



STRATEGIC PLAN

2021-2030



Zabarang Kalyan Samity

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CONTEXT ANALYSIS

The following analysis was the results of the consultation process participated by the key ZKS staff, Executive Committee (EC) members, and representatives from civil society, relevant communities and government line departments such as department of education. The group has identified some key areas for ZKS to understand the critical issues and challenges in the context. The description of key areas are as follows:

LIVELIHOOD

The 17 key factors are causing the poverty of the people of Khagrachhari hill district. The key factors are as follows-

- (1) resource concentration to some people;
- (2) existence of discrimination and deprivation for ensuring the basic services and access to the government safety net services;
- (3) increase of indebtedness within the society;
- (4) increase of tourism activities and impacts on peoples' life;
- (5) increasing the discriminations between village vs town;
- (6) Indigenous peoples are being marginalized day by day in occupations, market competitions etc.;
- (7) increase of land related conflict;
- (8) increase land grabbing in the name of development;
- (9) migration & forced migration of Indigenous peoples from their land;
- (10) lack of accountability in local institutions;
- (11) communal violence, insecurity among the people and society;
- (12) shrinking the democratic space & space for civil society;
- (13) increase of violence & extortions;
- (14) Lack of participation of grassroots in policy formation;

- (15) increase of unemployment in the society;
- (16) Increase of individualist prospective in the society;
- (17) Increase of debt within the Indigenous society.

YOUTH

Unemployment is increasing in the CHT society especially among the youth. The young generation are losing respect to their heritage and culture. Numbers of youth are going to mega cities (i.e. Dhaka and Chittagong) for job especially in the garments factories. Many of the youth are seen to become addicted to internet based games (i.e. Facebook) and increasingly involving in the drug use.

GOVERNANCE

The indigenous peoples are becoming marginalized day by day. They are lacking behind in service sector and market competition etc. There are also increase of land related conflict in the communities. One of the key reasons is grabbing the communities land in the mane of development. The indigenous peoples are also being forced to migrate from their land. The local governance institutions are also becoming weak in their governance due to corruptions and mismanagement (i.e. corruption in recruitment of teachers in HDCs). Moreover, the people are becoming insecure day by day. The communal violence are still erupting in the region in times interval. The democratic space and space for the civil society is shrinking. The general people are becoming victims due to increase of extortions in the communities.

HEALTH

The cases of violence against women and child including sexual and domestic violence, cheating in the name of marriage, extra-marital affairs etc are increasing in the community. There are the existence of the culture of impunity and delay in delivering the justice.

The women (including pregnant women) and children in remote areas are not getting access to government health facilities (i.e. vaccination). It is resulting the increase of the child mortality rate. The existence of child marriage in remote areas are risking of motherhood and also leading to increase of the cases of violence against women.

EDUCATION

Five key factors are driving the lack of quality education in the Khagrachhari hill district. The factors are (1) Limited access to primary and secondary schools in some remote villages; (2) Political influences, corruption and biases; (3) Weak and lack of transparency in SMC management; (4) Weak monitoring system of Education Department; and (5) Lack of policies and attention of HDCs on quality education.

These factors are resulting the increase of number of school drop outs from high school level, lack of following the class routine and teaching as per the plans, limited numbers of teachers in remote schools and absence of teachers or leasing the teaching responsibilities. These factors are finally impacting on the quality education in the Khagrachhari hill district.

In some remote areas there are no primary schools in village. In some villages, where primary school exist, are lacking of numbers (teachers vs students ratio) and quality of teachers. The corruption and political and bureaucratic influences are becoming one of the key barriers in this regard. Moreover, the process of implementation of MLE is not as effective at government level.

The group has also analysed the trends of the NGO sector in CHT. Presently, the funding has shifted to Rohingya issues and sources of foreign funding significantly decreased in CHT. The local NGOs are also changing their strategies and mostly intending to engage in income generation activities for continuing their services.

