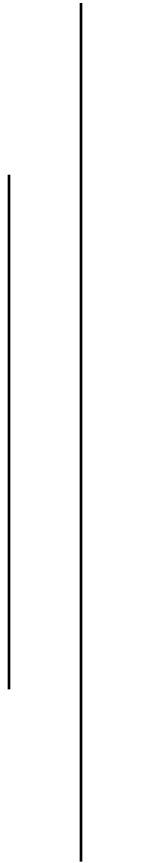


Strategic Plan of SKS

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Introduction:

Samajik Kallyan Sangstha (SKS) is a local level non-government development organization in Thakurgaon district. The company was established in 1995. Ambiatun Jannat, the current chief executive of SKS, acquired the practical knowledge of working for more than a decade and a half at the field level of RDRS-Bangladesh before the organization started its activities in 1994. While working at the field level in her area, she was saddened to see the poverty, suffering, under-reformed, lame human rights and the lack of neglected women and children in the area. But his contribution to the development of their fortunes seemed to be limited by his own limited power and limited abilities. Whenever he set out in his field of work with a conviction of humanitarian service, his desire would remain unfulfilled due to the framed program and administrative complexities. So, in 1995, SKS was born in the secluded village of Salander village in association with a group of educated and dedicated youths from Salander village to independently shape the desires of the unfulfilled mind. At the outset of the organization, a nursery was set up on its own initiative and the initiative was taken to organize the families of the poor and needy by distributing the produced saplings free of cost. Later, in 1996, when it was registered with the Department of Social Services, it organized a project for tree planting and vegetable cultivation by organizing women in the village and started its activities through a single branch office. With the registration of the Bureau of NGO Affairs in 1996, various programs were taken step by step to increase the social status, financial independence and empowerment of the neglected poor rural men and women, adolescents and children. Later, various local and international donors were involved in the development of SKS. As the size of SKS grew, so did the need for a long-term strategic plan. In 2005, for the first time, a long-term plan was formulated for 07 years with the technical assistance of CARE-Bangladesh. Subsequently, for the second time at the end of the year, a strategic long-term plan for the next ten years was formulated under the guidance of the Executive Council and the efforts of the skilled manpower associated with the SKS program in 2012.

This strategic plan outlines SKS's vision, mission, goals, values, potential work area for the next ten years, and the objectives achieved by the field.

Methodology for making strategic plans:

A total of three workshops were organized with SKS staff, various project management level officers, executive committee members and SKS staff. The first workshop was organized with senior staff and members of the executive committee of SKS.

The first workshop reviews the previous vision, mission, goals and objectives of SKS. The second workshop was organized with dignitaries of the community, senior staff, project head and members of the executive committee. And the latest workshop was finalized through the effective participation of the senior staff of SKS.

Each session was attended by 25-30 participants and each session was presented through group work. Through all these team work, the weak and strong aspects, risks and opportunities of SKS are analyzed considering the external, internal, political, financial, social, cultural etc. environment of the country. SOWT analysis, PEST analyses, PNA etc. are practiced for these analyzes. From the results obtained by the analysis, the scope of work of SKS for the next ten years (2013-22) was identified keeping in view the capabilities and vision-mission of SKS. Objectives and activities are determined according to the field of work identified.

SKS values:

Mutual respect,
Honesty and discipline,
Honesty and fidelity,
Recognition of good deeds,
Emphasis on participation and feedback,
Punctuality,
Gender sensitivity,
Equality and unity,
Integrated human development.

External Environmental Analysis:

Although Bangladesh has made significant progress over the last twenty years, it is still frustrating in this area. Most of the rural people of Bangladesh especially the extremely poor people are suffering from malnutrition. Due to low income of rural poor families, they are not able to meet their daily nutritional needs. As a result, other members of their family, including children, always suffer from malnutrition. As a result, they are losing performance day by day. Eventually they are repeatedly plunged into the abyss of poverty. In this case, although great progress has been made on paper, the issue of quality education is in question today. Women are still neglected in the society, step by step they are victims of domestic violence. The extremely poor are deprived of various government and non-government services. In a word, poor people do not have access to government facilities.

More than 80% of the people in SKS's work area live below the poverty line and most of them are directly or indirectly involved in the agricultural profession. A large part of the extremely poor families work as agricultural laborers. People in most parts of the work area do not have more than six months of work. As a result, they have to migrate to the outer districts in search of livelihood.

