Women
COVID	Corona Virus Disease
CSO	Civil Society Organisation
DAE	Department of Agricultural Extension
DRR	Disaster Risk Reduction
EPZ	Export Processing Zone
EWR	Elected Women Representative
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IMF	International Monetary Fund
ITES	Information Technology Enabled Services
GAGE	Gender and Adolescence: Global Evidence
GBV	Gender Based Violence
GDP	Gross Domestic Product
GO	Government Organisation
NJK	Nari Jogajog Kendra
NGO	Non-Government Organisation
MDG	Millennium Development Goal
MICS	Multi Indicator Cluster Survey
MJF	Manusher Jonno Foundation

MSS	Manabik Shahajya Sangstha
PAR	Participatory Action Research
PESTLE	Political, Economic, Social, Technology, Legal and Environmental
RDRS	Rangpur Dinajpur Rural Service (RDRS) Bangladesh
RTI	Right to Information
SGBV	Sexual and Gender based Violence
SMC	School Management Committee
SMT	Senior Management Committee
SPC	Strategic Planning Committee
UDHR	The Universal Declaration of Human Rights
ULAC	Union Legal Aid Committee
UN	United Nations
USAID	United States Agency for International Development
USS	Udayankur Seba Sangstha
UZLAC	Upazila Legal Aid Committee
VAB	Volunteers Association of Bangladesh
VAW	Violence against Women
VC	Village Court

Executive Summary

Strategic Plan is important for organizational development as well as to reflect on its successes and challenges and promotion of the organization. It gives an overall direction to organizational way-forward. Analyzing the success and challenges, USS requires to take amount the strength, opportunities, best practice and past learning. Based on these, USS build its foundation for this Strategic Plan.

USS's approach of its intervention is Participatory Action Research (PAR) and this approach will continue for achieving its mission and vision. Thus USS plan to mobilize resources for institutions and capacity building of the communities for prosperity, sustainability and democratic self-governance

Vision: A society where people regardless of their age, sex, religion, ethnicity or any other social identities live with dignity, and enjoy equal rights, responsibilities and opportunities.

Mission:

Creative social transformation through promoting, assisting and encouraging deprived and marginalized people to build institutions, capacities and processes towards prosperity, sustainability and democratic self-governance.

External Context

The external context, where USS is operating its interventions, were identified by reviewing the current political, economic, social, technology, legal and environmental (PESTLE) situation. Political factors include low indicators of

governance, widespread corruption, and politicization of local government and lack women's participation in politics. Though Bangladesh recorded one of the fastest growth rates in the world in the past few years, however, the unemployment rate is noteworthy and the income inequality have been increasing which impacts the population and their priority rights, entitlement and demands. Beside, Bangladesh is one of the most vulnerable countries in the world to climate change.

A number social phenomena contributing inequality and discrimination including religious extremism, election violence, dogmatic religious norms and practice, patriarchal norms and practices, gender inequality, child marriage and sexuality. Sexual violence, violence against women (VAW) or gender-based violence (GBV) is alarming in the society. The trend of using digital platform including ICT has increased; however, women's access to digital platform is considerably low. Women becoming the victims of cybercrime in digital platforms.

Though many positive laws have been enacted in Bangladesh and almost all international instruments including CERD and CEDAW acceded by Bangladesh, the lack of proper implementation of these laws, discriminatory legal provisions, procedural gaps, delay in investigation and trial, weak prosecution system, lack of awareness among the crimes victims and lack of gender sensitivity among the justice actors, prevents community people particularly poor, women, children and vulnerable groups from accessing justice and remedy.

Internal Context

USS possess a strong existence in its constituency with several of its strengths including competent, dedicated and gender sensitive team; democratic organizational attitude; effective and efficient community intervention and community acceptance. On the other side, it has huge opportunity to work for community on several thematic areas aligns with its vision and mission. USS endures few organizational weaknesses in program monitoring and evaluation, reporting and documentation and midlevel leadership of the organization.

Strategic Goal

USS will elevate the achievements made in gender equality, child and youth development and socio-economic conditions for the poor and marginalized and will expand its prospects to avail of emerging opportunities to facilitate social transformation through building institutions, developing capacity, inclusion of excluded and democratic self-governance

Strategies

USS will combat social inequalities and exclusion by empowering the community people especially women, girls, youth, children and other excluded groups and will enhance governance and democratic practice through active participation of the community. It will engage youth and children as the catalyst as well as future responsive citizen. USS will also promote economic empowerment of the community and will response on environmental hazards, disaster, humanitarian crises and emergencies. A sincere focus will also on organizational development to adapt the development sector change. To accomplish the above-mentioned strategic interventions, USS will adopt the following strategies: -

- USS will work with relevant key institutions, organisations and networks to bring the change in the respective working areas;
- Working in partnership and collaboration with GO-NGO organisation with shared objectives to increase outreach and impact of its programs;

- Keep local CBOs, Youth Groups, Child Groups, Women Groups, Journalist Groups and Local CSOs involved;
- Social activism through Gono-Gobesona Dal, Cultural Group, Community Based Journalist group, Elderly Citizen Group, Child Parliament, Adolescent Girls Group, Nari Jogajog Kendra (NJK), Boys Group, Men Group;
- Using social media and digital means to increase outreach and internal and external communications;
- Invest in programme, advocacy and research to ensure that USS has a convincing voice in its working areas;
- Invest in organisational capacity

Following the above mention strategies, USS plans to implement programs along the following strategic themes over the next five years:

- Gender Justice.
- Children and Youth Engagement in Development.
- Economic Empowerment for Mirginalized Specially Women .
- Human Rights and Good Governance.
- DRR & Climate Justice.
- Organizational Development

2. Introduction

2.1 Organizational Background

In 1997 few enlightened people of the local area sit together and raised the need of a social organization considering the socio-economic situation of their area. This was theroot of the formation of Udayankur Seba Sangstha (USS). USS, a social development and non-political organization, was establish on 10th October 1997 and initiated its activities at Sadar Upazila of Nilphamari District at the same. It was form aiming to assist in establishing a democratic society of free from poverty and non-discrimination where every person will be self-reliance, will enjoy freedom and resolute. Subsequently, it was first registered under the Department of Social Development on 02 December 1998 for its legal identity (NilSadar 188/98) as organization. From the very beginning of the USS, the working approach was to do social work for human wellbeing. Though, in its Constitution it has been clearly described the goal and objectives of the organization. However, to achieve its goal and objectives, USS was working in a mixing up approach. Gradually, it has develop and define its working approach through learning by doing. Later on, 2003, USS has defined its working approach and adopted PAR (Participatory Action Research) as one of its principal driving approach to work with poor and marginalized people in its working area.

USS envisioned a democratic society, free of poverty and inequality where all the people are enjoying freedom, self-reliant, determined and contributing to the development of country and nation as a citizen with democratic values. To achieve the vision, USS facilitate a process among the marginalized people so that they can unmask the apparent and underlying causes of poverty and take initiatives to overcome the problems collectively.

On 05 February 2009, USS has been registered with NGO Affairs Bureau (No: 2410) under the Foreign Donation (Voluntary Activities) Regulation Act. At the same year, USS has registered with European Union Aid (Europe Aid EID=BD-2009-DDF-2206433939).

Initially, USS started it activities focusing on awareness raising program on poverty, health, education, gender equality. Gradually, it extended its program concentrating in four boarder thematic areas i.e. *Food Sovereignty, Access to Natural Resource and Services; Women Development, Child Rights Protection and Gender Equality; Education; and Governance.*

Under its first thematic area, USS formed peoples' organization like Community *Dhan* Bank, (Community Paddy Bank), *Loko Kendra (*Peoples' Centre*), Gono-Gobesona Dal* (Peoples' Research Group)to transmit and sustain the activities of this thematic area. The major activities within this broader thematic area were access to public service from Department of Agricultural Extension (DAE), Department of Livestock, Department of Fisheries, Department of Social Welfare and so on; access to public land (*Khas* land) by the landless people; accountability and transparency in the local governance; gender responsive governance mechanisms; equitable distribution of resources for public service provision; seed security; climate change adaptation and mitigation, poultry and livestock rearing; development of socio-economic condition of the rural area.

Under the second thematic area, USS has developed several male, female, young groups and cultural groups i.e. School Management Committee (SMC), Tree plantation Committee, Nari O Shishu Nirjatan Protirodh Committee, Word Committee, Person with Disability Group Gono-Natok Dal (peoples' theatre group), Folk Song Group. The major activities under this broader thematic groups were training, workshop, discussion meeting on community basis and also family-based discussion meeting, drama show, folk song show, awareness and life skill training for young boys and girls, awareness session on social harmful practices including child marriage, polygamy, dowry, divorce etc. Through these activities' women, girls, and youth including persons with disability have developed capacity and leadership to the extent that the culture of silence has broken and challenging against gender-based violence, discrimination and harmful traditional practices and getting support from law enforcing authority.

Under the broader thematic area of education, USS has conducted pre-school, and rigorous meeting with parents to develop the quality of education as well as to reduce dropout of students. They have also initiated programs to promoting science education in secondary school level. USS follows feminist principle in all respect of implementation.

Under the governance thematic areas, USS has promoted and established pro-poor and inclusive governance through different participatory tools and approaches like Economic literacy and budget accountability for governance (ELBAG), Social Audit, Public hearing and Reflection-Action to create consciousness among grassroots people especially the women in order to achieve quality, equity of access, and gender responsiveness of public services and also to establish a fair redistribution of resources through effective financing for public policies.

Long time USS worked on gender equality through different intervention. Women and girl's leadership are visible in all level of works. Strongly they raised their voice against gender discrimination. In 2019, USS conducted a quick survey in the whole organization including staffs and governing body in relation to feminist approach. Through this survey question USS considering that the organization is obviously a feminist organization based on social and political movements and its ideology which is achieving the political, economic and social equality of the genders.

As a feminist organization, USS operating the organizational work in the Rangpur regions of Bangladesh with its own and unique mode of human rights-based development intervention.

2.2 Key Supporters and Funders

Initially, both individual and organization has supported USS. Later national and international donor and voluntary organization funded USS for its programs and projects. In its long journey, the national level organizations those supported USS are Manabik Shahajya Sangstha (MSS), BRAC, Manusher Jonno Foundation (MJF), Bangladesh Freedom Foundation (BFF), Volunteers Association for Bangladesh (VAB), Bangladesh NGO Foundation (BNF), RDRS Bangladesh. The international donor organisations including Diakonia, Plan International, Democratic International, Action Aid Bangladesh (AAB), Unitarian Service Committee of Canada (USC-Canada) and European Union has supported USS.

2.3 Target Rights holders and Working Area:

The primary rights holders of the USS are the deprived and marginalized people of the society. The deprivation and marginalization based on gender, sex, age, ethnicity, economic and social status are counted through its mandate. Thus the target rights holders of USS are women, children, youth, girl, poor and economically deprive people, women peasant, workers particularly women, person with disabilities, socially excluded communities, minorities based on ethnicity and religion, language minorities and gender diverse communities.

Currently, USS has its program operation in the three District of Rangpur Division of Bangladesh namely, Nilphamari, Kurigram and Lalmonirhat. It has strong existence in all Upazila of Niphamari district. It has also program intervention in all Upazila of Lalmonirhat district and some selected Upazila of the Kurigram district. USS has envisioned to extend its working area covering all districts of the Rangpur division in this strategic plan period.

Map of Bangladesh indicating working area

Bangladesh District Map
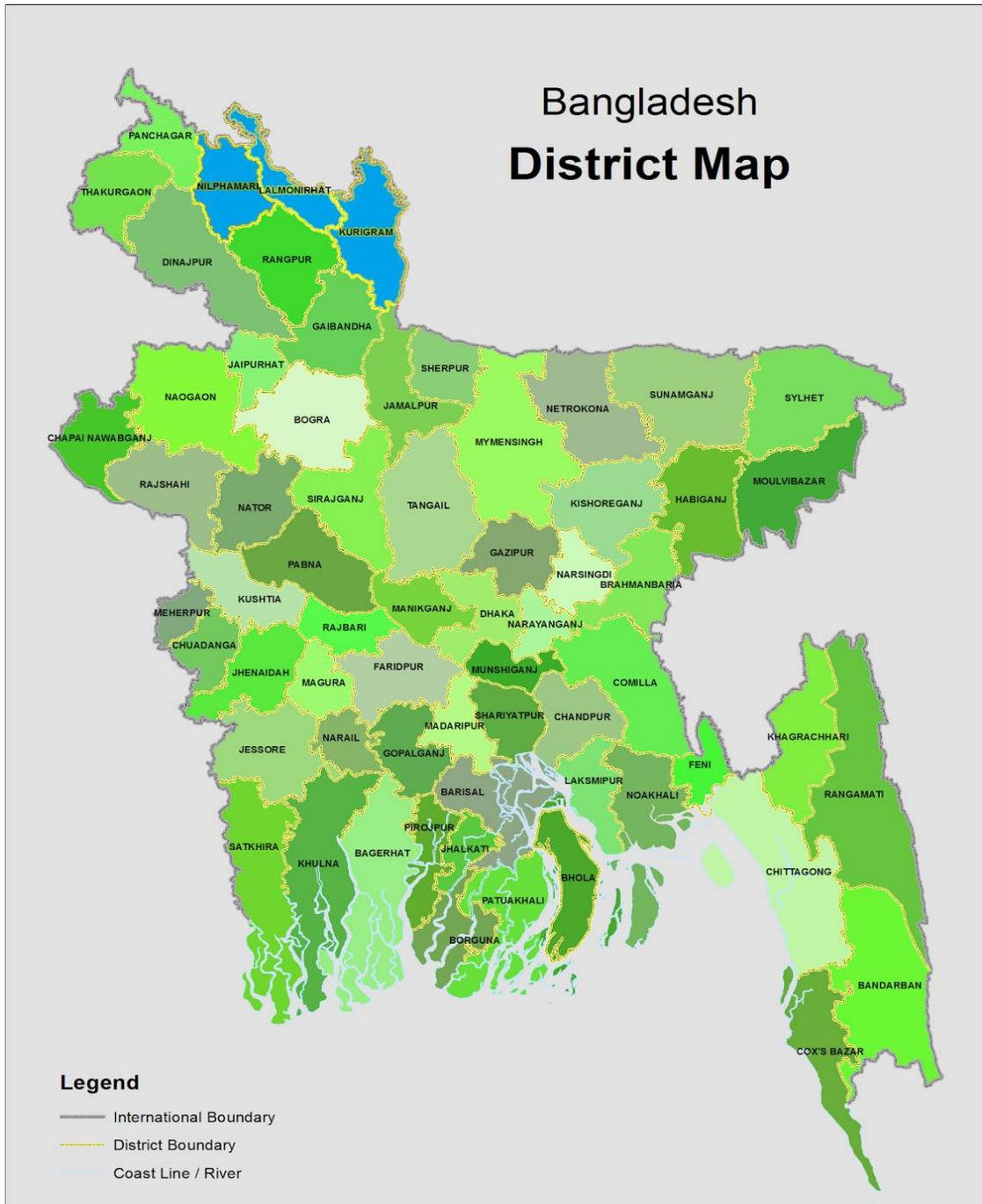
2.4 Vision, Mission, and Core Values of the USS

Vision:

A society where people regardless of their age, sex, religion, ethnicity or any other social identities live with dignity and enjoyer Equal rights, responsibilities and opportunities.

Mission:

Creative social transformation through promoting, assisting and encouraging deprived and marginalized people to build institutions, capacities and processes towards prosperity, sustainability and democratic self-governance.

Core Values:

The core values of the USS are participation, accountability, transparency, efficiency, equality, justice and dignity. The following values are in-built with USS programs;

- Human Dignity and Gender Equality
- Honesty, Integrity, Sincerity and Transparency
- Concern for Environment
- Quality Service
- Capability and Accountability
- Creativity and Innovation
- Discipline

2.5. USS Working Approach

USS, to reach its desire, the vision and guided by its core values and drive through its mission, undertake programs, projects and activities. It has customize and adopted Participatory Action Research (PAR) as a tool of analyzing social structure, power dynamics, inequality and discrimination as well as transforming society, power and equal and non-discriminatory access. As PAR emphasizes on participation and action of the community and through the participation and action, the community learn or research. USS in its working approach integrated the PAR as a tool to change the society and power dynamics through the participation and action of the community.

Through the PAR approach, community people identify their problems and priorities them, then they analyses the prioritorised problems and take decisions on how to address in the Reflection Circle. In the next stage of the PAR approach, community people plan to address the identified and prioritized problems and the planning process took place in the respective communities which is called Community Action Plan (CAP). After finalizing the plan, the community people implement their plan to address the problems and simultaneously they monitor the implementation of the CAP. USS volunteers and field enumerators facilitate all of these stages of the PAR process.

Thus USS organizes community to lead the community-driven development. USS work for the development of community organizations and through this organizations the changes take place in the society which will sustain in the society.

