

A large, dark green geometric shape, resembling a right-angled triangle with a slanted hypotenuse, occupies the left and bottom portions of the page. The text is positioned within this green area.

# **STRATEGIC PLAN 2023-2027**

**Shustha Jibon (SJ)**

# Strategic Plan 2023-2027

Shustha Jibon (SJ)

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## Abbreviations

<b>ASK</b>	Ain O Salish Kendra
<b>AIDS</b>	Acquired immunodeficiency syndrome
<b>BLAST</b>	Bangladesh Legal AID Services and Trust
<b>BDT</b>	Bangladesh Taka
<b>CEO</b>	Chief Executive Officer
<b>CN</b>	Concept Note
<b>CfP</b>	Call for Proposal
<b>CSOs</b>	Civil Society Organizations
<b>CSR</b>	Corporate social responsibility
<b>EC</b>	Executive Committee
<b>ED</b>	Executive Director
<b>EoI</b>	Expression of Interest
<b>FGDs</b>	Focus Group Discussions ]
<b>FHI</b>	Family Health International
<b>FYP</b>	Five Year Plan
<b>GC</b>	General Committee/Council
<b>GAC</b>	Global Affairs Canada
<b>GB</b>	General Body
<b>GDP</b>	Gross Domestic Product
<b>GOs</b>	Government Organizations
<b>HIV</b>	Human Immunodeficiency syndrome
<b>ICDDR</b>	International Centre for Diarrhoeal Disease Research, Bangladesh
<b>ICT</b>	Information, Communication and Technology
<b>ISB</b>	Institute of Social Business
<b>KIIs</b>	Key Informant Interviews
<b>LDC</b>	Less Developed Country
<b>LEGD</b>	Legal Empowerment and gender diversity
<b>MJF</b>	Manusher Jonno Foundation
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MEAL</b>	Monitoring, Evaluation, Accountability and Learning
<b>MOU</b>	Memorandum of Understanding

<b>NALSO</b>	National Legal Aid Services Organization
<b>NGOs</b>	Non-Government Organizations
<b>NGOAB</b>	Non-Government Organization Affairs Bureau
<b>PESTEL</b>	Political, economic, social, technological, environmental and legal
<b>PP</b>	Project Proposal
<b>SDGs</b>	Sustainable Development Goals
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>SJ</b>	Shustha Jibon
<b>STD</b>	Sexually Transmitted Diseases
<b>STI</b>	Sexually Transmitted Infections
<b>USAID</b>	United States Agency for International Development
<b>UMIC</b>	Upper Middle Income Country
<b>WROs</b>	Women's Rights Organizations
<b>WVLB</b>	Women's Voice and Leadership- Bangladesh

## Glossary of Terms

<b>Ban:</b>	It refers to Bangladesh.
<b>COVID-19:</b>	It refers to Coronavirus Disease (COVID-19), an infectious disease caused by the SARS-CoV-2 virus while SARS refers to severe acute respiratory syndrome (SARS), a viral respiratory disease caused by a SARS-associated coronavirus.
<b>HIV/AIDs:</b>	HIV (human immunodeficiency virus) is a virus that attacks the body's immune system. HIV leads to AIDS (acquired immunodeficiency syndrome), if it is not treated.
<b>Mil:</b>	It refers to million.
<b>Reg. No.:</b>	It refers to Registration Number.
<b>Sadar:</b>	It is a Bengali term which refers to headquarter.
<b>Upazila:</b>	It refers to Thana/sub-district, a sub-unit of a district and the second lowest administrative unit in Bangladesh.
<b>Union:</b>	The lowest Government administrative unit in Bangladesh under Upazila.
<b>Village:</b>	A community comprised of one or several cluster of households while community refers to neighbourhood, cluster of households within a village or urban slums.