In the absence of the husband, the female members of these families fall victim to a frightening situation. Many times they have to be sexually abused by the scoundrels of the area, which is never revealed for fear of public embarrassment. In the SKS work area, men as well as women work as agricultural laborers. But there is widespread inequality in wages. There has not been much development of agricultural machinery and agricultural technology in the field of agriculture. Therefore, the average yield of the crop here is far below the national yield. Many farmers in the area are repeatedly involved in maize cultivation on the same land and are wasting the fertility of the land. The widespread use of chemical fertilizers and chemical pesticides is destroying the biodiversity of the area. As a result of less use of organic manure in the land, the amount of organic matter in most of the lands has come down to less than 1 percent.

Today's children are the future of tomorrow. Most of the children here are deprived of mainstream education. Most children are malnourished. Children as well as adolescents are isolated in society in many ways. Adolescents also suffer from various health problems. Adolescents in particular suffer from a variety of gynecological diseases.

There is no income-generating education system for adolescents in the work area, so they are not able to influence national development. However, they cover about 20% of the total population of the area.

The drinking water and sanitation system in the area is extremely fragile. Only 36% of people in the area use hygienic latrines and only 15% of tubewells are well ventilated. As a result, every year people in the area die of various water and airborne diseases such as diarrhea, cholera and dysentery.

Most of the land in these areas is owned by a few people. The barga system of the zamindar period is still widely seen in the area. For agricultural loans, the moneylenders still have to pay high interest rates. Among the agricultural products produced here are paddy, wheat, sugarcane, maize and vegetables. There is no other industrial establishment here except a non-profit sugar mill. Transportation is poor in remote areas but well developed in urban areas. Although the people of this area try to stand in the midst of various adversities, every year various natural calamities rob them of their last resort.

Identity of the Organization:

Samajik Kallyan Sangstha (SKS) is a non-profit, non-political voluntary organization in northwestern Bangladesh. Founded in 1995, the company has been working to improve the lives and livelihoods of poor and hardworking people. A fearless female voice is in charge of the executive head of the organization. Under the right leadership of which a group of young men and women are trying to stand up for this organization in the spirit of human service. Different projects implemented in collaboration with different donor agencies at different times have quite a reputation. At present, SKS is working very efficiently with a total of 56,000 beneficiaries in 48 unions in 3 districts and 5 upazilas of northwestern Bangladesh.

Identified Strategic Areas and Goals:

Considering the capabilities and strength of SKS, the following areas of work for the next ten years (2013-22) are identified: -

1. Sustainable agriculture
2. Health, Hygiene and Sanitation Activities
3. Adolescent Development Activities
4. Education program
5. Gender and Women Empowerment Program
6. Child and Women's Rights Program
7. Health & Nutrition Education
8. Sustainable activities of the organization.

The following is a series of descriptions of the identified areas:

Sustainable Agriculture:

The economy of Bangladesh is completely dependent on agriculture. About 80 percent of the people are directly or indirectly dependent on agriculture. The introduction of modern methods of agriculture has increased crop yields but due to lack of integrated management the fertility of the land is declining day by day. And the tolerance of insects and pathogens to pesticides has increased manifold. Due to the widespread use of chemical pesticides and chemical fertilizers, fish and birds are on the verge of extinction. Therefore, in order to overcome this situation, SKS thinks that it is very important to create sustainable agriculture by introducing biotechnology in agriculture. If this method is introduced, on the one hand, the above problems will be solved in agriculture. On the other hand, there is a possibility of earning a lot of foreign exchange by exporting these organic products. If this project is undertaken, the beneficiaries will be able to produce and enjoy agricultural products at low cost. At the same time, the production of chemical pesticide-free products will reduce the risk of health hazards and will also contribute to maintaining the balance of the environment.

Purpose:

- To increase productivity by developing people's knowledge and skills on natural resources.
- To develop a market channel for marketing of organically produced products.

Probable Activities for this program:

- Farmers training
- Workshop on Participatory Varietal Selection (PVS).