Problem Identification and Prioritization → Problem Analysis → Community Decision → Community Action Plan → Implementation and Monitoring (PAR)
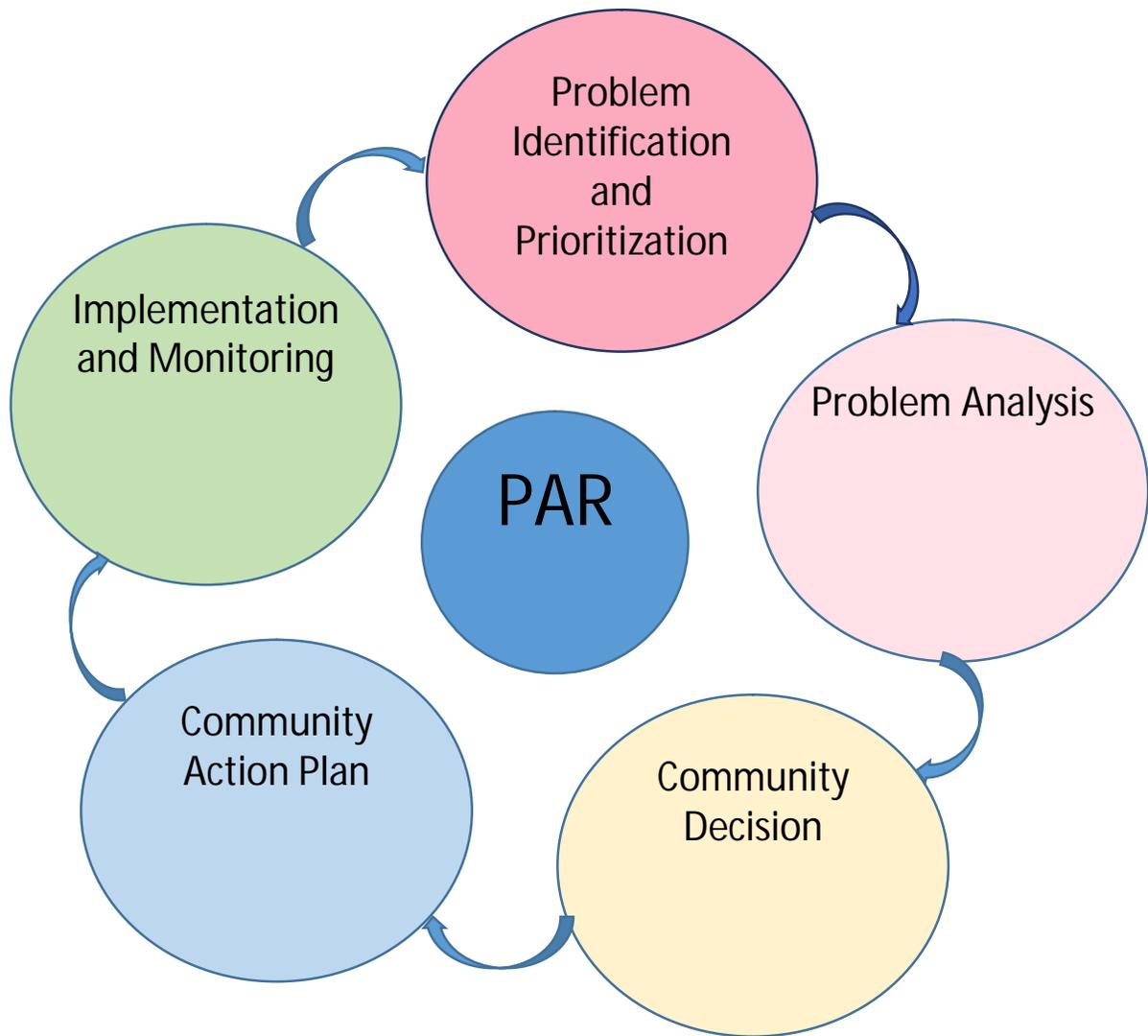
2.6 USS Working Approach of human rights based approach.

USS believed that rights violence is the main cause of poverty and it's also a structural. As per concept human rights when right holder didn't access their rights than they are deprived and living in poverty. USS is trying to create the enable environment to access and calming rights from different stakeholders and state/ government. Most of the development organizations including World Bank measure the poverty through wellbeing ranking but USS position is different, USS measure the poverty in different dimension wellbeing is not only one issues and related issues are **poverty in technical skill & knowledge, Poverty in Education, Poverty in Communication etc.** Form the above perception of poverty USS has been trying to develop the knowledge based organization for using motto of the human rights based approach in programming. A human rights based approach is about empowering people to know and claim their rights and increasing the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights.

This means giving people greater opportunities to participate in shaping the decisions that impact on their human rights. It also means increasing the ability of those with responsibility for fulfilling rights to recognize and know how to respect those rights, and make sure they can be held to account. A human rights based approach is about ensuring

that both the standards and the principles of human rights are integrated into policy making as well as the day to day running of organizations.

Gender justice in HRBA: Gender justices are central to our HRBA It is important to see women's rights as human rights and to place women's rights at the centre of our HRBA. In our strategy, gender justice is one of the core priorities and gender injustice will simply not be possible without securing equality and rights for women. We can see that human rights violations cause poverty and including gender justices. As compared with men in the same class, or ethnic group, or race group, women are doubly vulnerable to human rights violations because of their subordination within an unequal system of gender relations.USS sets high priority on gender justice because we believe that gender inequality is an injustice we must fight against gender injustices. USS is trying to ensure some HRBA analyses which are below to:

Women rights analysis. Power analysis -Gender analysis though division of labor - Gender transformative framework in programming approach analysis- Mobility analysis through consider the gender context- Therefore, the core objective of this priority is to 'promote women's equal right and gender equity

Guiding / PANEL principles of human rights based approach

There are some guiding principles which are of fundamental importance in applying a human rights based approach in practice. These are:

- Participation
- Accountability
- Non-discrimination and equality
- Empowerment and
- Legality.

These are known as guiding the PANEL principles.

Participation: Everyone has the right to participate in decisions which affect their human rights. Participation must be active, free, and meaningful and give attention to issues of accessibility, including access to information in a form and a language which can be understood.

Accountability: Accountability requires effective monitoring of human rights standards as well as effective remedies for human rights breaches. For accountability to be effective there must be appropriate laws, policies, institutions, administrative procedures and mechanisms of redress in order to secure human rights.

Non-discrimination and equality: Human rights based approach means that all forms of discrimination in the realization of rights must be prohibited, prevented and eliminated. It also requires the prioritization of those in the most marginalized situations who face the biggest barriers to realizing their rights.

Empowerment of rights holders: Human rights based approach means that individuals and communities should know their rights. It also means that they should be fully supported to participate in the development of policy and practices which affect their lives and to claim rights where necessary. Component of empowerment are civil and political , social ,cultural and economical empowerment for the marginalized people.

Legality of rights: A human rights based approach requires the recognition of rights as legally enforceable entitlements and is linked in to national and international human rights law and standard.

 Key concerns of USS programme staff about HRBA .

- Is the HRBA the best approach to development; what is its value?
- How do we implement a HRBA in a country that has not ratified international human rights treaties?
- What is a HRBA approach to service delivery?
- How do we apply the HRBA in a country where even the usage of the word 'right' is risky?
- What are the simple steps we can follow to monitor and evaluate HRBA interventions?
- What is USS role in a HRBA when we work in and through partnership?
- How can advocacy help to increase community awareness about and mobilization for their rights?
- What are some of the success stories and lessons learnt from other Strategic papers?
- How do we organize a policy campaign so that it links the local, national and international levels?
- When should we move from collaboration with government to confrontation in order to support the liberation of the poor and excluded?
- How do we create a strong linkage between our programme and policy work?

Guiding idea in USS RHBA to Development (Working areas)

These are some of the ideas that lie beneath and drive USS HRBA. They are unpacked further in the sections and chapters that follow:

Idea	Description of idea
Idea 01	Women's rights are central to our HRBA. Through our work we aim to confront the domination of men over women and the inequality between men and women in access to services, resources and power. And also ensure to gender justice for marginalized women including people in disability.
Idea 02	Poverty is a violation of people's human rights and a terrible injustice. Poverty arises because of the marginalization and discrimination associated with human rights violations. The poor are rights holders by virtue of being born and are entitled to the enjoyment of civil, political, social, economic and cultural rights – not as a favor or act of charity but as a right
Idea 03	In a HRBA we identify and address the structural (or underlying) causes of poverty. At all levels of society, the rich and powerful deny the rights of the poor and excluded in order to get control over productive resources and build wealth. It is in the interests of the rich and powerful to dominate institutions including state structures and to use them for their economic interests. In order to address poverty this power imbalance needs to be addressed.
Idea 04	Rights holders' needs are related to specific rights. In a HRBA rights holders should be supported to understand that their needs are related to specific rights. They should be assisted to identify and target the specific duty-bearer, or bearers, who are accountable for ensuring the realization of those rights
Idea 05	In a HRBA government and other duty bearers responsible for fulfilling specific rights must be held accountable by rights holders for the fulfillment of rights. The duty bearers responsible for each right should be identified, targeted and held to account.
Idea 06	Rights holders are at the centre of our HRBA – rights can be claimed and protected only when rights holders are organized and mobilized as a constituency, aware of their rights, and conscious of why their rights are being violated. Poverty is not the problem of an individual, and cannot be solved by an individual or by working with individuals.
Idea 07	In an HRBA, we think and act locally to nationally. The roots of a human rights violation at the local level may lie elsewhere in a complicated and interconnected national system. In building our programmes and campaigns we need to be aware of how the local links with the local and national.

3. Methodology for Developing Strategic Plan of 2021-2025

Revise the existing strategic plan and develop a new strategic plan of 2021 -2025 of the USS decided by the USS Executive Committee and accordingly Senior Management Team (SMT) have consulted with the external consultant to facilitate the planning process. The consultant reviewed the past strategic plan, annual reports, USS policies, organogram, staffing, audit report and other documents. The consultant also conducted online meeting with the senior management team to acquire information on previous experience and the readiness of the current assessment. The senior management team forms a Strategic Planning Committee (SPC) for coordinate with the external consultant. The SPC has shared several organizational and program documents with the consultant.

SPC and the consultant have identified stakeholders and respondents for the data collection and workshop conduction through an online meeting. Through this online meeting, a list of stakeholder has developed and a stakeholder analysis has conducted to identify their role and engagement.

Two day long physical workshop have facilitated by the consultant to develop the strategic plan step by step. In the workshop, the stakeholders revised the mission, vision and core values of the organization. Then they analyze the present external context through PESTLE analysis. After the PESTLE analysis the stakeholders conducted a SWOT analysis of the organization. In the second day of the workshop it was identified the strategic options and prioritization of the organization.

After the workshop, the consultant has conducted some interview with some external stakeholders for greater understanding of the constituent priority and also validates some workshop findings. Later the consultant have conducted online meeting to develop work plan for priority options.

After developing the draft strategic plan, the consultant shared with the SPC and SMT of the USS for their review and conducted an online meeting with the SPC and SMT for their feedback and discussions. After adopting the feedback and suggestions received from SPC and SMT, the consultant revised the SP. Later the revised SP has further shared with key persons of the USS including few donor representatives for validation and recommendations and accordingly, the consultant has further revised the SP.

4. Theory of Change of USS.

- The **strategic concern** for USS is to address two types of issues; the urgent and immediate crisis as well as the policy and actions of remote forces that maintain structural deprivation. In case of urgent issues, the deprived and marginalized people facing, for instance, unemployment and abject poverty, violence against women, Natural & manmade disaster and climate justices. Lack of human rights and good governance and organization development. Note that all issue inbuilt in USS strategy. And others issues are exploitation through market mechanisms, denial of access to entitlement rights and services, and neo-liberal policies are the issues have structural dimensions and long term implications.

  Concerning **strategic options**, given the threats, opportunities and challenges in the context, and considering the value premise and societal aspirations of USS, choice of educative/facilitative approach with multiple strategy options would be appropriate. Considering presents strategic priority and context to achieve the strategic goal and objectives USS set up the component of theory of change are below to;

- **Empowerment:** Our empowerment approach includes, amongst others, as Reflection action circle, Gono Gobashona dol, People theatre groups. Child & youth network, Community based child protection groups.Self-Help Groups, Participatory Vulnerability Analysis, that target the most excluded and vulnerable people at the local level. We aim to develop peoples understanding and critical analysis of their rights and power dynamics. As a result we want to ensure empowerment for the marginalized people through Capacity development.
- **Strengthen community based organization:** Strengthening people organization/ CBO to consider lasting change and develop partnership, alliance/ networking with others organization. Our existing community based organization; Dhan Bank Association, Loko Kendrao, Nari Gogagok Kendra (NJK), Stop violence against women groups .Feminist Humanitarian network/ women lead emergency response team.
- **Campaign & Advocacy**: USS facilitate the people lead campaign and advocacy in local level to national level to ensure the reform the policy for accountable governance.

5. USS Journey to OSP-2 (2016-2020) to OSP-3 (2021 - 2025):

2011 onwards Udayankur Seba Sangstha (USS) has been working to realize OSP two vision was ; A Society citizens enjoyed equal opportunity and have human rights and living with dignity and mission was; Creative social transformation through promoting, assisting and encouraging deprived and marginalized people to build institutions, capacities and processes towards prosperity, sustainability and democratic governance and facing some problem were political unrest and lack of understanding on development dynamics. The transformation from OSP two to OSP three is line with growth and deepening of understanding. USS has achieved strategic priorities target successfully in schedule time. In June-2020, USS senior management team reviews the strategic documents and consultation with community people through participatory approach. Review document has shared the executive committee and getting their feedback for upcoming strategy. They have contributed valuable feedback to enrich the documents in future. Some feedbacks are below to;

- *Need to reduce the strategic priority areas consider the local context.*
- *Need more emphasis to consider COVID-19 situation.*
- *In depth context analysis in our existing areas and need incorporate the expansion the programme.*
- Need to emphasis to fund mobilization process and open new wining.
- Need to incorporate the organization development strategies.
- Considering the importunacy and review report undone activities / priority areas will be shifting in upcoming OSP three.

 We hope that this Organization Strategy Paper (OSP) will be accepted by all kinds of stakeholders and government.

6. The External Context: PESTLE Analysis

6.1 Political

Bangladesh has had steady economic growth for the last 25 years, has achieved well on MDG goals. Though it outperformed on social development indicators compare to other South Asian countries, but scoring low on indicators of governance. Since 2014 there has been a shift in the political environment, which now experiences the lack of a multi-party competitive political climate. There is a continuing trend of shrinking civil society space with less acceptance and room for dissent and criticism. This affects all rights based organizations who have a mandate to advocate for and safeguard human and political rights. There is increased suspicion and lack of tolerance among politicians and government servants for NGO activities and NGO figures, partly because of their perceived politicization and partly in reaction to charges of corruption against them. That USS will respond to.

With the reform in the local government laws allowing the Chair and Mayor Posts to be contested on political party basis the trend towards politicization of local government bodies has been aggravated. This hampers access to justice- Village Court (VC), Arbitration Council (AC), Upazilla Legal Aid Committee (UZLAC), ULAC, City Corporation and governance. That USS will respond to these.

There is a lack of effective representation of women, minorities and ethnic minority populations which leads to violation of their rights and increased discrimination. This however provides the opportunity to work to give them a voice and enhance leadership. USS will respond to this. There is possibility of advocacy, policy and legal reform.

A recent nationally representative survey carried out by BIGD for The Asia Foundation on Political Governance, Development and Society found that people's views on what ensures a dignified life as citizens gave priority to socio-economic needs (money 51% and food 47%) with citizen's preferences for democracy, human rights and rule of law at the lower end of preferences. However these were more of a priority for higher income groups. About 20% of respondents of higher income groups opted for human rights followed by 13% for democracy and another 13% for rule of law.[1]

Bangladesh has not made significant improvement in the area of Women's Political Empowerment. Women's overall presence in the country's top decision making institution, the Parliament has never crossed the 6 percent mark when it comes to their direct contest in the 300 general seats. Although all political entities in Bangladesh have endorsed women empowerment in politics over the years, nomination in the parliamentary elections continue to elude the country's female politicians. In the 11th general election which was held in 2018 only 38 women granted direct election candidacy. In the 8th and 9th parliamentary elections that were held in 2001 and 2008, the situations were similar: a total of 39 women contested the polls in 2001 and 59 in 2008.[2]

Similarly, in local government election, the women's political participation are also frustrating. In 1997 union parishad election 26 women were elected as Union Chairman[3] while after twenty years only 29 women were elected chairmen in the 2016 union parishad election.[4] Moreover, the findings show that most of the respective elected women representatives' (EWR) husbands are playing dominant role in the decision making that reflects patriarchal ideology of the society.[5]

The introduction of reserved seats for women in 1997 at Union Parishad was a milestone to ensure women's participation in the local government. There are so many factors constraining women empowerment in all spheres of life particularly hardening the political atmosphere for the women. Patriarchal society is one of the factors that ideologically limiting the gender roles and placing women in the private sphere as mothers and wives while men are associated with public sphere. This gender role is limiting the women's mobility in political parties. Besides, predominance of men in political structure and/in political parties is another obstacle for women's participation in formal political structures. Particularly in political parties, the male roles are prioritized and women's needs are ignored in the regular activities of political parties. Lack of 'access to' and 'control over' resources are two most important economic factors limiting women's vertical and horizontal mobility in the political arena and the situation is

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[1]Mirza H., Aziz, S. et al., The State of Bangladesh 2019, TAF/BIGD
[2]https://www.dhakatribune.com/bangladesh/election/2018/12/14/why-are-so-few-women-running-for-election
[3]http://www.dwatch-bd.org/Booklet3.pdf
[4]https://www.thedailystar.net/city/womens-representation-local-bodies-still-frustrating-1288693
[5]Democracywatch (2015), Constraints of Women Political Participation in the Local Government and Political Parties at Grassroots of Bangladesh.

prevailing allover the country including Rangpur division. USS through its programmatic intervention on breaking the stereotype of gender role and women leadership will address the issue.