# Strategic Plan 2023-2027

## Shustha Jibon (SJ)

### 1. INTRODUCTION

Strategic Plan is a directing document of an organization for its future journey. This Strategic Plan provides Shustha Jibon (SJ) with a five-year roadmap for support, services and organization development. The strategic plan document sets out the vision, mission, priority goals, objectives and strategies of ShusthaJibon for the next 5 years (2023-2027). The Board of Directors (Executive Committee), management and staff will review progress and update the plan annually but also whenever need arises. The document assesses both the challenges and opportunities it is likely to face over the next five years and sets the context for the choices reflected in this strategic plan. Therefore, this plan will help to strengthen the achievements of the organization, further reorganize and implement the programs in the operation areas in the upcoming five years.

In recent years, the NGOs like Shustha Jibon have also been facing challenges like economic crises, increased global competition, climate change and environmental threats that have seriously tested their core values and principles. In terms of recent funding trends in Bangladesh, it has been found that many large projects have been completed and many projects are still underway with the help of donor agencies. But the epidemic of coronavirus has extremely hampered the release of loans and grants from these donor agencies. In the 11 months of the 2019-20 fiscal year the number of financial commitments of the donor organization has halved as compared to the previous financial year i.e., 2018-19 and the grant has decreased even more. The promise of grant has come down to about one-fourth. The COVID-19-pandemic is another latest test and in many ways the biggest one yet. The COVID-19 pandemic has affected the global economy. As consequence, this has also affected resource mobilization efforts by the donor countries. This has severely limited the scope of their development activities. Regardless of the number of projects, less funding means less opportunity for NGOs to carry out their development activities. Drop in funding is causing an existential crisis for many small and medium NGOs. The flow of foreign grants to non-governmental organizations (NGOs) in Bangladesh declined by 14% till May of the fiscal year 2020-21 by year-on-year comparison due to the impact of the Covid-19 pandemic.

During pre-Covid times, an NGO had worked on more than 20 projects per year with a grant of Tk10 crore to Tk15 crore. But they are now facing an existential crisis as the number of foreign-funded projects has been declining. On the other hand, announcement of middle-income country has also caused declining of foreign funding. Bangladesh aims to graduate from LDC status in 2026 (become a developing country), become an upper-middle-income country (UMIC) by 2031 and achieve high-income country status by 2041. When Bangladesh fulfilled the eligibility criteria for LDC (least developed country) graduation for the first time in 2018, foreign development grants for NGOs started to fall, excluding the funding for Rohingyas. Bangladesh is getting stronger as an economy while many developed countries will lessen their donation here as their own economy may shrink due to the pandemic. Because the donors think that such funding should go to other LDC countries, especially in Africa. Now, the Covid-19 pandemic has worsened the situation for these NGOs.

At this backdrop, the NGOs like ShusthaJibon has had to come up with answers to those challenges and think of developing organizational strategic plan to prioritize efforts, effectively allocate resources, and align organizational management and employees on the organizational goals and objectives. It has also been imperative for ShusthaJibon after passing over 18 years long journey since its

establishment, to have a strategic plan for overall management, programming and sustainability in a comprehensive and rational manner. Being a development partner, ManusherJonno Foundation (MJF, a grant making non-government and non-profit organization) generated the idea of formulating a strategic plan for its partner ShusthaJibon while assisting preparation of its organizational development plan as part of key activities of the project “Equality and Social Justice for Hijra and Transgender Women Population” funded by MJF. Accordingly, ManusherJonno Foundation has extended financial support to ShusthaJibon to conduct a robust research, innovation, and utilize resources for development of this Strategic Plan for five years (2023-2027) in order to come up with a renewed commitment, ownership and energy towards achieving its goals and objectives.

## **2. BACKGROUND**

### **2.1 Brief History of the Organization:**

Shustha Jibon (SJ) which refers to Healthy Life in English, is a non-profit and non-Governmental Organization working with most marginalized and neglected communities, especially the Hijra and Transgender community in the country. SJ was founded by the late Laila Hijra (third-gender), who fought and struggled throughout her life to ensure recognition and health service of transgender community in Bangladesh and passed away in 2008. SJ had to encounter a number of challenges in founding the organization which included: getting rented house for office, opening bank account due to identity (NID, Birth Certificate etc.), opposed by Hijra Guru, negative attitude by the mainstream community people towards distribution of sex materials suspecting that ill business is being done by the organization in secret.