OPPORTUNITY AND THREAT ANALYSIS

Some of the following opportunities are identified in the context. These are important to overcome the threats or risks for ZKS.

- ZKS has long experiences and renowned as ‘expert’ to work in the sector of education. This could be capitalized with strengthening institutional capacities, appropriate strategies and some support to work further to contribute to improve the quality education in Khagrachhari hill district.
- ZKS has working relation with Maleya Foundation and trained on conflict sensitivity or DNH. This process could be strengthen to develop ZKS as a conflict sensitive organization in Khagrachhari hill district, which ultimately lead to take up harder issues of the context without engaging and contributing to the conflict.
- The government has given high priority on the achievement of the Sustainable Development Goals (SDGs). The quality education, sustainable livelihood, good health and environment and climate change issues, addressed by ZKS, are also key focus of SDGs. ZKS could effectively contribute in the overall development of Khagrachhari as well as Chittagong Hill Tracts region with specific strategies in linking with SDGs targets.
- The government is also encouraging to educate on vocational education and giving emphasis on producing skilled work forces in various sectors. ZKS, with its available infrastructures (i.e. resource center etc), could contribute to the government initiative to take an initiative to produce skilled work forces for the private and public sectors (i.e. Garments etc) with well-planned research and assessment of the need of skilled work forces and appropriate strategies.
- The country is gradually developing and improved its status from underdeveloped to developing country to developed country. The government is giving much emphasis on development of service sectors in this process. ZKS, in line with the government, with strong capacity, appropriate strategies and some investment, could initiate income

generation projects to provide better and quality services (i.e. in education, health and other sectors) to the people of the Khagrachhari hill district. This will create avenues for serving the people and sustainability of the organization.

- ZKS have volunteers who could support its research & documentation work with minimum resources. This opportunity could be tapped to consolidate some of its core work and learning i.e. sustainable hill cultivation. Moreover, international resources could be searched in linking with the issues of climate change.

The following threats or risks need to be considered:

- The working space for NGOs and civil societies is shrinking and can be more restricted in operation at different level.
- Violence is increasing in CHT and the foreign funding is decreasing and already to some diverting to Rohingya issues. The present funding status can also decrease.
- Mistrust of bureaucrats toward NGOs can hamper the Go-NGO relationship. The local bureaucrats can grow more negative attitudes toward NGOs might be an obstacle for effective contribute of ZKS in the development of Khagrachhari hill district.
- The incidents of communal and political violence and extortion can increase and worsen the situation. This can hamper the activities targeting to the economic growth and developmental activities, and hinder social progress.

CAPACITY ASSESSMENT - STRENGTHS AND WEAKNESSES

STRENGTHS

- ZKS is specialized on education sector including MLE. The Executive Director is nationally and internationally renowned of his work and for his commitment and valuable works on education through ZKS. Moreover, ZKS has working experiences on the issues of the identified programme areas which include sustainable hill cultivation, climate change, VCF management and health issues.
- The Executive Committee is composed of educated and well-known people with gender and ethnic balance. Plays effective roles at policy level. ZKS has expert management team and experienced staff to run the organization and programme. Some staff have also orientation about the Do No Harm Approach and conflict sensitivity. Therefore, ZKS has capacity to discuss about the various development concepts that is helpful to facilitate effective programme designing and implementation.
- ZKS has smart organizational policy and procedures to effectively running the organizational system and structures.
- ZKS has its own land for gardening and plantation and a resource center with its own building. Moreover, it has good linkages with local to national level organizations and networks (i.e. MLE forum, CAMP, NCTB) and good working relationship with government actors (i.e. Education Department) could be used for generating resources.

WEAKNESSES

- The development concept is not well communicated to all staff and board members and therefore, the understanding is also different. The concepts, driving from the programmes and projects, are mostly donor driven.