6.2 Economic

Bangladesh has a population of 167 million with an expected growth rate on average of 1.34 percentage from 2010-2030. There is growing urban population, decreasing rural population and increasing migration rate from urban to rural areas. There is an increasing working age population (15-64 years) and half of the population comprises of children and youth (BBS, 2018). The total dependency ration in 2016/17 was 59.5%. The age composition of the population will have an influence on the demands that the development organizations will have to respond to.

Bangladesh recorded one of the fastest growth rates in the world in the past few years with a stable economic performance that has helped to reduce poverty and social inequalities. GDP growth was estimated to have reached 7.9% in 2019 and is forecast to fall to 2% in 2020 due to the outbreak of the COVID-19 and pick up to 9.5% in 2021, according to the updated IMF forecasts from 14th April 2020.[6] The post-pandemic global economic recovery and the private consumption boosted by strong remittance flows from the Bangladeshi diaspora around the world are expected to be the key drivers of growth in 2021.

The official unemployment rate according to the latest survey of Bangladesh Bureau of Statistics (BBS) was 4.2% during 2016-2018, but this more than doubles to 10.6% for the youth unemployment rate. More importantly, 29.8% of young people in Bangladesh are not involved in education, employment or training.

The Bangladeshi economy relies on its enormous human resources, rich agricultural soils and abundant water resources. Agriculture represents 13.1% of GDP and employs 39.7% of the total workforce and industry represents 28.5% of GDP and employs 20.5% of the total workforce. Textile is by far the largest industry, accounting for more than 80% of the country's total exports.[7]

Bangladesh Government's dependency on external development aid is gradually decreasing[8]. This has implications for the role and influence external development partners can play in promoting human rights, women and child rights, gender equality and minority rights. These agencies are also allocating less of a budget for civil society organisations in Bangladesh which has serious implications for organizations such as USS and these organization have been dependent on external resources to finance their programs.

Recently the World Bank[9] reported that the Bangladesh economy is the second fastest growing economy in South Asia. Moreover, Bangladesh is going to attain the middle-income category by 2021 and graduating from UN's Least Development Countries by 2024. From 2000-2016, both GDP growth rate and income inequality have been increasing but poverty rate is decreasing. Decreasing poverty with increasing inequality also impacts the population and their priority rights, entitlement and demands that USS will be responding to. The COVID 19 pandemic has raised concerns about economic growth slowing and various sectors of the economy and population being adversely affected. With the return of migrant workers form their countries of work it was feared that migrant remittances would drop. However up to the present time there had been an unexpected increase in remittances, with an increase of 9.53% in September.[10]

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[6]https://www.imf.org/en/Publications/WEO/Issues/2020/04/14/weo-april-2020
[7]https://import-export.societegenerale.fr/en/country/bangladesh/market-sectors?accepter_cookies=oui
[8]https://erd.gov.bd/sites/default/files/files/erd.portal.gov.bd/page/471703f8_c87e_4255_9094_d2ae4e3fcec8/Foreign_Aid_Scenario_2019_20%20(3).pdf
[9] Source: "South Asia Economic Focus, Making (De) Centralisation Work" By the World Bank.
[10]https://tbsnews.net/economy/remittance-inflow-sees-46-growth-september-140188

The socio-economic conditions of women in Bangladesh have improved significantly over the years. In Bangladesh, only 3.25 per cent of employed women work in the public sector and 8.25 per cent work in the private sector. The remaining 89.5 per cent are employed in the informal sector with varying, and often unpredictable, earning patterns.[11] Despite improvements in the labour force participation rate, wage differentiation is still a ubiquitous phenomenon in Bangladesh's labour market. Daily wages are higher for men than women in both rural and urban areas. By and large, women continue to be engaged largely in the unpaid works within household, and receive little recognition for their labour. USS will respond to the women's participation in economic and labour market as well as also work for the recognition of the household unpaid work of women.

6.3 Social

Bangladesh is a largely homogenous society which is in majority Muslim and Bengali. About 89% of Bangladeshis are Muslims, followed by Hindus (10 .7%), Buddhists (0.6%) and Christians (0.4%) and others. Approximately 300,000 *Biharis* form a small but significant minority ethnic group living in some major cities mainly Dhaka, Nilphamari and Rangpur. The Chittagong Hill Tracts, Sylhet, Mymensingh and North Bengal divisions are home to diverse indigenous peoples. There have been several instances of violence against the religious minorities in Bangladesh. Hindus, Buddhists and Christians have come under widespread attacks by Islamist extremists during communal riots, elections and post-poll violence. There is an opportunity for advocacy, campaign and legal services to protect the rights of minority groups as well as for vulnerable and marginalized communities.

Despite the outstanding achievement in women development during last two decade, however, current available data on health, nutrition, education, and economic performance indicated that the status of women in Bangladesh remained considerably inferior to that of men. Women, in custom and practice, remained subordinate to men in almost all aspects of public and private sphere; greater autonomy was the privilege of the rich or the necessity of the very poor. Due to patriarchal culture and dogmatic religious norms and practice , most women's lives remained centered on their traditional roles, and they had limited access to markets, productive services, education, health care, and local government.

In the last 10 years, Bangladesh has made significant progress in educational attainment. According to Bangladesh Bureau of Statistics, the literacy rate for population 7 years and above has increased from 46.2% to 51.8% during 2001 to 2011. The increase of literacy for male and females during the period was 50.3% to 54.1% and 41.8% to 49.4% respectively (BBS). The gradual increase in literacy rate might help Bangladesh to achieve the goal of 'Education for All' by 2021.

Nevertheless, education quality remains a concern in Bangladesh. According to research conducted by Gender and Adolescence: Global Evidence (GAGE), levels of student achievements are still below national target level, and only half of primary school graduates achieve the minimum national curriculum competencies. This is due to a combination of factors, including little emphasis on developing analytical skills, overcrowded classrooms and shortage of trained teachers, absence of life skills and basic vocational skills. USS will be responding to this.

In Bangladeshi society sexuality, and especially young people's sexuality, is a major taboo. Gender inequality is deeply engrained and is a leading driver behind poor adolescent reproductive health. Most people prefer not to talk about young people's sexuality as they think that doing so will encourage young people to engage in early sexual activity. As a result, the vast majority of adolescents, who make up over 25% of the population, which consists of

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[11] Estimating Women's Contribution to the Economy: The Case of Bangladesh, CPD & MJF, 2015

approximately 36 million in total,[12] lack the information, skills and services to make their own healthy choices. Sexual abuse – harassment and rape – is widespread and the majority of reported rape cases involve girls and women under the age of 20.

Currently Bangladesh retained second position among the most gender equal countries in Asia this year.[13] Nevertheless, the lived realities of women and other marginalized communities include high rates of violence against women (VAW) or gender-based violence (GBV) over the past two years.[14] The Bangladesh Mahila Parishad (Women's Council of Bangladesh) reported (October 2019), the total number of cases of violence against women were 3,918 in 2018, but in the first six months 2019, it alarmingly rose to 2,083. Bangladesh Mahila Parishad also estimated that 731 women and children were raped in the first six months of 2019.

Around 94% of women commuting in public transport in Bangladesh have experienced sexual harassment in verbal, physical and other forms,[15] stated the key findings of a study by BRAC "Roads free from sexual harassment and crash for women". Sexual harassment in work place and educational institution is also common: 75 percent of the female respondents of a Daily Star (national newspaper) anonymous online survey in April 2019, admitted to having faced some sort of harassment in their current and former workplaces.

Though the enrollment of the children in education has increased and dropout rate has decreased substantively, but till now Bangladesh could not achieve universal enrollment in education of child and zero dropout at lower secondary or secondary. Multiple Indicator Cluster Survey (MICS) of 2019 conducted by BBS and UNICEF[16] shows that, the share of children aged 36 to 59 months who attended early childhood education is small (18.9 per cent) and 4.9 % children are out of school at early childhood education in Rangpur division. The net attendance rate in primary school is high at 85.9 per cent, an increase from 73.2 per cent in 2012-13. But, at national level 13.1 per cent of adolescents are dropped in lower secondary school, which is 8.6 per cent in Rangpur division. USS through its programmatic intervention will respond enrollment in education of early childhood education and primary education.

Further, child labour, a social phenomenon, hinder the child development as well as national development. Nationally 6.8 per cent of children aged 5-17 years are involved in child labour (9.9 per cent at Rangpur division). This number is higher among children not attending school (18.9 per cent) compared to those attending school (4.4 per cent).[17] USS has scope to respond this in its constituent.

Child marriage, a booster of SGBV, is a traditional harmful practice that infringed the fundamental human rights of children, particularly girl child, grossly. It remains widely practiced with nationally 51.4 per cent of women aged 20-24 years first married before their 18th birthday which in Rangpur division is 57.9 per cent. Further, nationally 15.5 per cent of women first married before their 15th birthday which in Rangpur division is 18.7 per cent.[18] USS will response on this through its programs.

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[12]MoHFW. (2016). National Strategy for Adolescent Health 2017-2030. Dhaka: Ministry of Health and Family Welfare (MoHFW), Government of Bangladesh.

[13]https://tbsnews.net/women-empowerment/bangladesh-still-most-gender-equal-country-south-asia-despite-slipping-two-places

[14]Retrieved from: https://www.weforum.org/reports/gender-gap-2020-report-100-years-pay-equality

[15]*The forms of sexual harassment experienced by the respondents include deliberate touching of victim's body parts like chest, pinching, standing too close to the victim and pushing, touching victim's hair, putting hand on their shoulder, and touching private parts of the victim.*

[16]https://www.unicef.org/bangladesh/media/3281/file/Bangladesh%202019%20MICS%20Report_English.pdf

[17]*ibid*

[18]*ibid*

Other social issues include constant social strikes, terrorist threats, and limited access to capital by the population. Climate change also poses a serious threat to Bangladesh. Transparency International ranks Bangladesh as 146th out of 180 countries in its Corruption Perceptions Index 2019, three spots higher than a year earlier.[19] USS will respond to these.

6.4 Technology

ICT, which is considered as the backbone of the digital platform, is increasingly becoming an important source of employment. Digital outreach is increasing and the total number of internet subscribers has exceeded 100 million for the first time to reach 103.253 million users, according to newly released data from the country's regulator, the BangladeshTelecommunication Regulatory Commission (BTRC).(May 20, 2020) There are more than 4,500 registered ICT companies employing approximately 3 lakh IT/ITES professionals.

However, little is known about the quality and earnings of these jobs generated in the ICT sector. Emerging information from international experiences suggest that digital platforms can be enablers of entrepreneurship and free agency, as well as a channel for exploiting workers.[20]

In Bangladesh, only 10% of young women between the ages of 15-29 use the internet in rural areas, whereas the rate is 20% in urban areas. Study said most people in Bangladesh use their mobile phones to access the internet. 80% of male youths in rural and urban areas own mobiles, while the number for young women is only 40%.[21]

However, the media and other reporting suggested that the women and girls become the most victim of cyberspace and social media domain and Bangladesh Police has taken special initiative titled 'Police Cyber Support for Women' to counter the cybercrime against women.[22]

According to a survey on rural ICT connectivity done by BIGD we find that 99% households use mobile phones but only 41% have smart phone access. 99% of households possess computer operating skills (ownership is 2.4%) and 50% of households have access to computer shops. With regard to the internet 46% of households are aware of the interest, 37% have internet connectivity (whether broadband or mobile data or both) and 33% use internet at least once a week.

According to the Digital in 2018 report jointly prepared by We Are Social and Hootsuite,[23] at least 30 million people in Bangladesh are using social media and around 18 per cent of the country's people are active social media users. Interestingly, around 94 per cent of the social media users access the social networking sites like Facebook and Twitter through mobile phone devices. This trend of social media use evidently prove that the social media become a significant tools for communication and dissemination.

6.5 Environmental

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[19]https://www.transparency.org/en/cpi/2019#
[20] Issue Brief - Job Quality in the Platform Economy, ILO, 2018
[21]https://www.dhakatribune.com/bangladesh/2020/08/22/only-10-of-young-women-in-rural-areas-have-access-to-the-internet
[22]https://www.thedailystar.net/country/news/police-open-cell-help-female-victims-cybercrimes-1995849
[23]https://thefinancialexpress.com.bd/sci-tech/social-media-users-30-million-in-bangladesh-report-1521797895

Bangladesh, with an area of 147,570 square km, features a flood plain landscape and several river systems throughout the country. This landscape provides the major natural resources of water, land, fisheries, forests, and wildlife. The country currently faces several environmental issues which threaten these resources, including groundwater metal contamination, increased groundwater salinity, cyclones and flooding, and sedimentation and changing patterns of stream flow due to watershed mismanagement. Some of these, such as the changing patterns of stream flow and presence of lead in groundwater, can be directly correlated with human activity and industrial processes, while others, such as cyclones and flooding are naturally occurring issues. Many of these issues are further exacerbated by climate change, which causes increased occurrence of storms and cyclones and rising sea levels. Many more people will be forced to migrate to survive. Housing and infrastructure will be under greater threat affecting people's levels of poverty and mobility. Moreover, in terms of working environment in a post Covid-19 epidemic, USS along with other development organization will also need to undertake adaptation, relocation and environment friendly programs and systems.

USS's working district are Nilphamari, Lalmonirhat and Kurigram and these districts are in river basin zone. Thus flood and river erosion are frequently experienced by the communities. Moreover, cold waves and arsenic contamination in sub-merged water are major environmental issues in Rangpur division. Due to these environmental issues, lives and livelihoods of different marginalized communities are adversely affected; and women are the worse victim of these adverse effects. USS will response on these issues.

Bangladesh is one of the most vulnerable countries in the world to climate change, with extreme weather events estimated to have caused a loss of around 1.8% of GDP in the past few decades. The country has taken measures to promote green financing and is seeking grants from the international community, notably via the Green Climate Fund. USS will respond to.

6.6 Legal and Policy Instrument

While many positive laws have been enacted in Bangladesh, the lack of proper implementation of these laws prevents community people particularly poor, women, children and vulnerable groups to seek legal and administrative rights, entitlement and remedies. Moreover, the old age laws, legal and administrative system itself a barrier to access by the powerless and vulnerable people for seeking rights, entitlements, and remedies.

Bangladesh is the State party of a number of international instruments i.e. UDHR, ICCPR, CERD, CEDAW etc. those set international standard to eliminate discrimination and inequality against marginalized and vulnerable people. The Constitution of Bangladesh guaranteed to ensure equality and non-discrimination in all sphere of public and private life as set in international instruments. Similarly, the national policies i.e. National Women Development Policy, 2011; National Action Plan 2013 for Women Development; National Children Policy, 2011; Early Childhood Care and Development Policy, 2013 etc. are also adopted to achieve equality and non-discrimination for vulnerable people in particular women and children.

Further, the existing positive laws like, the Domestic Violence (Prevention and Protection) Act, 2010; Suppression of Women and Children Prevention, Act, 2000; Vested Property Return Act, Prevention and Suppression of Human Trafficking Act, 2012; Children Act, 2013; Rights of Persons with Disabilities Act, 2013, Child Marriage Restrain Act, 2017 etc. for ensuring rights and remedies of women, girls, child and vulnerable groups, however these have

procedural gaps in the implementation. The major laws to address violence against women are Suppression of Women and Children Prevention, Act, 2000 and Domestic Violence (Prevention and Protection) Act, 2010. This two Acts has a number of substantive, procedural as well as implementation challenges. Due to lack of exhaustive definition of sexual and gender based crimes, delay in investigation and delay in trial, weak prosecution system, lack of awareness among the crimes victims and lack of gender sensitivity among the justice actors; the perpetrator are discharged. USS has scope to conduct awareness programs on sexual and gender based violence (SGBV). It can also advocate for law and policy change in national level as well as local level.

A major debacle to achieve gender equality is the right to inheritance of woman. The right to inheritance laws are govern by the personal laws (mostly derive from religion) and most of the personal laws are discriminatory for women particularly Muslim and Hindu personal law. Moreover, the right to inheritance recognized by the personal laws are also not in practice which doubly jeopardize women. USS through its programmatic intervention can develop the situation.

At the same time, there are no legislation specifically on anti-discrimination, witness and victim protection, regulating abortion, recognizing gender diverse communities and sexual harassment in educational and work place.

Government has several initiatives to reduce inequality and discrimination against marginalized people like women, children, minorities, person with disabilities, workers and also to address violence against women. To reduce vulnerability, government initiated a number of safety net programs however, several reporting and research findings shows the anomalies in implementing these safety net programs. Further, to provide remedy and support service to victims SGBV, government has undertaken several special measures like, Victim Support Centre (VSC), One Stop Crisis Cell/Centre (OCC), Women Help Center, Hotline, Apps, Emergency Number etc. but due to several factors including the lack of awareness, the victims are not getting the services. USS has potential scope to aware the victims and mass people and to referral and coordinate between victims and these support services.