Shustha Jibon has got registration from the Ministry of Social Welfare in 2005 (Reg. No. Dha-07891 dated 27-03-2005). It was established with the first and foremost aim of eliminating any kind of discrimination against any social groups especially to the Hijra and Transgender minorities to live with equal rights and dignity across the country leading to promotion of their socio-economic condition. SJ is based in the capital city Dhaka (Shyampur) limiting its organizational activities in Dhaka district (South City Corporation, North City Corporation, Savar and Dhamrai). However, SJ has the scope to extend its working areas throughout the country later on subject to approval from the competent authority.

The goal and objectives of ShusthaJibon are:

#### **Goal:**

To contribute to eliminate any kind of discrimination against any social groups especially to the hijra minority/ transgender to establish an equal right based society.

#### **Objectives:**

- Socio-economic development of the marginalized poor specially for the Hijra and transgender community.
- Established human rights specially for the Hijra and transgender.
- Improvement of the environment, health and nutrition status of the marginalized group (hijra and transgender) within the working area.
- Reduce the misery of the natural disaster affected population.
- Work to assist in reducing population growth.
- Elimination of drug abuses.
- To work for the well being of the child, adolescent and women
- Work against social injustice such dowry, child and women abuse
- Poverty elimination and employment generation.

**Project Implementation Performance:**

Shustha Jibon is currently running a project titled, "Equality and social justice for Hijra and Transgender women population" with funding support from ManusherJonno Foundation for four years period from January 2020 to December 2023. The project having major activities such as Awareness Raising, Capacity Development, Advocacy & Lobbying, Legal Aid & Helpline/ Counseling Support, Group/Committee Formation, etc. is operational in two city corporations of the Dhaka capital city namely South City Corporation and North City Corporation and suburbs including 12 Upazila/Thana (sub-district/police station) and 27 Wards. Twelve Upazila/Thana are: Shyampur, Jatrabari, Sutrapur, Motijheel, Kotwali, Kodomtoli, Mugda, Shah Ali, Badda, Ramna, Dhamrai, and Savar.

In the recent years, the organization has successfully completed the projects (1) Technical Assistant, Resources mobilization & Sustainability funded by GFATM for five months, (2) HIV & STI's Prevention Project funded by Under FHI360 for 7 years, and (3) Legal Empowerment and gender diversity (LEGD) funded by BLAST for 10 months. Thus, ShusthaJibon has gained substantial experience and skills of dealing with different donors, managing multi-year project and budget of BDT 300 million.

At the very beginning of the establishment of the organization, SJ started its programmatic activities with member subscription and contribution from the local Hijra community. Subsequently, it received fund with the help of Bandhu and started executing development programs. Following that SJ received fund from FHI through USAID. Gradually, it started receiving fund from MJF and BLAST. It also received fund from different companies such as UNILEVER, RANI Haque as part of their corporate social responsibility (CSR).

SJ carries out its activities through four types of approaches namely, (1) Target group, (2) Treatment and counselling (health clinic, one to one counselling), (3) Outreach program (helpline/ counseling service, watchdog committee & social support group, and (4) Empowerment (awareness raising, capacity development, skill development, workshop, etc.).

**2.2 Purpose of Developing Strategic Plan:**

The purpose of this strategic plan is threefold: First, it provides the SJ network with a renewed strategic focus over the next five years across the country. The strategic plan informs all within the organization and partners, about the vision and mission, values and strategic direction of the organization. It defines a shared understanding of direction and philosophy through which all staff, members and partners will operate. Particularly, SJ's work will be guided by the agreed statements on future direction and defined strategic objectives, against which the organization's successes and failures will be measured.