- School teachers orientation
- Establishment of Seed Bank.
- Develop community local seed model farmers
- Formation of Young Forum and Meeting conduction
- Collaboration workshop among farmers and GO-NGO officials
- Group meeting conduction
- Play environment friendly folk song and drama.
- Establishment of farmers Vermicompost pit.
- Introduce Collective firm for the landless farmers.
- Setting of PVS
- Ensuring the use of local resources and raising awareness about the use of organic fertilizers.
- Arranging practical session through established demonstration plots.
- Develop market corner

Health, hygiene and sanitation:

People in SKS areas are deprived of access to safe drinking water and sanitation. As a result, people in the area are spending a large portion of their hard-earned income on treatment each year to survive water and airborne diseases such as diarrhea and cholera. As a result, their quality of life is not affected. So SKS thinks that if this project can be implemented, rural people will be able to drink potable water. The sewerage system of the area will be developed. As a result, a clean environment will be created in the rural areas and the people of the area will not be affected by diarrhea and cholera. Eventually their treatment costs will decrease. As a result, their quality of life will improve.

Purpose:

1. To create awareness about health, hygiene and sanitation in the targeted union parishads (UP)
2. .Bring 100% sanitation coverage in the targeted UP,
3. Bringing clean drinking water within reach of the target UP,

4. Ensuring menstrual hygiene of adolescents and their female family members during menstruation.

Selected activities:

- VS center establishment
- Constructed Tube well platform
- Courtyard meeting conduction
- Different meeting and workshop
- Training for religious leader and elite person
- Displays different publicity
- Establish community latrine
- People motivate to sanitation through school program
- Different day observation (Sanitation month, Hand washing day, Environmental day etc.)
- Arrange sanitation fair
- Installation drinking water point.
- Staffs training

Adolescents Development Program:

Today's children are the future of tomorrow. Most of the children here are deprived of mainstream education. Most children are malnourished. Children as well as adolescents are isolated in society in many ways. Adolescents also suffer from various health problems. Adolescents in particular suffer from a variety of gynecological diseases. Thus, SKS thinks that if they can take up projects for their development, they can be added to the mainstream development.

Objectives of Adolescents Program:

- Linkup the dropout adolescents with continuing education
- Reduce scarcity of adolescent's gynecological diseases.
- Raise the awareness of adolescents on social issues (Early marriage, Divorce, Marriage registration, Dowry etc.)
- Engagement of the adolescents with IGA through providing skill development training.

Identified Activities:

1. Continuing Education
 - Operate Mini Library (Different books reading, Daily newspaper reading)

- Practicing hand writing
- Discussion session on social issues.
- Practice counting numbers through playing

2. Health Service

- Provide health checkups and treatment to adolescents by specialist doctors.
- Provide treatment to the adolescent's female members.
- Referral to Sadar Hospital in case of complicated female patients.

3. Skill Development Training

- Sewing training
- Vegetables cultivation training
- Handicraft training
- Beef fattening, poultry and goat rearing.

Education Program:

About 30% of children, adolescents and about 15% of illiterate adults, isolated from the mainstream of education, live in SKS areas. No development of the area is possible without this huge part of the total population. SKS has previous experience in conducting educational programs for children, adolescents and adults. Moreover, the donor has a commitment to manage these activities. Therefore, SKS believes that disadvantaged children, adolescents and illiterate people in the area will be able to enlighten themselves in the light of education if SKS can take up this project using its previous experience and donor commitment.

Objectives:

- Creating educational opportunities for 30% neglected adolescents and children.
- Ensuring education of children through establishment of non-formal schools.
- Integrate poor and disadvantaged children into the mainstream of education by engaging them in primary education.
- Eliminate illiteracy of the elderly and connect them with lifelong learning through the establishment of non-formal learning centers.

Identified Activities:

- Establish Non-formal Education Center
- Center Management Committee (CMC) formation
- CMC Meeting conduction
- Guardian Meeting conduction
- Monthly Meeting conduction
- School Supervision
- Establish Adult Learning Center

- Teachers Orientation
- CMC members orientation
- Teachers training
- Annual exam conduction
- Admitted students with mainstream institutions.

Gender Development and Women Empowerment Program

Women are still neglected in the society, step by step they are victims of domestic violence. The extremely poor are deprived of various government and non-government services. In a word, poor people do not have access to government facilities. In the SKS work area, men as well as women work as agricultural laborers. But there is widespread inequality in wages.