The NGOs were regulated by the Foreign Donations (Voluntary Activities) Regulation Act, 2016, which was formulated in the context of increasing civil society criticism of government policy, has made it more difficult for NGOs to obtain foreign funds. More worrying is the Act's delegation of a broad and largely unregulated authority to government officials of the relevant department to deregister NGOs that make "derogatory" comments about government bodies or the Constitution of Bangladesh.[24]

7. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of the USS

7.1 Strengths

USS has working in its community for last 23 years with all relevant stakeholders on several thematic areas. In this long period, it has amassed a competent in dedicated team of staff and the team members have served for the organization as well as for the community transparently and accountably. One of the main strengths of the organization is the democratic practice in organizational and programmatic decision making which added the value to drive the team. Program design and implementation including budgetary provisions have developed and implemented in a participatory and transparent process with the involvement of all stakeholders including

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[24] See the Foreign Donations (Voluntary Activities) Regulation Act 2016 (Act No. 43 of 2016), sections 14 and 15.

beneficiaries. It has reputation on the implementation of the program, project and activities effectively for its target groups and people through a dedicated and experience implementation team. USS team analyse and assess risk, challenges and potential outcome of all sorts of activities, projects and programs.

Due to organizational integrity, transparency and achievement in terms of outcome, USS has praiseworthy acceptance in the donor community. It has already set example in it work on a number of occasions i.e. youth ambassador in international forum, violence free school, poverty alleviation through *Dhan*Bank, *khas* land realization for poor and land less and so on, community people and government stakeholders warmly accept USS as a trusted development partner.

The PAR approaches, which is integrated in the USS programs and activities, is a proven approach of transformative development of knowledge, skill and attitude. Thus the community and both government and non-government stakeholders accepted USS programs and activities unconditionally which led a tangible impact in the respective constituency of the USS of its past work.

It is a remarkable strength of the USS that, a number of policies i.e. Human Resource Development Policy (HRDP), Financial & Administrative Policy, Gender Policy, Child protection policy (CP), Complaints Response Mechanism Policy (CRMP), Open Information Policy (OIP), USS Code of Conduct, USS Money Laundering Prevention Policy and so on; has been adopted by the Executive Committee and practiced by all relevant concern of the USS for smooth, transparent and accountable functioning of the organization as well as to developed sound and ethical organizational culture and practice for dignified and non-discriminatory work environment within the organization.

7.2 Weakness

In the backdrop of the above strengths of USS, it has some weakness in terms of both organizational andprogrammatic. Though USS has traveled a long journey in implementing programmes and changing the lives of the people, lack of its own permanent office premise the confidence of staff and stakeholders shrinkage. Moreover, there lack of policy support on staff retirement benefits in terms of provident fund and gratuity. Again, the dependency on the Executive Director for project steering, fund raising, donor communication and external relations has increased and a dare lack of competent and capable second tire management to lead these effectively, the dependency upon Executive Director could not be reduced. In terms of gender equality and women's participation in USS Executive Committee and senior management, it is quite imbalance. Less women's participation in the Executive Committee and senior management.It is also reported by the stakeholders that there is lack of thematic knowledge among the EC members. Due to lack a formalize strategy for fund raising and designated fund-raising team within the organization hinder the growth of the organization as well as the organizational outreach.

The monitoring and evaluation system of the organization is weak compared to other system i.e. program implementation. As monitoring and evaluation system linked with reporting, documentation, research and learning dissemination. Thus, revealing and documentation system of organizational learning is weak. Similarly, monitoring and evaluation system is also linked with reporting and the reporting system of the organization is not IT based and the staffs have less capacity in IT.

USS is implementing rights based programs is several thematic focus, however, it has in health sector, USS is not implementing programs, though the community demand for health rights programs. The education program of the USS is require more organized and need to link with public education program. It was discussed that the programs implemented by USS mainly based on project funded by several donor and in some occasion when donor support ended and or phase out the impact level change become hampered.

7.3 Opportunities

Due to the constant presence and its unique approach to resolve the local need, USS has several outstanding opportunities to work for its beneficiaries in its working area contributing to achieve SDG 4, 5, 10, 13 and 16 of the country. USS has already intervened income generating programs for its beneficiaries and the beneficiaries are producing several agricultural products and marketing within their local arena. Gradually, the demand of the products are increasing, however, market chain of these product is not established. USS have the opportunity to work for developing a market link of these products.

A large area of Brahmaputra river basin and its tributaries are the working area of the USS and these are climate change vulnerable areas. As projected, Due to the country's low-lying land, nearly 70 percent of the country is flooded during heavy monsoons and temperature, precipitation and sea level rise will be changed. These will impact of country's economic growth, democracy and governance, health, biodiversity and natural resource management and disaster management. USS have the opportunity to work on climate change mitigation programs for its constituency. Further, the COVID-19 outbreak impact immensely on multidimensional aspect of the life and livelihood of the people. USS have the opportunity to work for its beneficiaries in all relevant aspects including emergency response and recovery. In this context, USS can also undertake water, sanitation and hygiene (WaSH) programs targeting its beneficiaries and stakeholders.

USS is based in Nilphamari district and Uttara Export Processing Zone (EPZ), the only EPZ of the Rangpur division, situated in this district comprising 180 industrial plots. About 30,000 workers is working in this EPZ and anonymously it was revealed that women labour rights violation is taking place in the EPZ area, though there is lack of empirical data on women labour rights violation. USS have opportunity to work on women labour rights in EPZ. USS has also scope to expand its working area covering Rajshahi and Rangpur division and consequently USS has the opportunity to enhance its activities covering these two divisions.

In access to justice, human rights and governance thematic area USS has commendable experience to work with its beneficiaries and stakeholders, however, it have the opportunity and capacity to extend and concentrate its work in these thematic areas, particularly, training and capacity building interventions on human rights, peace building, dispute resolution and democratic practice. Moreover, it also can concentrate on using governance and accountability tools i.e. RTI application, social audit, score card etc. to enhance governance, accountability and transparency of the public authority, public service as well as private sectors. Further, USS have opportunity to work with public legal aid authority and also provide legal aid to differently vulnerable people to increase access to justice of the vulnerable and marginalized.

USS has an outstanding achievement in land movement, in particular to mobilize landless people and facilitate to acquire Khas land from the government authority. As a remarkable number of landless families (647682 families, RDRS Study 2015) are living in Rangpur division and also a huge amount of Khas land (Forest land) are illegally occupied by the influential in the division, USS can explore this avenue to empower the landless families.

The present government's driving motto is 'Digital Bangladesh' and accordingly government is undertaking huge program and initiative to build 'Digital Bangladesh'. USS can also be part of this driving motto by undertaking programs and building its capacity on information and communication technology (ICT), particularly with youth, women and girl child.

Comparatively, the northern Bangladesh is economically recessive then other part of the country. Almost all of the socio-economic indicators of the northern Bangladesh are less than the national indicators. Moreover, the major

districts of the Rangpur division situated in the bank of the Brammputra river basin and due to this location flood and other natural disaster are frequently seen in these districts. USS, due to its geographical location, have enormous opportunities to work the communities for both social and economic causes.

7.4 Threats

USS aware that globally there is a fund crisis in the development aid. There is decreasing national bilateral core funding from donors on governance, gender, child rights and justice. Also, most of the funding to USS is for smaller and generally shorter projects which make it difficult for the organization to ensure long-term interventions for quality impact level change. Politicization and alleged corruption in public administration is also a potential threat for the rights based activities. Unusual political situation is prevailing in the country. Civil society not able to speak out on rights violations due to threats, restrictions and politicization. Current COVID-19 context limiting mobility and safety. Similarly, other natural and man-made disasters are a prospective threat for USS interventions. As most of the rights based intervention challenges the customary harmful and disgraceful practice and norms and discriminatory power structure, thus religious extremism, violent social extremism and vested interest groups are also the threat for the organisation.

7.5 Policy Framework of USS:

Currently, USS has a number of policy in place for its internal management. The policies are Human Resource Development Policy (HRDP), Financial & Administrative Policy, Gender Policy, Child Protection Policy (CP), Complaints Response Mechanism Policy (CRMP), Open Information Policy (OIP), Motorcycle Use Policy, USS Code of Conduct, Environmental Policy and USS Money Laundering Prevention Policy. These policies are practiced by the staff members of the USS. In discussion with the stakeholder, it was revealed that USS and its staff members are committed and strictly following these policies. These policies also facilitating smooth functioning of the USS and its activities. However, it lacks information disclosure policy and beneficiaries' protection policy

8. Strategies and Goal

WHAT

- Combat social inequalities and exclusion that propagates persistent deprivation and injustice for the poor and powerless by empowering the community people especially women and girls

- Enhance governance and democratic practice through active participation in governance and quality and equitable access to public services
- Transforming social change through children and youth engagement and thriving as future responsive citizen
- Promote food security, income and livelihood security of the poor and marginalized groups and regenerating agriculture
- Ensure preparedness and enable a more effective operational response and recovery to disaster, humanitarian crises and emergencies
- Reduce environmental abuse, climate risks and vulnerability and climate adaptation with special focus on those who are critically vulnerable
- Enable USS to better respond and adapt to development sector changes and technological advances

HOW

- Work with relevant key institutions, organisations and networks to bring about change in the respective working areas

- Working in partnership and collaboration with GO-NGO organisation with shared objectives to increase outreach and impact of its programs

- Keep local CBOs, Youth Groups, Child Groups, Women Groups, Journalist Groups and Local CSOs involved

- Social activism through Gono-Gobesona Dal, Cultural Group, Community Based Journalist group, Elderly Citizen Group, Child Parliament, Adolescents Girl Group, Nari Jogajog Kendra (NJK), Boys Group, Men Group

- Using social media and digital means to increase outreach and internal and external communications

- Invest in programme, advocacy and research to ensure that USS has an convincing voice in its working areas

- Invest in organisational capacity

Goal

USS will uplift the achievements made in gender equality, child and youth development and socio-economic conditions for the poor and marginalized and will expand its prospects to avail of emerging opportunities to facilitate social transformation through building institutions, developing capacity, inclusion of excluded and democratic self-governance.

9. USS Strategic Priorities

The Strategic Plan has identified five strategic priorities. The context, objectives and outcome of the strategic priorities are presented below.
- Gender Justice.
- Children and Youth Engagement in Development.
- Economic Empowerment for Mirginalized Specially Women .
- Human Rights and Good Governance.
- DRR & Climate Justice.
- Organizational development

9.1 Strategic Priorities-1: Gender Justice

Context:

Bangladesh has made remarkable progress in the last 20 years in improving the lives of women and girls. Maternal mortality rates are falling, fertility rate is declining, and there is greater gender parity in school enrolment. At the same, almost two thirds (72.6%) of ever married women experienced one or more such forms of violence by their husband at least once in their lifetime, and 54.7% experienced violence during last 12 months.[25] A study was carried out by RDRS in Rangpur district shows that, almost every (98.9%) of ever-married women in Rangpur District have experienced some form of partner violence in their lifetime, and 96.2% have experienced it in the last 12 months. The

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[25] Bangladesh VAW Survey 2015, BBS

most common form of violence they experience is controlling behavior, which 95.8% of ever-married women have been subject to in their lifetime. This is followed closely by sexual violence, which has been experienced by almost (72.3%) of ever-married women. The lifetime rates of economic and physical violence are also high at 66.3% and 58.5% respectively. Emotional violence has been experienced by 53.4% of ever-married women during their lifetime in Rangpur district. Further, if we see national VAW survey 2015, of the divisions, Rajshahi had the highest rates of physical (60.1%) and sexual (34.2%) violence, followed by Rangpur and Khulna, whereas Chittagong had the lowest rates of partner physical violence (42.5%) and Sylhet the lowest rates of partner sexual violence (19.8%).[26]

Despite efforts by the government and non-governmental organizations to reduce the rate of child marriage in Bangladesh, it remains the highest in South Asia at 59 percent of girls getting married before the age of 18. In the recent MICS study by UNICEF and BBS shows that 65.4% women are married before age 18 and 26.3% women are married before age 15 in Rangpur division.[27]

Women's participation in the workforce remains constrained to limited, low-paying sectors. Three million Bangladeshi women are employed in the lucrative ready-made garment sector, which is Bangladesh's largest export industry. Increasing numbers of women are involved in small and medium enterprises, but there remain large finance gaps that women face despite several government initiatives.
Despite the outstanding achievement in women development during last two decade, however, current available data on health, nutrition, education, and economic performance indicated that the status of women in Bangladesh remained considerably inferior to that of men. Women, in custom and practice, remained subordinate to men in almost all aspects of public and private sphere; greater autonomy was the privilege of the rich or the necessity of the very poor. Due to patriarchal culture and dogmatic religious norms and practice , most women's lives remained centered on their traditional roles, and they had limited access to markets, productive services, education, health care, and local government.

Strategic Aim:
Combat gender inequalities and discrimination that propagates persistent deprivation and injustice for the women, girls and gender diverse communities by empowering and enhancing participation of women and girls.

Strategic Objective:

- To empower women, girls and gender diverse communities through capacity building information sharing and education;
- To reduce gender inequality, discrimination and gender stereotype by enhancing participation, breaking gender stereotype and decision making process;
- To enable gender equitable policy and practice social, political and economic praxis.

Contribution to Sustainable Development Goals:

SDG 4:

SDG-5: Gender equality

SDG 16:

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[26] *ibid*
[27] MICS 2019, Unicef and BBS

Principal Activities:

- Formation of community groups and civil society groups i.e. Gono-Gobeshona Dal, Community Based Journalist group, Elderly Citizen Group, Cultural Groups, Women Led Human Rights Group (NJK), DPO, Men Group, Boys Group, women groups, farmer groups etc. for social movement;

- Enhancing gender equality by breaking stereotype norms and practice through debate competition among the village women and girls, women football competition, by-cycle training for girls, karate training etc.

- Training and capacity building for civil society actors i.e. journalist, women leaders, elected women leaders of local government, lawyers, community leaders;

- Local, regional and national level network building on social and legal empowerment issues;

- Combating sexual harassment, child marriage and violence against children in educational institutions by promoting opinion box, complaint box, complaining into formal justice forum, awareness session and IEC materials distribution;

- Combating violence against women and family disputes by awareness session, IEC materials distribution, mediation, litigation and demonstration;

- Referral system and legal aid support for victims;

9.2 Strategic Priorities-2: Children and Youth Engagement in Development

Context:

Bangladesh has a very young population structure, with half of the country's population comprising children and youth. Protection, health, education, nutrition, safe water and hygiene are considered basic rights for all children, yet children and youth in Bangladesh face issues on all these fronts. 26 million children live below the national poverty line. Bangladesh has one of the highest rates of child-marriage in the world. 13% of children are involved in child labor. Child laborers are frequently denied an education and are vulnerable to violence and abuse. Less than 80% of students enrolled in grade one complete primary school. High drop-out rates and poor quality teaching and learning are serious problems for primary schools. By law, children between the ages of six and ten must attend school. However, the quality of education in Bangladesh is generally regarded as poor. According to UNICEF, access to education remains a challenge for working children, disabled children, indigenous children, those in remote areas, and those living in extreme poverty.

In the Divisional Report of Child Well-being Survey in Urban Areas of Bangladesh 2016, the following major findings were revealed in Rangpur Division;[28]

- About eighty-five percent children of primary school age were attended at their first grade. However, 11.3 percent of children were out of school with a similar proportion among girls (11.1 percent) and boys (11.6 percent).
- Like primary level, boys (19.7 percent) were more likely to be dropped from the school out than girls (8.8 percent);
- About one-fifth (25.3 percent) of births children age 0-59 months in Rangpur division have been registered, though the certificate could be seen for 13.8 percent, while 99.6 percent children's mothers or caretakers were aware of how to register a birth. This indicates the huge gap between knowledge and practices in registering a birth;
- Four in five children age 1-14 years in Rangpur division were experienced any violent discipline method, while psychological aggression (72.2 percent) was the most commonly used method and physical punishment were the second most (43.2 percent);

Youth has a potential to fuel our economic growth with our youth at the forefront.[29] About 17 per cent (27.4 million) of the population belong to the youth cohort in Bangladesh (BBS, 2018). The National Youth Policy 2017 of Bangladesh defines youth as individuals aged 18-35 years, while the Bangladesh Bureau of Statistics considers individuals aged 15-29 years as youth for its Bangladesh Labour Force Survey.[30] The major setback of the youth in Bangladesh are unemployment, lack of quality education, drug abuse, lack of adolescents' heath service and risk of radicalization.