- The Executive Committee members are not equally active. The staff members have knowledge and skills in management and programme implementation. However, except few staff most of the staff are lacking of analytical skills and critical understanding about the development concept and strategies. The staff are also lacking of skills related to documentation and research.
- ZKS has weaknesses in internal control system. There is no internal monitoring and internal audit system within the organization. The staff capacity development policy exists but no initiatives from the management for its implementation. The policy and practices of the staff benefits/welfare are also very weak. There are no policy for the welfare of staff and their medical insurance etc.
- Resources of ZKS are mainly come from donors. SO far ZKS has no other initiatives of resources mobilization for long term sustainability.
- ZKS's office is smartly managed. However, there are scope for improvement in reflecting the core values in the management.

However, some potentials have been identified during the discussion with the staff and board members. These are:

- ZKS has good linkages with some local and national expert organizations (i.e. MF in Do No Harm Approach). The knowledge and resources could be generated and/ shared for the staff capacity development and formulation of staff welfare policy.
- External and voluntary support could be tapped for overcoming the weaknesses of research and documentation section of ZKS.
- ZKS internal resources could be assessed to strengthen ZKS core fund. ZKS's land and resource center could be creatively used for this purpose.
- ZKS's reputation as expert organization on education sector is a great strength that could be used for fund raising.

PERSPECTIVE PLAN 2021-2030

VISION

A society where everyone, is educated, self-reliant, equal in justice, healthy, secure and, lives in peace with dignity.

MISSION

The mission of ZKS is to work with the poor and disadvantaged sections (including youth and women), and key service delivery institutions and policy makers for achieving quality education and learnings opportunities, and good health and wellbeing for all people of Chittagong Hill Tracts, and building the capacities of the communities for adaptation and mitigation of the climate change.

CORE VALUES

The core values of ZKS:

- Collective and dedicated
- Open and responsible
- Inclusive and effective
- Creative and innovative

WHO WE ARE

At the time of writing this plan, the ZKS looks like this:

- 62 full-time staff, with 48 female and 14 male (2021)
- 07 (seven) Executive Committee members, with 04 male and 03 female members and 29 General Body members, with 16 male and 13 female
- Four core programme areas, Four crosscutting areas
- Partnerships with Manusher Jonno Foundation (MJF), Bangladesh Nari Pragoti Sangha (BNPS) and Plan International Bangladesh

- Government entities, social services, and community groups

FOUR CORE PROGRAMME AREAS

- Quality education
- Sustainable livelihood
- Good health and wellbeing
- Environment and climate change

FOUR CROSSCUTTING AREAS

- Gender
- Pro-poor governance
- Adolescent & youth
- Conflict Sensitivity & Do No Harm