SKS has a lot of experience in implementing gender development projects. Moreover, the donor has a huge commitment to implement such projects. Therefore, SKS thinks that if such projects can be undertaken in the greater Dinajpur region by utilizing its own will and the commitment of donors, discrimination against women from the work area, violence against women, child marriage, dowry and other social ills will be reduced and women will be able to contribute to national development.

Objectives:

For the implementation of women's human rights -

- To reduce the incidence of violence against women, including domestic violence.
- Reduce the incidence of child marriage.
- Reduce eve teasing from the society.
- Strengthen local government institutions.
- Creating gender sensitive governance in both public life and family life.
- Increase women's political participation and empowerment (in parliament, local government, political parties and other relevant service organizations or committees)

Identified Activities:

- Raising awareness on social issues through courtyard meetings.
- Organizing various meetings and seminars.
- NNC meeting.
- GCA formation and meeting.
- Student Volunteer Selection and Training.
- Organizing student campaigns.
- Day celebration.
- Making, rallying and distributing leaflets.
- Meetings with imams, marriage registrars and religious leaders.
- Prevent early marriage and eve teasing.
- Organizing gender based publicity and dramas in different spots.

Health & Nutrition Education Activities:

Although Bangladesh has made significant progress over the last twenty years, it is still frustrating in this area. Most of the rural people of Bangladesh especially the extremely poor people are suffering from malnutrition. Due to low income of rural poor families, they are not able to meet their daily nutritional needs. As a result, other members of their family, including children, always suffer from malnutrition. As a result, they are losing performance day by day.

According to a study, Thakurgaon has an underweight birth rate of 18%, malnutrition rate of children under 5 years of age, malnutrition rate of adolescents at 31% and pregnant mothers with anemia at 47%. SKS has taken initiatives to implement health and nutrition programs to overcome the above problems. For the time being, it will implement a nutrition awareness program as a cross-cutting issue with other projects in its area on its own initiative and will take direct action program subject to subsequent funding.

Objective::

- To help in the development of sustainable nutrition by implementing the nutrition agendas of Thakurgaon Upazila and expanding the programs by building a strong, integrated and active civil society.
- Activation of Nutrition Coordination Committees of Sadar Upazila and all Unions under Thakurgaon District.
- Provide counseling and facilitation assistance in the implementation of nutrition programs.
- Implementation of nutrition program through seminars and specific field demonstrations

Identified Activities:

- Raising awareness on Nutrition issues through courtyard meetings.
- Organizing various discussion session on nutrition in the others implemented project.
- UNCC meeting conduction.
- Day celebration. (Global Brest feeding week)
- Making, rallying and distributing leaflets.
- Arrange school based art and quiz competition related to nutrition
- Establish vegetables demo plot for encouraging community people.

Sustainable activities of the organization.

Since SKS does not have a microcredit program, it has become sustainable to take up sustainable projects using its own opportunities for its sustainability. SKS has two training centers of its own. So SKS thinks there is an opportunity to make money by creating a training team and training other NGOs and in SKS. In addition, the graduates of SKS's swing project will have the opportunity to earn money by setting up a sales center for handicrafts. Moreover, the beneficiaries have the opportunity to earn income by buying and selling non-organic vegetables and organic fertilizers. Taking advantage of the above opportunities, SKS will implement a project called SRIJONI Project.

Objectives:

- Create employment opportunities for the marginalized woman beneficiaries through handicrafts house and organic vegetables corner.
- Create employment opportunities of SKS through providing training facilities from SKS Training Unit

Identified Activities:

- Beneficiaries training inside and outside of SKS,
- Staffs training inside and outside of SKS
- Khas land distribution to the hardcore poor families by the assistance of AC land and Union Parishad
- Varmi compost production and marketing,
- Collective Organic farming & selling
- Handicrafts materials collection and selling.

Conclusion:

SKS started its journey in the hope of improving the lot of the rural poor, alleviating their poverty, eradicating superstitions and protecting them from social deception. Over the course of a long period of one and a half decades, SKS has been working tirelessly to bring a smile to the faces of the deprived people. It will be easy to achieve the goal of the **long-term strategy plan** if SKS staffs force, cooperation of various stakeholders, GO-NGO collaboration, commitment and cooperation of donor agencies and cooperation of all members of SKS's executive committee continue.