Strategic Aim:

Transforming social change through children and youth engagement and thriving as future responsive citizen

Strategic Objectives:

- To enhance youth and child's engagement in social movement to combat against child marriage, VAW, drug abuse, corruption;
- To transform the social values in the principles of human rights, gender equality and human dignity through children and youth;
- To develop the capacity of the youth and child for future social leader

Principal Activities:
- Formation of youth and child forum and leadership development;
- Sexual and Reproductive Health Rights programming for youth, adolescents, students and girl child;
- Self-defense, life-skill training for youth and adolescent girls;
- Facilitation and formation of child parliament, community child protection system;
- Awareness and advocacy on child rights and child protection;

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[28]https://www.unicef.org/bangladesh/sites/unicef.org.bangladesh/files/2018-08/UNICEF%20CWS%20Division%20Report_2016.pdf
[29] Youth of Bangladesh – Agent of Change?, Youth Survey 2018, Brac and IGS, Brac U
[30]http://203.112.218.65:8008/WebTestApplication/userfiles/Image/LatestReports/LFS_2016-17.pdf

- Research on child rights and child protection;
- Coalition and networking on child rights and child protection

9.3 Strategic Priorities-3: Economic Empowerment for Marginalized Specially Women

Context:

Over the past decade, Bangladesh not only has maintained steady overall macroeconomic growth, but has considerably improved many of the gender gaps, particularly education enrollments, declined rate of child marriage, girl child mortality rate ratio, labor force participation (LFP) rates among women age 15 and above rose—from 26 percent in 2003 to 36 percent in 2016. In general, economic sovereignty defend on four domains, namely: labor force participation and other labor market outcomes, ownership and control of household assets, their use and control of financial assets, and their opportunities for entrepreneurship.

Marginalized, particularly women's LFP rate has risen substantially but yet, women's participation still is only 44 percent that of men. Women ages 15-34 and rural women have the highest unemployment rates in Bangladesh. In addition, women lag behind men in terms of asset control and ownership in Bangladesh; only 13 percent of rural women report owning, solely or jointly, agricultural land. Though more than 80 percent of microfinance institutions' clients are poor, rural women. Significant barriers remain for women's full financial inclusion, including poverty and patriarchal norms limit women's access to financial services.

USS baseline survey (2016) data shows that on an average 28.3% women are involved in IGA, where old members are 55.2%, new members are 31.6% and non-members are 22.0%. Thus it requires creating alternative options of income earning facility based on the feasibility. Only 17% respondents said that women may have ownership of assets while majority (83.66%) has supported that women may have ownership on land and only 14% old members mentioned about IGA ownership and others have declined.

Strategic Aim:

Enhancing economic sovereignty by promoting food security, income and livelihood security of the marginalized groups specially women

Strategic Objectives
- To enhance food security for the poor and marginalized;
- To enhance income and livelihood security of the poor and marginalized groups;
- To introduce regenerating agriculture

Principal Activities

- IGA training on boutique, vegetable cultivation, swing, computer;
- Access to land for landless people;
- Facilitating organic agriculture;
- Market linkage of organic agricultural products;
- Awareness activities on health and wellbeing.

9.4 Strategic Priorities-4: Human Rights and Good Governance

Context:

Bangladesh has followed a remarkable trajectory over the past two decades. After years of rapid growth, the country achieved lower middle-income country status in 2015. Bangladesh has made commendable progress in meeting several development challenges including steady macroeconomic management, consistent GDP growth and advances in key area of human development. Despite these achievements, the human rights and governance situation is still not very promising. Continuing human rights violations, lack of transparency and accountability, access to justice and systemic corruption are some of the major barriers to development. USS has priorities good governance and human rights to address the situation outlined above, while ensuring relevance in the present political context in the country. USS focuses on strengthening democratic processes within the communities and stakeholders to develop the skills of youths, women, minorities, and facilitate programs to mitigate community conflict.

Strategic Aim:

Enhance governance and promote human rights through active participation and quality and equitable access to public services

Strategic Objective:

- To increase community participation in the local governance.
- To enhance value of democratic practice in all sphere of public and private life.
- To enhance accountability and transparency of the local governance.
- To enhance access to public services for marginalized and vulnerable

Principal Activities:

- Formation of Union, Upazila and District level Governance and Human Rights activist groups;
- Training and capacity building of the Governance and Human Rights activist groups members;
- Training and capacity building of the local government elected bodies;
- Application and practice of accountability and transparency tools i.e. RTI, Social audit, Citizen Charter, Score Card etc. for good governance;
- Awareness session and IEC materials dissemination for improving access to public services;
- Public service monitoring;
- Cultural group activism for awareness raising on governance and public services;
- Conduct research on governance and people oriented public services

9.5 Strategic Priorities-5: DRR & Climate justice

Context:

Bangladesh has a long history of natural disasters. Between 1980 and 2008, it experienced 219 natural disasters, causing over US$16 billion in total damage. The predicted effects of climate change will only compound these impacts. Disaster risk assessment and mitigation requires community engagement. The risks that communities face vary. An effective response requires community action to address local needs, contexts and aspirations. Local-level variations in managing DRR need to frame out.

Climate change influences the water, vegetation, soil, and animal resources upon which people depend for food and other products. Although changes in climatic conditions appear slowly, but related consequences such as frequency and impact of floods, droughts, tornado, shrouded sun with fogging etc. are clearly increasing. The situation of northwest Bangladesh is worst as Teesta, Brahmaputra and Dharla rivers crisscross that causing extensive flooding and river erosion every year with varying intensity. Evidence indicates that last 10 years, six floods happened where four (2004, 2007, 2012 and 2014) were catastrophic and stricken places are Kurigram, Nilphamari, Rangpur, Lalmonirhat and Gaibandha. As a result around 40,000 hectares of *aman* rice is fully and partially destroyed by flood (RDRS 2016). Besides, the region is getting towards desertification due to different reasons. Without knowingthe negative impact of planting eucalyptus trees, the people have planted hundreds and thousands of these saplings in last two decades. This is one of the reasons because it sucks enormous underground water. Secondly due to the construction of dams and barrages in the upper stream by the neighbor country, the rivers of the region is getting waterless during dry season and increasing the possibilities of early desertification.

Strategic Aim:

Reduce environmental abuse, climate risks and vulnerability by ensuring preparedness and adaptation and effective operational response and recovery to disaster, humanitarian crises and emergencies.

Strategic Objectives

- To ensure preparedness and effective operational response and recovery to disaster, humanitarian crises and emergencies of the community;
- To reduce environmental abuse, climate risks and vulnerability in the community;
- To undertake climate adaptation measures;

SDG: 13

Principal Activities

- Emergency humanitarian response including food, medicine, shelter and other basic needs;
- Women and children centered support in humanitarian crises and emergencies;
- Awareness and campaign for disaster risk recovery Winter cloth distribution
- Promoting environment friendly practice and uses
- Climate Change adaptation farming, livelihood and shelter.
- Research and advocacy for environmental justice and green economy

10. Organizational Development

USS is shifting its SP two (2016 – 2020) to SP three (2021 – 2025). The current SP will enable USS to better respond and adapt the development sector changes and technological advances. In achieving the organizational

goal for the planning years, it will require to enhance skill and capacity of the organization as well as staff members. It will need to thrive for equip itself as knowledge based organization.

The purpose of strategic organizational development planning is to help organization optimizes their resources for efficient and effective mission achievement by using long-term, data-supported planning and management of the workforce.

The 2021-2025 Strategic organizational development Plan sets forth the human capital goals and strategies to support the mission and goals of USS. It will revise the previous organogram and will be updated as needed. The 2021-25 comes at a time when USS has undergone significant organizational shifting for better align the workforce to meet the organization's current and future mission requirements. This strategy supports USS Team in achieving its mission by providing goals and strategies designed to grow the leaders, strengthen workforce, and standardized USS's institutional capacity. Used together the goals and strategies of 2021-25, this plan will ensure that USS has the ability to attract, manage, develop, and retain the best workforce to meet USS's mission needs.

The 2021-25 strategic plan will focus on three strategic human capital goals relating to leadership, people, and human resources (HR) to help the USS to overcome its workforce challenges and improve support for USS mission achievement.

10.1 Organisational Development Strategy

Leadership Development:

USS will improve leadership competency both in organizational level and staff level and will strengthen accountability for achieving mission results. In firing new staff member, USS will also pertain the leadership capacity considering to achieve the organizational mission in future.

Workforce Strengthen:

USS will hire the best talent, develop our employees, and optimize performance with a renewed emphasis on employee engagement, workplace improvement, and workforce flexibilities

Capacity Building of the Human Resource:

We will improve HR competency, process, and system to provide effective, efficient results and service delivery.

Summary of Implementation Strategies

Targets	Implementation Strategy
Leadership Development	• Strengthen supervisory skills
	• Improve USS leadership skills
	• Expand professional development support for senior staff members
	• Strengthen USS employee engagement
Workforce Strengthen	• Improve Quality in hiring
	• Better target resources spent on human capital
	• Improve workforce planning capability
	• Enhance USS's recruitment and outreach
	• Support the career development of USS employees
	• Increase employee recognition

Capacity Building of the Human Resource and Organisation	• Improve the effectiveness and efficiency of HR service delivery
	• Improve IT based reporting
	• Establishment new branch offices
	• Increase fixed assets of the organization
	• Establish social enterprise
	• Improve Monitoring system
	• Increase networking

10.2 Trends of Organizational Financial Flow:

The following graphs shows the financial turnover of the USS for last ten years. Among the last ten years, the fund flow are more or less steady, however, the last financial year significantly higher than the other years, which is a positive sign for future planning and programming.

USS Fund Flow (BDT)

Year	Amount
2011-12	19,421,592
2012-13	14,966,960
2013-14	20,620,411
2014-15	21,407,296
2015-16	20,377,960
2016-17	16,652,871
2017-18	16,035,655
2018-19	17,485,352
2019-20	32,166,503
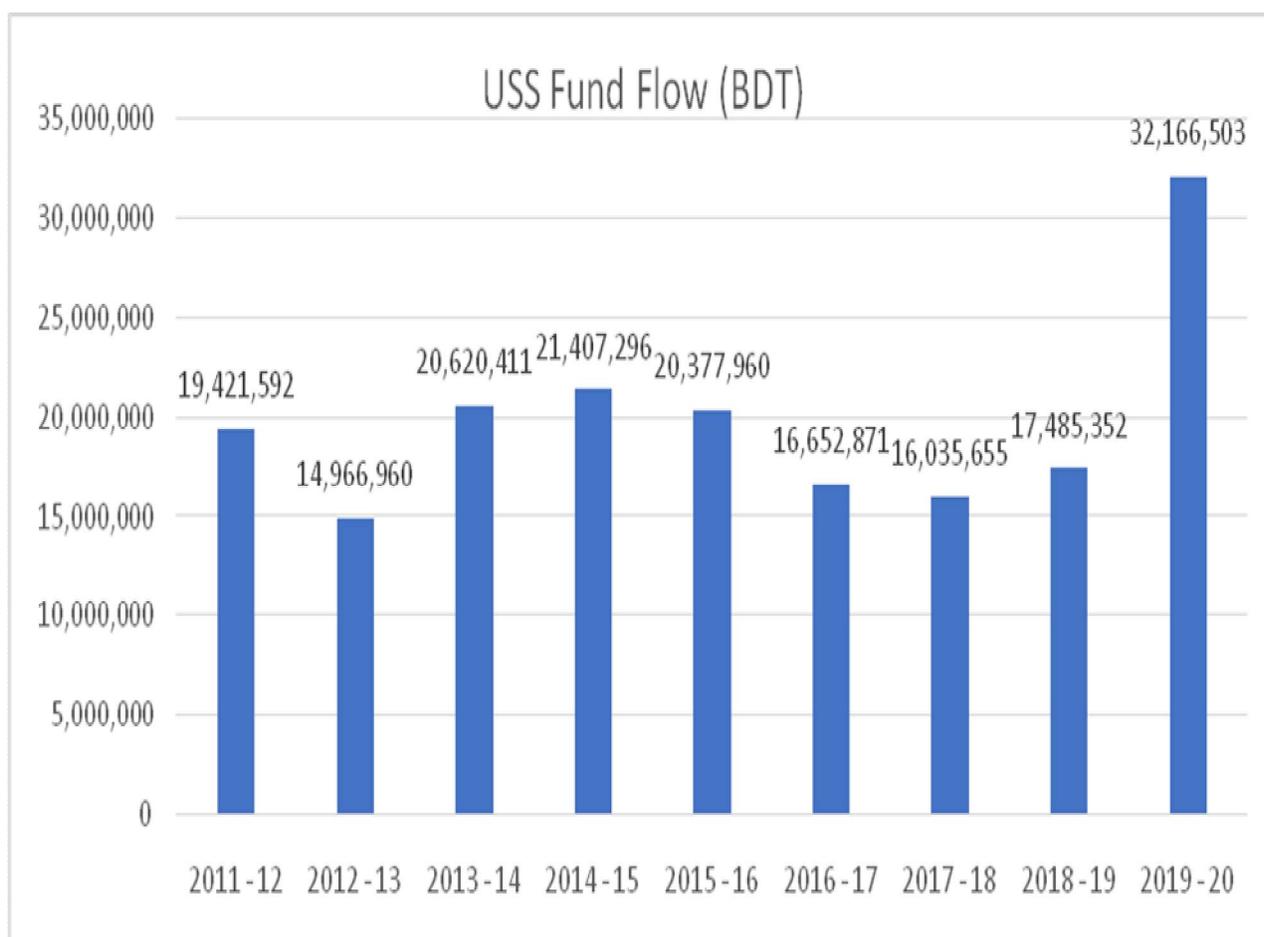
10.3 Organizational Structure:

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                          │Executive Committee│
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                          │ Executive Director│
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Program Head/Manager	M & E Unit	Internal Audit	Head/Manager-Finance and Admin
Project/Program Coordinator			Program/Project Officer- F&Admn
Program/Project Officer			Coordinator -Finance and Admin
Program/Project Organizer			Officer-Fin&Admn
Supervisor/Animator			Support Staff/Guard
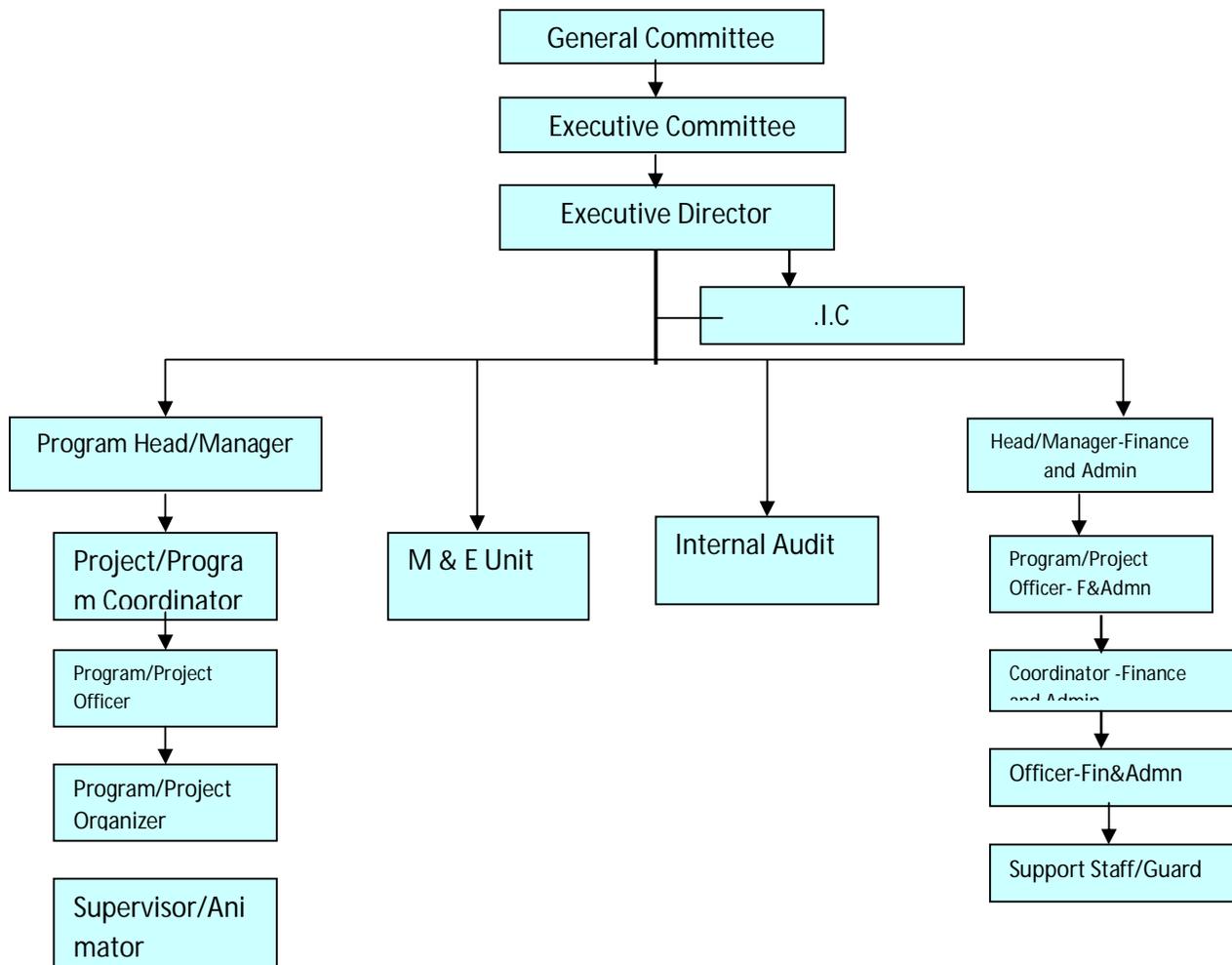
11. Resource Mobilization Plan

USS will seek the opportunities to mobilize resource for achieving its vision and mission. It will seek from all traditional donor agency, foundation, bi-literal donors, government agencies and CSR. In searching fund from above mentioned donor or funding opportunities, USS will consider its vision, mission and core values. It will not consider the resources those are against its vision, mission and values. A number of designated staff member will be assigned to search funding opportunities by developing concept notes and proposal. Moreover, it will participate fundraising events, where possible, to mobilise its fund. Furthermore, USS will accept in-kind contribution from any organization and individuals align with its goal. Income from business-oriented projects of the USS like selling of publications, offering consultancies, micro-enterprise-based activities and market linkage opportunities will also explore.