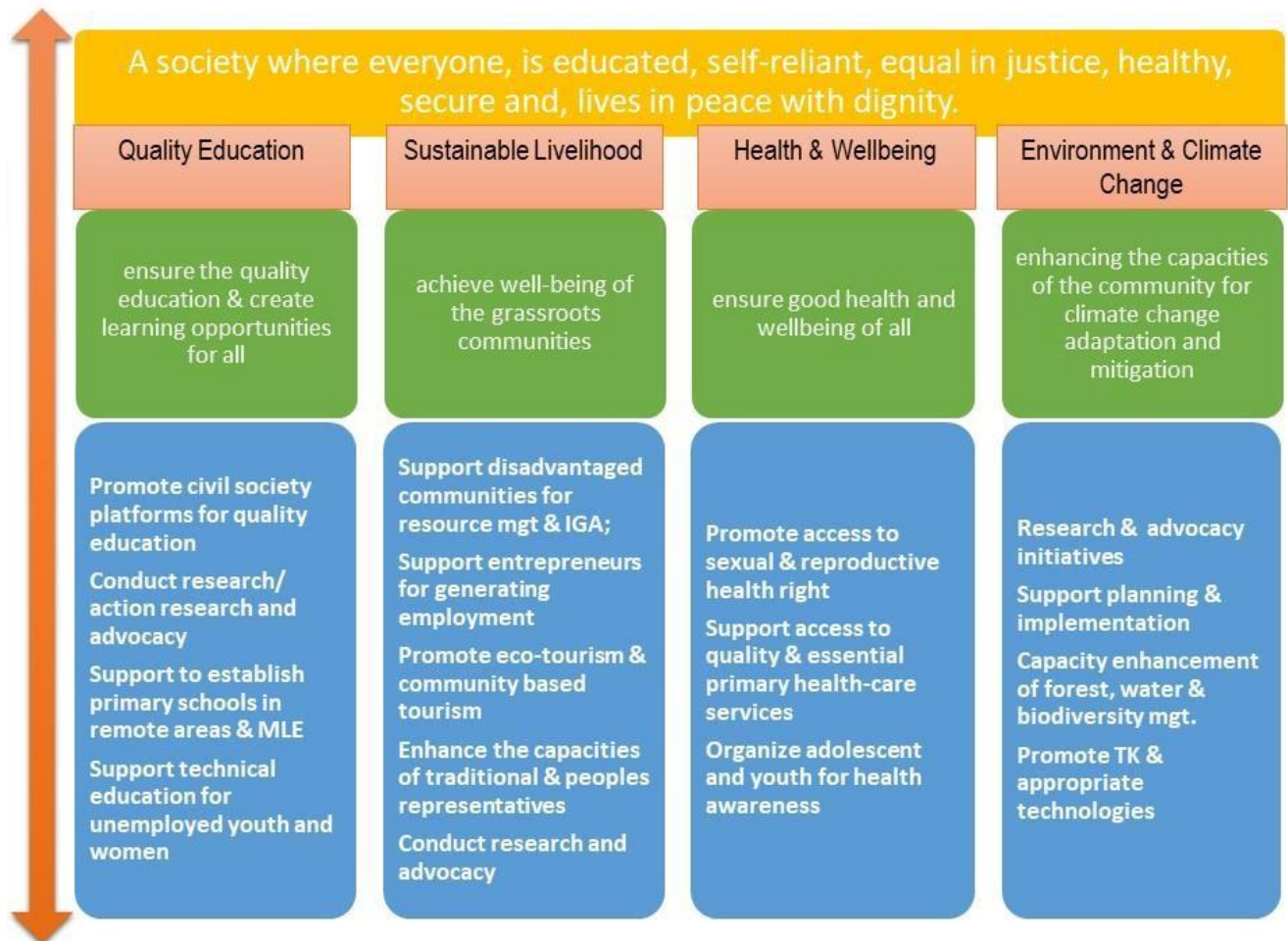
WHO DO WE SERVE

- Poor and disadvantage section
- Adolescent & youth
- Traditional and peoples representatives
- Teachers, parents and SMC members

WHAT WE DO

The theory of change of ZKS is broadly articulated in the following framework. The vision of ZKS is ‘a society where everyone, is educated, self-reliant, equal in justice, healthy, secure and, lives in peace with dignity.’ This vision is materialized to achieve in four programme areas, objectives and strategies.

ZABARANG THEORY OF CHANGE



CORE PROGRAMME AREAS & STRATEGIC OBJECTIVES

QUALITY EDUCATION

This programme area is aimed to contribute to ensure the quality education and creating learning opportunities for all. In order to achieve this objective, ZKS will focus on, but not limited to, the following:

- Promote civil society platforms/building alliances/networks at local, district and national level to raise issues related to quality education (i.e. right to education, act against corruption etc)
- Conduct research/action research and advocacy on the following issues
 - Recruit subject based teachers and maintain students verses teachers ratio in remote primary schools
 - Ensuring quality education based on national indicators
 - Effective implementation of MLE in primary level
 - Promotion and revitalization of indigenous education system
 - Effective functioning of the School Management Committees (SMC)
 - Publish yearly education watch reports of CHT
- Providing technical and financial support for establishment primary schools in remote areas and implementation of MLE (i.e. teachers trainings) in partnership with education department;
- Provide technical education for developing skilled and creativity of unemployed youth and women (including produce skilled labours for factories and other sectors i.e. garments)
- Behavioral change of the parents to change the family environment for the adolescent and youth to improve the quality education;