12. Summary of Cross Cutting Issues/mainstreaming analysis

Gender- As identified in SWOT analysis, USS will create gender balance in decision making forum as well as in programs. In the design phase of any project and or program, women and other gender diverse communities' participation and empowerment will be considered purposely on the basis of equitable principle. Moreover, USS core strategic area is to achieve gender equality in the society and it design and implement programs to achieve gender equality. Every staff member of USS should be oriented gender sensitivity and will have clear knowledge about gender sensitivity and should have gender sensitive attitude both in office setting and community setting.

Minority- In the working areas of USS, minorities based on ethnicity, religion and language are living. Minorities are one of most vulnerable groups and subjected in marginalization and deprivation. USS in its vision and mission targeted to work for the minorities and minorities are one of its program beneficiaries.

Environment – Among the five strategic pillar of the USS, environmental justice is one of them. In designing each project of the USS, environmental assessment has taken place for the project can promote environment and ensure that no harm of environment take place through project intervention.

Conflict Sensitivity- USS in designing each project conflict sensitivity will be mainstreamed for maximizing the impact. It will be analysed whether there is any chance to emerge conflict among the right holders- it may be among different groups of stakeholders. "Do no harm" theory will be applied in every project, programme, sector, policy and inter-agency. Institutional capacity, commitment and the right incentives will be introduced in the organisation. Monitoring and evaluation (M&E) of conflict sensitivity will be included early in the design of any interventions.

Humanitarian Response-is very much important when the targeted rights-holders become affected by any disaster like COVID-19, cold, flood, building collapse, fire etc. whether it is man-made or natural. In absence of humanitarian response right-holders will face a huge hurdle that may cause the loss of their lives. It is evident that humanitarian supports play enormous role to build trust/confidence between rights-holders and implementing partners, which ultimately contributes to obtain the goal of the project and of the organisation as well. USS will take account humanitarian response standard in its every program and project planning and implementation.

13. Risk Management:

Since the inception, USS have experienced to work with various donors some of whose have local office in Bangladesh and some have no and individuals. In the past, it had faced various risks means different ups and downs sometimes due to delay of approval from the authority sometimes due to fund constraint. This is the third strategic plan that the organization is preparing with detailed goal, target and action plan. For the sake of effective implementation, it requires well analysis of risk so that we can plan perfectly to avoid the risk and/or we can take the appropriate action to mitigate the risks. The following table shows the outline of the risks and mitigation approach:

13.1 External Risk Management

Risk-1: Global fund crisis in the development aid. There is decreasing national bilateral core funding from donors on governance, gender, child rights and justice. Also, most of the funding to USS is for smaller and generally shorter projects which make it difficult for the organisation to ensure long-term interventions for quality impact level change.

Remedial Measure: USS will need to strengthen its capacity to search existing development aid and simultaneously other funding source including CSR. It can also search other non-conventional development funding. It will be more logical to search long-term donor for sustainable impact in the constituents

Risk-2: Politicization and alleged corruption in public administration is also a potential threat for the rights based activities.

Remedial Measure: USS is already working with such context and overcoming these risk firmly in its working area. It has identified the champions inside the system and tried to work with them.

Risk-3: Unusual political situation is prevailing in the country. Civil society not able to speak out on rights violations due to threats, restrictions and politicization.

Remedial Measure: USS is already working in this prevailing political situation. Working jointly and or through networks can reduces the risks to individual organisations.The public statement and reports of USS can be examine before publishing for public. USS can developed a policy or guideline on public report and public statements for that political sensitivities can be addressed.

Risk-4: Current COVID 19 context limiting mobility and safety. Similarly, other natural and man-made disaster are a prospective threat for USS interventions.

Remedial Measure: USS take sufficient safety measure to address the risk of pandemic. It can also formulate contingency plan for anyprospectivenatural and man-made disaster.

Risk-5: As most of the rights based intervention challenges the customary harmful and disgraceful practice and norms and discriminatory power structure, thus religious extremism, violent social extremism and vested interest groups are also the threat for the organisation.

Remedial Measure:USS can take security measures and pre-cautious of such religious extremism, violent social extremism and vested interest groups. It can also train its staff member on security measures.

13.2 Internal Risk Management

Risk-1: Lack of policy support on staff retirement benefits in terms of provident fund and gratuity.

Remedial Measure: USS can examine its policy and can explore for staff retirement benefits i.e. provident fund and gratuity.

Risk-2: Ddependency on the Executive Director for project steering, fund raising, donor communication and external relations has increased due to lack of competent and capable second tire management.

Remedial Measure:USS can take initiative to develop a second tire management to reduce dependency on Executive Director. It can also search funding solution for the initiative if required.

Risk-3: USS Executive Committee and senior management, it is quite gender imbalance. Very less women's participation in the Executive Committee and senior management.

Remedial Measure: EC of USS can take initiative to reduced gender imbalance in EC and senior management.

Risk-4: Due to lack a formalize strategy for fund raising and designated fund raising team within the organization hinder the growth of the organization as well as the organizational outreach.

Remedial Measure: A designated fun raising team can be deployed to work exclusively fund raising. Similarly, a strategy for fund raising can be formulated. It can seek donor assistance for this action.

Risk-5: The monitoring and evaluation system of the organization is weak compare to other system i.e. program implementation.

Remedial Measure: Capacity of the staff on monitoring and evaluation can be build and specialised training for the staff on monitoring and evaluation can be organised. It can also seek donor assistance for strengthening the same.

Risk-6: Weak in reporting, documentation, research and learning dissemination

Remedial Measure: Staff capacity on reporting, documentation and research can be enhanced. Donor support on strengthening the capacity on reporting documentation and research can be sought. IT based reporting system can be explored.

Risk-8: Absence of health sector program, though the community demand for health rights programs.

Remedial Measure: It can examine and learn through implementing pilot basis health rights programs.

14. Strategic Plan Implementation, Monitoring, Review and Reporting:

Implementation, Monitoring, Review

The present strategic plan of USS is being prepared for a period of 5 years from 2021 to 2025. A daylong annual strategy review will be conducted each year from 2021 onwards. This will cover progress on milestones and will use programme impact monitoring data to a give a provisional assessment of progresses made in the past. The SP Committee will monitor the implementation status and will follow-up to ensure that organisation is following the agreed upon priorities and strategies

Once approved, the SP will be disseminated widely at all levels of the organisation and among partners and funders of USS so that there is a shared understand of its content, to create ownership and alignment and outside to contribute to profile building of USS and enhancing credibility of USS's work.

- There will be a mid-term review after two and a half years to review changes in context and progress and re-align objectives and activities as needed.
- Integration with Results Based Management with SP Goal, objectives and indicators being those of the RBM.
- Selection of projects and initiatives based on screening by parameters of Strategic Plan

Reporting

USS will review the present SP after two and half year, thus a detail implementation status report of the present SP will be prepared after two and half year. Moreover, after the daylongannual strategy review meeting report will be prepared for the purpose of SP status reporting. These reports will be assessed and reviewed by the SPC, SMT and Executive Committee of the USS.

14.1. Detail *Monitoring and implementation procedure of USS.*

USS have practiced three tire of monitoring and implementing system to ensure the qualitative result and lasting change among the targeted right holder. Shortly describe the tire wise monitoring and implementing systems are below to:

Tire o1.Group/ Community level monitoring and implementing procedure: USS want to lasting change among the right holders and contribute to future improvement to gender justice & violence free society. USS used to practices the participatory monitoring tools lead by rights holders. Right holders will play the facilitation/ implementation role and USS staffs will play the technical role to implementing the process. Group /community level monitoring & implementation matrix attached here.

Tire two: Project wise monitoring & implementation procedure: Project manager / Project coordinator is responsible to continue the monitoring system through participatory monitoring process. Project coordinator will be developed the operational strategy/ plan according to the approved budget due to consider the organizational strategic goal & objectives. USS head office monitoring unit plays the technical role for improving the process. Note that project coordinator will be strictly follow the Result Based Management Procedure (RBM).

Tire 03: Organization level monitoring & implementation Procedure: USS will be responsible for project implementation according to plan and reporting against expected results and indicators and provide positive feedback for future improvement. USS Monitoring unit provide strategic and technical support to the project coordinator to introducing the new dimension of monitoring procedure and tools. As implementation part of the project USS is responsible about decision making process have some structured procedures and it is done periodically through organizing meeting at different level, such as: General Committee (GC), Executive Committee (EC), Senior management Committee, Staff Meetings and meeting at grass root level also through PIC – Project Implementation Committee according to action plan.

Organogram of USS

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                        │  General Committee  │
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│ Animator        │                              │ Guard           │
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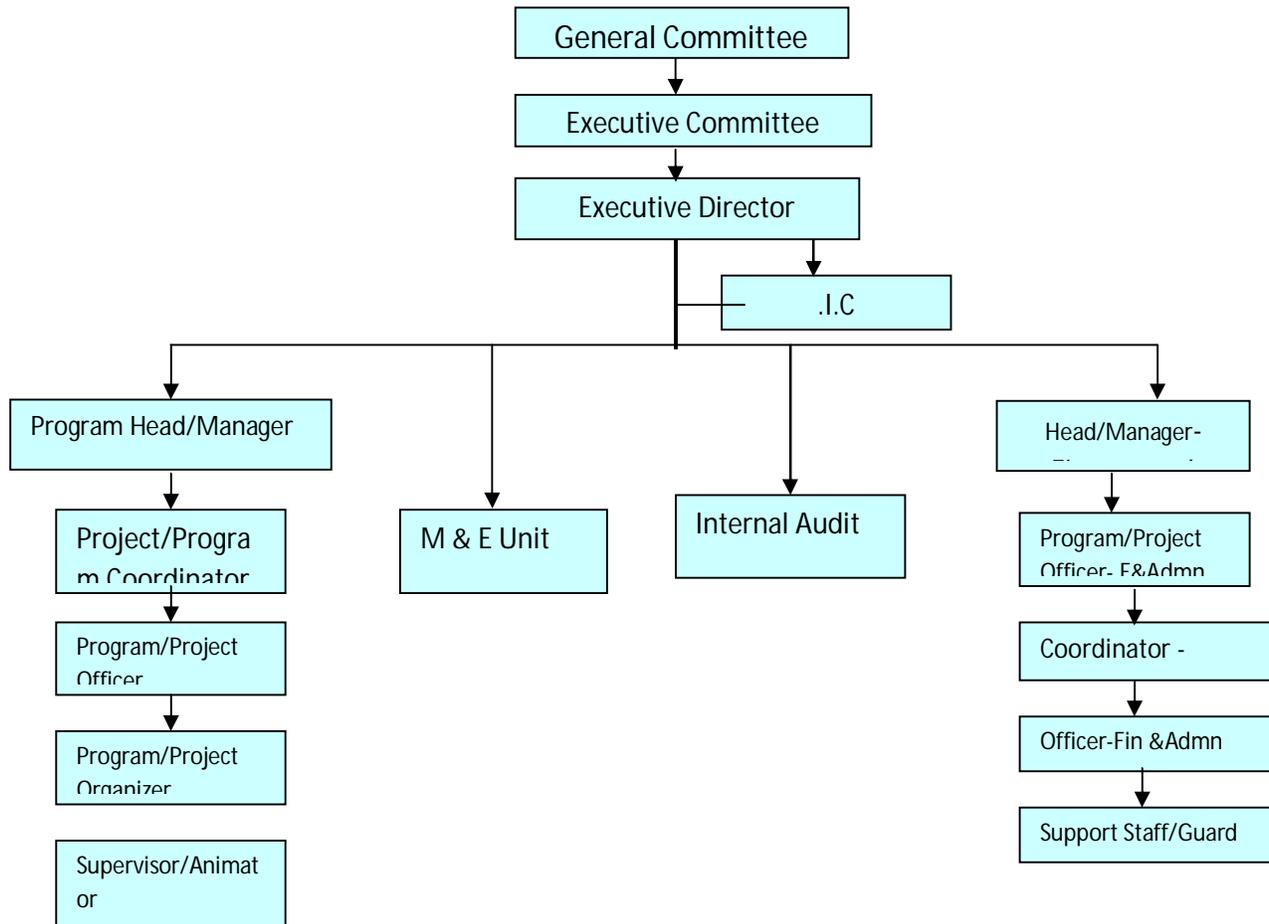
The inputs necessary for implementation of the project: *Efficient Project staffs, training, essential furniture for office and instrument for rural open air learning centres for project stakeholders and all other program and administrative cost according to the Budget line of the project and according to the financial policy of USS.*

Details of monitoring and evaluation work are described as follows: Project activities will be monitored regularly mainly in following ways:

- Project monitoring will be done by the internal management process and capacity.
- Annual Action Plan/Activity Plan will be one of the key project document
- Checklist will be made on each activity on the basis of set indicators. It would be the parameter of each activity, so as to determine any progress or delay or any shortcoming of the activity that could be monitored precisely.
- Planned field visit and discussion with group members and service recipients to identify any project deficiency.

- Monthly and quarterly meeting and workshops to review the plan and discuss the issues for the purpose of operational adjustment and adoption.

Staff Meetings: According to the program need staffs meet weekly, monthly and half –yearly, even on daily basis in need the staff meeting, the progress of work and the solution of the identified problems are reviewed and taken action hereby. The process of decision making allows both the staff and management to review the performance of personnel critically. Schedule of Monitoring/Review meeting:

Tire wise Monitoring and implementation matrix is below to:

Tire 01, Groups & Community level.

Name of Activity	objectives / Outcome	How	timeline	Responsible	Required Support
Develop CAP	Set the group's goal, objectives and Activities. (annexure 01)	Through context & root cause analysis of Problem	Group formation period.	Right holder	CF
Organize the review & reflection meeting.	Monthly Progress, challenge & learning sharing.	Participatory discussion & experience sharing process.	Bio- monthly	Leader of Rights holder	CF
Quarterly monitoring & evaluation session.	Quarterly process and share the best practices.	Used to participatory monitoring tools,	End of the three month,	Leader of Rights holder	CF
Annual community Reflection session.	To measure the lasting change in Society.	Used to participatory monitoring tools,	December / June	PO	PC
Inter community knowledge sharing meeting.	Share the best practices & replicate in others community.	Through Organize knowledge convention.	In December . June	Convention team	PO

Tire 02: Project wise monitoring and implementation procedure:

Name of Activity	objectives / Outcome	How	timeline	Responsible	Required Support
Develop project operational strategy/Plan	To develop project operation guideline.	Set up activity wise objective & linked with strategic objectives. (annexure 02)	Jan/ July	PC	Monitoring unit of USS
Develop the monitoring framework	To Develop the project monitoring framework documents.	Through organize the workshop & guided by logical framework.	Jan/ July	PC	Monitoring unit of USS
Organize the review & reflection meeting.	Monthly Progress, challenge & shared learning.	Participatory discussion & experience sharing process.	monthly	PC	ED
Quarterly data collection from field for monitoring & evaluation..	To prepare the quarterly monitoring report & send to HO & Donor.	Used to participatory monitoring tools,	Quarterly	P0	PC
Annual community Reflection session.	To measure the lasting change in Society.	Used to participatory monitoring tools,	December / June	PC	Monitoring unit of USS

Tire 03: Organization monitoring and implementation procedure:

Name of Activity	objectives / Outcome	How	timeline	Responsible	Required Support

Develop Organizational operational strategy based on Strategic paper.	To develop Monitoring & implementation guideline.	Set up project wise objective & linked with strategic objectives. (annexure 03)	Jan/ July	Monitoring unit of USS	ED
Develop the monitoring framework	To Develop the project monitoring framework documents.	Through organize the workshop & guided by logical framework.	Jan/ July	Monitoring unit of USS	ED
Field visit & sharing meeting with Project staffs	To increase quality of project implementation.	Sample test on report through Field visit , Cause study analisis.	Quarterly	Monitoring Units of USS	PC
Quarterly dashboard fill up	To know the tracking of achievement & linked with SP	4 consideration issues are 1,HRBA practicing in programming,2Value for Money, 3.Continuing improvement 4. Outcome monitoring, (Ranking are Red, Yellow & Green)	Quarterly	Monitoring Units of USS	ED
Prepare the Quarterly Monitoring feedback to the project personnel...	To prepare the quarterly monitoring feed report & send to HO & PC	Used to participatory monitoring tools,	Quarterly	Monitoring Units of USS	ED
Organize annual knowledge convention	Share the best practices & replicate in others areas.	Through Organize knowledge convention.	In December /. June	Convention team	PC

Organisational strengthening

A participatory management process are aiming at the strengthening of the internal control procedure dealing with a group of skilled staff and appropriate work plan , which are required to enable the organisation to carry out its duties and tasks as described in the intervention above.

Work approach: USS has a participatory management process to ensure the participation of community from Planning to implementation and sometimes evaluation through Participatory   Appraisal system and also following Gender policy of USS. To enhance the democracy practice and ensuring of good governance the organization has to work with whole community and socio-cultural development approach and through active networking

Complain Response Mechanism (CRM) developmentis also a good push factor to strengthening the Organization as well as Staff capacity. USS has strong CRM implementing committee and they are playing proactive role to ensure gender friendly environment in working place.

 The current financial system maintained in USS: Basic Accounting system as separate books of accounts, ledger book, Bank account register, Reporting format, external audit (from 1997-upto date), financial manual, HR Policy, gender policy, with all the financial system are maintained.

How will the rights holders participate in the follow up of the project/plan

To make this project more effective to enhance women capacity,USS feel to give important on Some major issues. These are:

- Identification of right target group,
- Grow their ownership within organization.
- Ensure participation from all levels in the community.

- Capacities building for right holders through organize training &orientation as per need.
- Participatory management system development and implementation,
- Sharing of 'Learning's' and more interaction
- Gender transforming programming approach in all level.

USS believes on these issues make it more transparent and 'people-oriented' development organization. To address and identify Key Change Agents USS always started project from inception meeting with all local authority, Local media group connections helpful to us and approach is a sustainable one creating change makers from community in a long run.

Efficient staff team, apply their knowledge to select group leader through regular sharing and close observations.

We form local Forum taking likeminded people from community and NGO, our cultural activities, local advocate group; a strategic network supported us. Our direct beneficiaries group - women group leaders, regular orientation slowly make them Change Makers. Their male family members slowly change observing the financial condition and other support in an improving way. Our skilled staff group -maximum collected from locality near the project is a good strength to address such problems

Institution Building, Capacity Building, Advocacy through PRA are the implementation strategies to achieve the aims of the project where individual capacity building methods such as confidence building along with community education and knowledge sharing such as meeting, workshops, community and people theatre to create positive environment for deprived women is essential .

 USS always tries to develop change makers and Peer educator attitude among its stakeholders and we believe that we are doing work in such a way for a sustainable future.

Firstly- Establishing and nourishing partnership with the CBOs, CSOs and other institutions through instigation of coordination and alliance building for developing strong women leadership in working area.

*Secondly-*Establishing project area's integrity through participation and institutional capacity building of CBOs, CSOs, adolescent forum, Gender and development forum and students forum with mandate of law and policy agenda. USS has already been established in manner of partnership and networking building with these organizations.

*Thirdly-*Customization of these institutional bodies of CSOs with networking plan and programme approach, which will be focusing on human rights instruments and constitutional rights with major elements of participation, consensus orientation, accountability, transparency, responsiveness, effectiveness and efficiency, equitability, inclusion and following the rule of law and justice.

Fourthly- Social campaign, testimonial video, case study, training and workshop program and policy monitoring will be formulated as instruments of policy advocacy and monitoring at local and national level also.

*Finally:*Women through Group approach will be the major primary stakeholders groups. Ultimately a local women network – Nari Jogajog Kendra (NJK) will work as to raise the women voice empowering women themselves first.

Monitoring report procedure of USS.

USS have practiced three tire of monitoring and implementing system to ensure the qualitative result and lasting change among the targeted right holder. Shortly describe the tire wise monitoring reporting systems are below to:

Tire o1.Group/ Community level monitoring and implementing procedure: USS want to lasting change among the right holders and contribute to future improvement to gender justice & violence free society. USS used to practices the participatory monitoring tools lead by rights holders. Right holders will play the facilitation/ implementation role and USS staffs will play the technical role to monitoring the process.

Community-based monitoring, reporting and verification (CMRV) can be defined as the involvement of local people in the measurement reporting and verification of carbon stocks and other data that are required to access the impact of project..The tools and approaches presented here can help the project practitioners tackle community-based monitoring reporting and verification around the Organization. Community people are responsible to develop the methods& tools and reporting template. Some project organizes the monitoring & reporting session in monthly and Quarterly.

a. Process monitoring report (Activity)

Name of Activity	Contributing outcome./ Objectives	Pre-activity	During the activity	Post Activity	Activity status		
					Very good	Good	Average

B. Result Monitoring report

Community / Group objectives	Community indicator	Required data	Result		
			Very good	Good	Average

Tire two: Project wise monitoring & implementation procedure: Project manager / Project coordinator is responsible to continue the monitoring system through participatory monitoring process. Project coordinator will be developed the monitoring reporting template for the respective project. USS head office monitoring unit plays the technical role for improving the process. Note that project coordinator will be strictly following the Result Based Management Procedure (RBM).A report is an official record of a given period in the life of a project that presents a summary of project implementation and performance reporting. Progress reports are essential mechanisms for project implementers to inform partners and donors on the progress, difficulties, and problems encountered and lessons learned during the implementation of project activities. Reports are designed to:

- Enable the assessment of progress in the implementation process and achievement of results.
- Focus activities and therefore improve subsequent work plans.
- Facilitate the replenishment of funds by donors.

Reports should therefore be reflective yet focused. For project management, a monitoring report is used primarily to communicate with the senior management about the status of the project. It is especially important to provide early warning signals on any significant current or

potential implementation issues and concerns and to get attention, support and response for things that are succeeding and those where difficulties are arising. Reporting on USS projects is a balancing act between donor requirements and USS internal requirements.

a. Monthly monitoring report

Although USS requirements specify quarterly project reports, some projects prefer to have monthly reports, especially on the individual work plans. The individuals responsible for activities and tasks prepare monthly monitoring reports that include an assessment of the level of achievement, difficulties experienced and suggestions for the next month.

A sample monthly reporting form is provided below.

- Name of Month & year :------------------------------------
- Name of responsible persons :---------------------------------------

Result/ Objective from LAF				Indicator from LAF		
Activity	Task	Expected outcome	Status	Assessment (difficulties, lessons, etc., what next)	Time planned	Time actually used

The actual layout of a monthly report form may vary from project to project but the form should capture information considered relevant for managing the project in a detailed manner.

B. *Quarterly monitoring report: USS project quarterly monitoring report contains the following sections:*
- Project Details (Title, Project number, duration etc.)
- Executive Summary.
- Background to the project and/or introduction.
- Inputs.
- Up-date on activities.
- Achievement of Results (Sub/Key) .
- Contribution to intermediate effects, outcomes and impacts.
- Contribution to USS strategic priority result.
- Deviation from the objectives/key results/goals .
- Obstacles encountered and solutions identified.
- Plan next reporting period.

Tire 03: **Organisation level monitoring reporting system ;**

The monitoring reporting system initiated in different frequencies, which is depended on nature of program interventions, but preparation of the monthly, quarterly and annual report are mandatory and prepared accordingly, printed and circulated among different category of stakeholders and partners. USS is trying to develop the monitoring reporting systems are below to:

a. Project wise activity tracking chart.

Name of Project	Planed Activity	Achieve Activity	% of Result	Status (Red-Yellow & Green)	Remarks
W4CD					Bellow 85% get red, Bellow 92% yellow and Above 95 get Green
ISFP					
A4I					
PGELKPI					

b.   Result Based Monitoring dashboard based on RBM.

Name of Indicator/ pillar on Monitoring.	Bellow-85%	Bellow 92%	Above 93%	Next course of Action for improvement.
HRBA- Programming.				
Value for money				
Outcome monitoring				
Continues improvement trend				

c.   Narrative Quarterly / Annual monitoring structure ;

- *Introduction and background of monitoring context of USS.*
- *Project wise Geographical location*
- *Executive summary*
- *Findings part (project wise) variance/*
  Activity- Intermediate come- Outcome – impact
- *Project wise contribution on strategic objectives.*
- *Project wise Obstacles and Challenge.*
- *Project wise recommendations for improvement.*
- *Way forward for learning in others project.*
- *Conclusion and future direction for organization development.*

14.2 Result Based Management of USS

RBM is a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and higher level goals or impact). The actors in turn use information and evidence on actual results to inform decision making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting. RBM is seen as taking a life-cycle approach (see Figure 1). It starts with elements of planning, such as setting the vision and defining the results framework. Once partners agree to pursue a set of results through a programme, implementation starts and monitoring becomes an essential task to ensure results are being achieved. M&E provide invaluable information for decision-making and lessons learned for the future.

RBM life cycle are three below to
1. Planning stage: Set the vision, defining the result map RBM framework.
2. Monitoring stage: Planning for monitoring and evaluation, implementing using monitoring tools.
3. Evolution: managing using evolution process.

- ***Stakeholder's participation must be centered***

Key elements or phases of results based management include:

1. Identifying clear and measurable objectives (results), aided by logical frameworks.
2. Selecting indicators that will be used to measure progress towards each objective.
3. Setting explicit targets for each indicator, used to judge performance.
4. Developing performance monitoring systems to regularly collect data on actual results.
5. Reviewing, analyzing and reporting actual results about the targets.
6. Integrating evaluations to provide complementary performance information not readily available from performance monitoring systems.
7. Using performance information for internal management accountability, learning and decisionmaking processes, and also for external performance reporting to stakeholders and partners.

The first three phases generally relate to a results-oriented planning approach, sometimes referred to as strategic planning. The first five steps, together, are usually included in the concept of performance measurement. All seven phases combined are essential to an effective results based management system.Thus, integrating complementary information from both evaluation and performance monitoring systems and ensuring management.

Other components of results based management.

Other reforms are often associated with results based management systems. Frequently, these other components act to reinforce or facilitate the use of performance information. Some of these organizational changes include:

• Accountability -- instituting new mechanisms for holding agency managers and units accountable for achieving results at appropriate levels.

• Decentralization -- delegating authority to the management level accountable for results, and empowering them with flexibility to shift resources to better performing activities.

• Client focus -- consulting with beneficiary groups concerning their preferences and satisfaction with goods and services provided, and being responsive to their needs.

• Participation and partnership -- involving partners and stakeholders in all aspects of performance measurement and management processes, and seeking greater harmonization of efforts.

• Reformed operational policies and procedures -- instituting new policy and procedural directives aimed at changing the way the agency conducts its business

Supportive mechanisms -- assisting managers to effectively implement performance measurement and management in various ways, such as providing training, technical assistance, performance information databases, guidebooks, tips and best practices series.

• Cultural change -- equally important for successful results based management is transforming the organizational culture -- that is, the values, attitudes and behaviors of its personnel.

Performance measurement at the project level

Performance measurement at the project level is concerned with measuring both a project's implementation progress and results achieved.

i)   Implementation measurement is concerned with whether or not project inputs and activities are in compliance with design budgets, work plans, and schedules, whereas.

ii)   Results measurement is concerned with whether or not actual results are achieved as planned. Results are usually measured at three levels, intermediate outcomes, outcome and long-term impacts. More emphasis is shifting from intermediate results (outputs) to medium / outcome and long-term results (outcomes, impacts)

Formulating objectives: As part of project planning, the project's objectives should be clarified by defining specific and measurable statements concerning the results to be achieved (outputs, purpose, and goal) and then identifying the strategies or means (inputs and activities) for meeting those objectives. The project Logical framework is a favorite tool used by development agencies for conceptualizing a project's objectives and the strategies that will be used to attain them.

Selecting indicators : Next, performance indicators are selected for measuring progress in implementing activities and in achieving results. The logical framework provides a multi-level structure around which the indicators are typically constructed. Indicators specify what to measure along a scale or dimension in order to test progress (e.g., number of workshops held, percentage of farmers attending demonstration sessions, crop yields, etc.). The relative importance of indicator types is likely to change over the project's life cycle, with more emphasis on input and process indicators at first, then shifting to output, outcome (purpose-level), and impact (goallevel) indicators later on as the project matures. Also, different management levels tend to place emphasis on different indicator types.

Project field staff will find input and process indicators of most use, whereas project managers will be more interested in achievement of project outputs and outcomes. Senior Management will be interested in the longer-term and broader social and economic impacts of the project, which may not be evident until after the project is completed. These different intended uses and users need to be kept in mind when selecting indicators.

USS has devised checklists of criteria against which proposed indicators can be judged and selected. For example, some commonly used criteria include:

- Valid -- Does the indicator directly represent the result it is intended to measure?
- Objective -- Is the definition precise and unambiguous about what is to be measured?
- Reliable -- Is the data consistent or comparable over time?
- Practical -- Can data be collected easily, on a timely basis and at reasonable cost?
- Useful -- Will the data have utility for decision-making and learning?
- Owned -- Do partners and stakeholders agree that this indicator makes sense to use?

Setting target: Once indicators have been identified, actual baseline values should be collected for each indicator, before the project activities get underway. This will be important for gauging whether progress is being made later. Often agencies also set explicit targets - that is, a particular value for an indicator to be accomplished within a given timeframe. Targets help clarify exactly what needs to be accomplished by when. It represents a commitment and can help orient and motivate project staff and mangers to the tasks at hand. A natural tension exists between setting targets that are high enough to make project managers and staffs stretch to achieve them, and yet low enough to be realistic and achievable. If they are set unrealistically high and unattainable, confidence and credibility will suffer and may even set in motion perverse incentives to hide or distort the figures. Any information that helps to ground a target setting exercise and ensure its realism is useful. For example, it is useful to establish a baseline, identify historical trends, seek implementing agency staff and customer views, survey expert opinion about what is possible, review research findings, or identify benchmarks (i.e., compare what results have been achieved by similar projects with a reputation for high performance).

Monitoring performance (collecting data): Once indicators have been selected, baselines established and targets set, actual data for each indicator is collected at regular intervals. It may be useful to distinguish between two types of performance monitoring:

• Implementation monitoring involves the frequent, on-going recording of data on project operations -- e.g., tracking funds and other inputs, and processes. It involves keeping good financial accounts and field activity records, and frequent checks to assess compliance with work plans and budget.

• Results monitoring involves the periodic collection of data on the project's actual achievement of results – e.g. its short-term outputs, medium-term outcomes, and long-term impacts. This type of monitoring demonstrates whether a project is moving towards its objectives

Annex-1: Strategic Planning Workshop Participants

Name of venue: USS, Training Center, Date:23.09.2020

No.	Name	Address	Designation
01	Md. Razob Ali Sarker	President, USS	USS, Nilphamari
02	Bhuban Roy	Secretary, USS	USS, Nilphamari
03	Alauddin Ali	Executive Director	USS, Nilphamari
04	SarwarManik	President	Human Rights Defended Forum Nilphamari
05	FarhanaYasmin Emu	Lecturer	MashiurRahman Degree College, Nilphamari
06	M.A. Rouf,	Program Facilitator	USS, Nilphamari
07	Md. Abdul KuddusSarkar	Coordinator Monitoring and Evaluation	USS, Nilphamari
08	Md. Moksedul Islam	Coordinator Finance & Admin	USS, Nilphamari
09	Shahnaz Begum	Project Coordinator, PGELKPI Project	USS, Nilphamari
10	Md.KaykobadHossain	Project Coordinator, Women initiative for Community Development (W4CD) Project.	USS,Phulbari,Kurigram
11	Md. Jomil	Project Coordinator Integrated Sponsorship Funded Project (ISFP) in Rangpur-CNO	USS, Jaldhaka, Nilphamari and Hatibandha, Lalmonirhat
12	Jharna Roy	PC, GEPI Project	USS, Nilphamari
13	Nirmal Roy	Project Coordinator-A4I	USS, Nilphamari
14	Salma Akhter	Gender Development Officer PGELKPI- Project	USS, Nilphamari
15	Mrinal Roy	Finance & Admin Officer, PGELKPI -Project	USS, Nilphamari
16	Rajib Kumar Roy	Finance & Admin Officer,GEPI-Project	USS, Nilphamari
17	Dipti Roy	Animator	Laxmichap Union

18	RanjitRoy	Animator	Laxmichap Union
19	LalbanuBegam	Vice-President Community Paddy Bank	Palashbari, Nilphamari
20	MollikaRoy	Representative, Adolescent Forum	Khokshabari, Nilphamari
21	AklimaAkter,	Representative	Disability Organization, Nilphamai
22	Ratan Kumar	Representative, Adolescent Forum	Laxmichap Union
23	Jasmine AkterJui	Youth Representative	Chilahati, Domar, Nilphamari
24	Abdul Aziz Ripon	Youth Representative	Chilahati, Domar, Nilphamari
25	Ramesh Kumar Biswas	Representative,GonoGobesona Dal	Laxmichap, Nilphamari

Annex – 2: Members of the USS Strategic Planning Committee (SPC)

1. Mr. Bhubon Roy, Secretary, USS
2. Mr. Alauddin Ali, Executive Director, USS
3. Mr. Moksedul Islam, Coordinator, Finance & Administration
4. Mrs. Shahanaz Begum, PC, PGELKPI
5. Mrs. Salma Akter, GDO, USS

Annex – 3: SWOT Analysis Matrix of USS

Strength

- Competent, dedicated and gender sensitive team
- Transparent and accountable management
- Democratic practice in organizational and programmatic decision making
- Participatory and transparent process in program implementation
- Reputation on program implementation
- Dedication to human rights and gender equality
- Donor community acceptance
- Community Acceptance
- Adopted policies are in practice
- Ethical organizational culture and practice

Weakness

- Lack of policy support on staff retirement benefits
- Lack of competent second tire management
- Gender imbalance in Executive Committee and senior management
- Lack a formalize strategy for fund raising and designated fund raising team
- Weak program monitoring and evaluation
- Weak in reporting, documentation, research and learning dissemination

Opportunities

- Climate change vulnerable areas
- Work on emergency response and recovery.
- Scope to work on women labour rights violation in the Nilphamari EPZ area
- Scope to expand its working area covering Rangpur and Rajshai division
- Scope to undertake training and capacity building interventions on human rights and peace building,
- Scope to concentrate on using governance and accountability tools
- Opportunity to work with public legal aid authority
- Scope to undertake water, sanitation and hygiene (WaSH) programs
- Market linkage of the beneficiary's product
- Scope to work on land rights issue

Threat

- Global fund crisis in the development aid
- Not to undertake Long-term interventions for quality impact
- Politicization and alleged corruption in public administration
- Unusual political situation is prevailing in the country
- COVID 19 context limiting mobility and safety
- Natural and man-made disaster
- Religious extremism, violent social extremism and vested interest groups

Internal

External

Annex – 4: Strategic Priorities-1: Gender Justice

Strategic Aim: Combat gender inequalities and discrimination that propagates persistent deprivation and injustice for the women, girls and gender diverse communities by empowering and enhancing participation of them.