SUSTAINABLE LIVELIHOOD

This programme area is aimed to contribute to achieve well-being of the grassroots communities by providing all possible technical and financial supports and advocacy assistance. In order to achieve this objective, ZKS will focus on, but not limited to, the following:

- Sensitize and provide necessary support to the disadvantaged village communities for effective use of their land and other resources (i.e. for homestead gardening) and sustainable income generation related activities to improve their livelihood and wellbeing;
- Provide support to the new and existing entrepreneurs (especially youth and women) to develop and expand their initiatives (including establishment of market linkages) for generating rural employment;
- Contribute to the development of local tourism through promoting environment friendly and culturally sensitive eco-tourism and community based tourism. The capacity enhancement of tourist guides, develop partnership with Rangamati Science and Technology University on the issue of tourism and use of information technologies for the poor and marginalized are among other key initiatives;
- Strengthen the linkages between service receivers and service providers through enhancing the capacities of traditional and peoples representatives (i.e. basic orientations), strengthening the relationship with Headmen Association, UP forums, and related organizations and establishing the feedback mechanism for service providers;
- Facilitate inclusive budgeting and budget disclosures sessions with local government authorities;
- Developing an information hubs for general people on access to services;
- Conduct research and advocacy in order to improve the livelihood opportunities for the poor people;

GOOD HEALTH AND WELLBEING

This programme is aimed to contribute to ensure good health and wellbeing of all peoples of Khagrachhari hill district. In order to achieve this objective, ZKS will focus on, but not limited to, the following:

- Promote the right to access to sexual and reproductive health services to the youth and women in the CHT and providing support for ensuring the services

to the remote areas through information dissemination and education, and with other reproductive health related programmes;

- Sensitize the village peoples about the negative consequences of the child marriage to the health and society;
- Provide support to ensure access to quality and essential primary health-care services and access to essential medicines and vaccines for all in the remote villages;
- Take necessary programmes on behavioral change of the parents to change the family environment for the adolescent and youth;
- Take programmes/activities to engage adolescent and youth in education and cultural activities to prevent drug addiction related activities/stopping drug addiction;

CLIMATE CHANGE AND ENVIRONMENT

This programme is aimed to contribute to take action to combat climate change and its impacts through enhancing the capacities of the community for climate change adaptation and mitigation. In order to achieve this objective, ZKS will focus on, but not limited to, the following:

- Undertake research and advocacy initiatives on sustainable agriculture, food security and climate-friendly livelihood and support the communities to achieve food sovereignty;
- Provide support to the communities to develop and implement their climate change adaptation and mitigation plans, including disaster risk preparedness, management and rehabilitation;
- Support to enhance the capacities of the communities for managing the forest ecosystems and achieving traditional sustainable forest-related livelihoods and innovations;
- Provide necessary support to protect important sources of water and biodiversity areas including promote and revitalize the village common forests;
- Promote and revitalize the traditional knowledge and practices beneficial to the environment and climate change i.e. sustainable hill cultivation model;

- Promote climate friendly appropriate technologies to combat climate change.

ZABARANG'S OPERATIONAL PARTNERS

Affiliation with various networks/alliances/platforms

- Chittagong Hill Tracts Women Resource Network (CHTWRN)
- Bangladesh Indigenous Peoples' Network on Climate Change and Bio-diversity (BIPNet CCBD)
- Maleya Foundation (Network of NGO professionals)
- Multilingual Education Forum (MLE Forum)
- Campaign for Popular Education (CAMPE)
- Youth and Adolescent Rights Network (YARN)