Indicator 1: GBV including stereotyping against women and girls are addressed at home, at work and in public spaces resulting in increased opportunities for women.
Indicator 2: **Income and economic independency,** of number of women and girls and access to SRHR services have increased.
Indicator 3: Women and girls' increased **participation, influencing and feminist leadership** in different socio-cultural and political spheres e.g. family, institutions, local and national government and in social mobilization for women's rights and equality.

Key activities	Outcomes/results	Outcome indicators with targets	Responsible persons
Formation of community groups and civil society groups i.e. GonoGobeshonaDal, Reflection action circle. Child forum, Child & youth forum network. Lokokenda forum forum network. Community Based Journalist group, Elderly Citizen Group, Cultural Groups, Women Led Human Rights Group (NJK), DPO, women groups, farmer groups etc. for social movement;	Community and civil society groups will formed Defender groups are quick-responding to gender cases; SDG-5.1.1	-------- number of community groups and civil society groups formed and functioning # of community and civil society members become the member of the groups # of group/ forum strengthening and playing proactive role for community development.	Respective Program Manager/ Coordinators
Enhancing gender equality by breaking stereotype norms and practice through debate competition, Outdoors sports among the village women, women/ girls football competition, by-cycle, kartate (self-defense) training for girls, National and International day observation	Gender stereotype norms and practice reduced; Gender equality enhanced in working areas; SDG 5.4.1 Women and girls' accessibility increasedlike – Free movement, family decision making, buying, selling, voice rising and promote leadership and participation.SDG -5.3.1	% of men participating as gender neutral (household …) roles % of women and girls participating as gender neutral roles % of participants trained on different types of analysis and rote cause. % of child marriage stopped	Respective Program Manager/ Coordinators

Key activities	Outcomes/results	Outcome indicators with targets	Responsible persons
Provide capacity training on Gender, human rights, child protection, family law for civil society actors i.e. journalist, women leaders, elected women leaders of local government, lawyers, community leaders;	-Civil society actors participated in training and capacity building event; -Skill and knowledge of civil society actors enhanced - Capacity increased on linkage, advocacy and communications and Initiatives has taken by civil society actors for prevent gender based violence. SDG-5.5.1	# of initiative taken by civil society actors; # of training conducted for civil society actors; # of event participated by civil society actors; # of women leadership increased # of women involve decision making process at local government	Training and Capacity Building Coordinator
Local, regional and national level network building on social and legal empowerment issues;	Local, regional and national level network has created	# of network has created on several thematic issues at local, regional and national level; SDG – 5.c USS become a member of # of networks locally, regionally and nationally	Executive Director/Program Head
Combating sexual harassment, child marriage and violence against children in educational institutional by inserting opinion box, complaint box, complaining into formal justice forum, awareness session and IEC materials distribution;	Sexual harassment in educational institution has reduced; (SDG 5) Child marriage has stopped; (SDG 5.3) Violence against children in educational institutions has reduced; (SDG 5)	# of opinion box and complaint box inserted in educational institutions; # of complaint on sexual harassment, child marriage and violence against children lodged with police station/executive authority/courts; # of IEC materials developed and distributed; # of awareness session conducted	Program Head and respective Program Managers
Combating violence against women and family disputes by awareness session, IEC materials distribution, mediation, litigation and demonstration;	Violence against women has reduced (intimate partner) Non; Family disputes has resolved; Family disputes has reduced; SDG-5.2.1	# of awareness session on VAW and family dispute conducted; # IEC materials on VAW and family dispute developed and distributed; # of mediation has conducted; # of complaint and litigation lodge and supported;	Program Head and respective Program Managers

Key activities	Outcomes/results	Outcome indicators with targets	Responsible persons
Referral system and legal aid support for victims;	VAW and other victims has been referred to other support service; VAW and other victims have survived and fighting. SDG-5.1.1	# of victims referred to other support service; # of victims provided legal aid # provide psychosocial counseling	Program Head and respective Program Managers
Support potential women and girl leaders to harness their leadership skills, deepen understanding on issues of strategic significance, and enhance their active participation in decision making process and representation in governance structures.	*Leadership of women and girls has developed to the extent that the culture of silence is broken and movements are organized against gender based injustices.SDG -5.5.1*	*# of women and girls who demonstrate active leadership at multiple levels* *# of women and girls who have capacity to challenge gender based violence reported* *# of women and girls who have capacity to challenge discrimination reported* *# of women and girls who have capacity to challenge harmful traditional practices reported.SDG – 5.3*	*Gender focal & project coordinator.*
Provide grant support for women led Lobby and Advocacy with respective duty bearers.	*Government has legislative and policy frameworks that enable women and girls to live free of violence. SDG-5.c.1*	*1. # Act/Policy amended/revised.* *2.Introducing gender responsive services in public* *3.# of reported cases of GBV positively acted upon by law enforcement authority with perpetrator held to account* *4. Government have legislative and policy frameworks that enable women and girls to live free of violence.*	*DO*
Strengthen multi-level movement and advocacy for legislative and policy reforms around GBV, property rights Unpaid Care Work (UCW)	*To build common understanding on unpaid care work. SDG-5.4.1*	*# of community has aware on unpaid care work.SDG -5.4.1* *# of multi level movement has*	*Do*

Key activities	Outcomes/results	Outcome indicators with targets	Responsible persons
		strengthening to reform the policy on GBV, property rights and unpaid care work.	

Annex – 5: Strategic Priorities-2: Children and Youth Engagement in Development

Strategic Aim: Transforming social change through children and youth engagement and thriving as future responsive citizen

Key activities	Outcomes/results	Outcome indicators with targets	Responsible persons
Formation of youth and child forum and leadership & capacity development	Youth and child forum formed; Leadership of youth and child developed; Child & youth trained on different issues to ensure their protection and development.	# of youth and child forum formed; # of child & youth forum formed (SDG 5.1.1) #of girls club formed # of leadership training conducted # of leadership mentoring and or counselling provided; # of initiative taken by youth and child; (SDG 5.2.1) # of child & youth trained on child protection & development. # of participants aware on CRC # of Child and forced marriage reduced (SDG 5.3.1) # of child labor stopped (SDG 8.7.1/8.6.1)	Program Head and respective Program Managers
Sexual and Reproductive Health Rights programming for youth, adolescents, students and	Youth and adolescents have knowledge on SRHR; (SDG 5.6)	# of SRHR session conducted # of SRHR related initiative taken by youth and adolescents; (SDG 5.6.1) # of youth, adolescents, students and girl child aware	Program Head and respective Program Managers

Key activities	Outcomes/results	Outcome indicators with targets	Responsible persons
girl child;		on SRHR (SDG 5.6.2)	
Self-defense, life-skill training for youth and adolescents girl;	Youth and adolescents girls has life-skill; (SDG 5.6) Youth and adolescents girls has self-defense skills;	# of self-defense training conducted; # of life-skill training /orientation conducted; (SDG 5.6.1)	Program Head and respective Program Managers
Facilitation and formation of child/ youth parliament, community based child protection system;	Child parliament has formed; Community child protection system has placed	# of child parliament formed; # of child become the member of child parliament; # of child & youth women protected from abuse by community; (SDG 5.2.2)	Program Head and respective Program Managers
Awareness and advocacy on child rights and child protection; & gender responsive safeguarding	Community people and children has knowledge on child rights Duty bearer has awaked on child rights and child protection (SDG 5.2)	# of awareness session conducted on gender responsive safeguarding and child rights; # of duty bearer aware on gender responsive safeguarding and child rights and child protection # of TfD show conducted # of poor child family /household included in social safety net program (SDG 1.3.1)	Program Head and respective Program Managers
Youth entrepreneurship development	Youth especially youth women has knowledge on entrepreneurship (SDG 4.4)	# of youth women received training/orientation on entrepreneurship # of youth received technical/Vocational training (SDG8.6.1) # of youth women taken initiative to establish as entrepreneur # of youth women / group established as entrepreneur (SDG 4.4.1)	Program Head and respective Program Managers
Research on child rights and child protection;	Research on child rights and child protection has commissioned (SDG 5.3, SDG 16.2)	# of research publication on child rights and child protection (SDG 5.3.1, SDG 16.2.1)	M&E
Influencing decision-	Young people engaged in decision	# of young young man and young women included in	

Key activities	Outcomes/results	Outcome indicators with targets	Responsible persons
makers to have young man and young women access in decision making bodies	making structure	decision making structure-SDG-5.5.2, 16.7.2	
Coalition and networking on child rights and child protection	Coalition and network formed on child rights and child protection SDG-17.17.1	# of coalition and network functioning; USS become member of # coalition and network on child rights and child protection	ED

Annex – 6: Strategic Priorities-3: Economic Empowerment for Marginalized Specially Women

Strategic Aim: Enhancing economic sovereignty by promoting food security, income and livelihood security of the marginalized groups specially women

Key activities	Outcomes/results	Outcome indicators with targets	Responsible persons/cells
IGA training on boutique, vegetable cultivation, swing, computer;	Training on boutique, vegetable cultivation, swing, computer has accomplished (Target 8.6 & 8.3 indicator 8.6.1 &8.3.1)	# of training on boutique, vegetable cultivation, swing, computer	Program Head and respective Program Managers
Access to land for landless people;	Landless people obtained khas land (Target 1.4 indicator 1.4.1)	# of landless women obtain khas land	Do
Facilitating organic agriculture	Organic agriculture initiated (Target 2.1 indicator 2.1.2)	# of women initiated organic agriculture;	Do

		- amount of organic agricultural product produced	
Market linkage of organic agricultural products;	Market linkage of organic agricultural products established. (Target 8.3 indicator 8.3.1)	# of organic agricultural products created market linkage	Do
Awareness activities on health and wellbeing.	Community people are aware on health and wellbeing (Target 3.4 indicator 3.4.1)	# of community people aware on health and wellbeing	Do
Value chain initiatives of agriculture product by women led.	Women friendly market establish at targeted areas. (Target 8.3 indicator 8.3.1)	# of women selected as market representatives. # of Product has promoted in different district.	DO

Annex - 7: Strategic Priorities-4: Human Rights and Good Governance

Strategic Aim: Enhance governance and promote human rights through active participation and quality and equitable access to public services

Key activities	Outcomes/results	Outcome indicators with targets	Responsible persons/cells
Formation of Union, Upazila and District level Governance and Human Rights activist groups;	Union, Upazila and District level Governance and Human Rights activist groups has formed;	# of Union, Upazila and District level Governance and Human Rights activist groups;	Program Head and respective Program Managers
Training and capacity building of the Governance and Human Rights activist groups members;	Governance and Human Rights activist groups members has skilled; SDG-16.6.1	# of training and capacity building event accomplished successfully; # of governance and Human Rights activist groups members received training; # of activist develop their skill;	Do
Training and capacity building of the local government elected bodies;	Local government elected bodies has skilled; SDG-16.6.1	# of training and capacity building event accomplished; # of local government elected bodies' member received training; # of local government elected bodies' member develop their	Do

		skill;	
Application and practice of accountability and transparency tools i.e. RTI, Social audit, Citizen Charter, Score Card etc. for good governance;	Accountability and transparency tools has applied; SDG-16.6.1 Accountability and transparency has improved;SDG-16.6.1	# of RTI application submitted; # of social audit facilitated; # of citizen charter in place; # of score card developed;	Do
Awareness session and IEC materials dissemination for improving access to public services;	Access to public services has improved SDG 16.6.2	# of awareness session conducted; # IEC materials developed and disseminated;	Do
Public service monitoring through using accountability tools, such as social audit score car card budget monitoring, citizen chatter monitoring.	Public service monitored; Poor and marginalized people have access to public service; SDG 16.7.1	# of public service monitored; # of public services providing institute became more responsible	Do
Cultural group activism for awareness raising on governance and public services;	Community people are aware on governance and public services; SDG 16.6.2	# of cultural group formed; # of cultural event staged; # of people aware on governance and public services;	Do
Conduct research on governance and people oriented public services	Research on governance and people oriented public services has commissioned	# of research publication of governance	Do
Provide technical support to ensure gender responsive UP budget.	Union parisad practicing the gender responsive budget at union level. SDG-16.7.1	# of union practices on GRB # of participants received GRPS from different institute.	DO

Annex – 8: Strategic Priorities-5: DRR & Climate Justice

Strategic Aim: Reduce environmental abuse, climate risks and vulnerability by ensuring preparedness and adaptation and effective operational response and recovery to disaster, humanitarian crises and emergencies.

Key activities	Outcomes/results	Outcome indicators with targets	Responsible persons
Capacity building training on flood. Cold wave, earthquake response and recovery	Increase the Knowledge and skill of the community people different disaster. SDG Indicator 13.3.1	# of participants trained on different arena on DRR.	Program Head and respective Program Managers
Capacity (soft and hard) building of community, particularly women, youth and marginalize, and local agencies on DRR, ER and resilience building.	*Communities and local institutions have systems and resources to be able to better respond to emergencies and humanitarian crisis.* SDG ndicator13.1.3	*# of local institutions and communities with responsible to initiate emergency plan, fund and human resource.*	Program Head and respective Program Managers
Awareness session conducted on DRR &climate change and justices. Provide support to prepare the participatory plans and budget at union to Upazila level.	Community people have increased the knowledge and skill on prepared the DRR plan. SDG ndicator13.1.2	# of Community prepared the DRR plan and incorporates the DRR budget at union and Upazila level.	Program manager & DRR focal.
Union based women lead emergency response team formation and provides capacity building support with them.	Develop the women lead response mechanisms at union to upazila level. SDG ndicator13.1.2	# of Women lead response team formed. # of women trained on emergency response mechanisms.	Program manager & DRR focal.
Promote women leadership and their agencies in emergency response and disaster preparedness	*Vulnerable communities particularly led by women institutions are mobilized and engaged to lead emergency preparedness, response and recovery efforts.* SDG ndicator13.b.1	*# of women forums/groups carrying out initiatives to monitor emergency response and recovery* *# of Women-led emergency preparedness, response and recovery initiatives.*	Program manager & DRR focal.
Facilitate the preparation of community action plan incorporating PVA, resource mapping and resource use plan at local level for better resilience building	*Community / Vulnerable people have skilled to able the various types of analysis and have action plane for better resilience building.* . SDG Indicator 13.1.1	*# of community have skilled to facilitate the various types of analysis (Risk, PVA & resources mapping).* *# of community developed the contingency plan to recovery & response*	DO
Emergency humanitarian response including food, medicine, shelter and	Emergency humanitarian crisis has responded.	# of humanitarian and emergency responded by USS;	Program Head and respective Program

other basic needs;	SDG ndicator13.b.1	# of emergency support package distributed	Managers
Women and children centered support in humanitarian crises and emergencies;	Women and children in humanitarian crises and emergencies has supported SDG 13.b.ndicator13.b.1	# of women and children received emergency support in humanitarian crises and emergencies;	Do
Awareness and campaign for disaster risk recovery	Knowledge and skill of the community people has increased on disaster risk recovery SDG ndicator13.b.	# of awareness session conducted on DRR; # of campaign launch on DRR;	Do
Promoting environment friendly practice and uses	Environment friendly practice and uses has increased SDG 11.a.	# of environment friendly practice and uses promoted	Do
Climate Change adaptation farming, livelihood and shelter;	Climate Change adaptation farming, livelihood and shelter has increased. SDG-ndicator13.2.1	# of climate change adaptation farming, livelihood and shelter initiated	Do
Research and advocacy for environmental justice and green economy	Research and advocacy for environmental justice and green economy	# of research conducted for environmental justice and green economy; # of advocacy initiative taken for environmental justice and green economy	Do
Network building at local to national level with various stakeholders to review of existing DRR, CJ and Resilience policy instruments and practices.	*Strong network building with others organization to facilitate legislation advocacy on DRR & climate issues.* SDG Indicator 13.1.3	*# of network building in district level led by USS.* *# of DRR & Climate policy has reformed through collective efforts.*	