Second, within the current environment of the country where significant changes in political, economic, social, technological, environmental and legal occur, this Strategic Plan provides a basic framework to enable ShusthaJibon to cope with such changes more rationally and creatively. The strategic plan will enable SJ board members, management, and staff members to make critical decisions and to act boldly in the face of the various adversities facing Hijra and Transgender communities in Bangladesh.

Third, the Strategic Plan provides stability for SJ's operations and avoids sudden programme changes. At the same time, it is flexible enough to allow the organization to align to the dynamic operating context and realign to fit within the changing needs of the organization.

### **2.3 Process of Developing the Strategic Plan:**

This strategic plan is the result of consultations within a span of two months, i.e. February to March 30, 2022. The strategic plan has been developed based on qualitative information collected through a series of consultative process which included meeting, workshop, focus group discussion with group members, and key informant interviews with key stakeholders. The key stakeholders included community/religious leader, representatives of local government administration, local level political leaders, representative of Social Welfare Department, Women and child affairs officers), ED/CEO, Senior staff, and EC/GC/GB members). The documents like profile of ShusthaJibon, project proposal, organizational capacity assessment report, articles and other papers related to development and the work of ShusthaJibon were reviewed. Organizational constitution, different policies namely human resource, financial, gender and safeguarding and other documents were also reviewed. This review has been done primarily to gauge strength, weakness, opportunities and challenges etc. Focus Group Discussions (FGDs) have been done with the group members and volunteers to capture information on the various elements of the strategic directions to be followed. Key Informant Interviews (KIIs) have been done with the Executive Director of ShusthaJibon, Vice Chairman of Executive Committee, religious leader, president of Coordination Council of Social Service Office, and Ward Councilor to assess their views on the possible strategic elements. The outcomes of these consultations/discussions have been translated into shaping/formulating vision, mission, priorities, goals and objectives. The priorities are built upon the strengths, weaknesses, opportunities and threats of the organization which include capacity building, human resource development, mentorship, research, gender equity, financial resources, and organizational change for improving the delivery and quality of organizational services.

### **2.4 Planning Assumptions:**

The following are some of the planning assumptions identified during field research:

- Internal donor agencies ready to work with and support ShusthaJibon
- Technical and Financial resources available for the strategy
- Ministry of Social Welfare and relevant state agencies ready to work and support SJ; and
- Operating environment for civil society organizations (CSOs) in the country remains conducive.
- Obstructions for legal documents of Hijra/Transgender community such as National ID, Birth Certificate, etc. removed.
- Government of Bangladesh will publish Hijra gender gazette as law.
- Communities ready to drop negative social norms and harmful cultural practices and willing to participate.

## **3. VISION, MISSION, VALUES AND THEMATIC PRIORITIES OF SHUSTHA JIBON**

### **3.1 Vision Statement:**

To build a fully affirming society where all people, regardless of gender identity, expression and sexual orientation, enjoy full acceptance, equality and human rights to live in good health, safety, prosperity, dignity and respect.

### **3.2 Mission Statement:**

To establish socially respectable, acceptable and equal rights bases for protection of legal, social and human rights, comprehensive health care, and wellbeing improvement of the marginalized communities, especially of the Hijra & Transgender communities to live with dignity, through culturally responsive advocacy, education, partnerships, and services.

### **3.3 Core Values:**

ShusthaJibon has identified the following guiding principles that set standards of acceptable behavior; organizational judgement of what is important and fundamental beliefs of the organization:

**Accountability & Transparency:** SJ shall be accountable to its stakeholders through transparent processes in the use of resources, and operate an efficient system that fosters management excellence in achieving results.

**Gender equality:** SJ strongly believes in an equal and just society where people live in peace and dignity and have access to the necessary resources and opportunities for sustainable growth.

**Diversity and Social inclusion:** SJ values diversity including gender, ethnicity, disability, religion, socio-economic background, cultural perspectives, etc. and strive to ensure all voices are heard.

**Loyalty:** SJ shall always be loyal to all level stakeholders from beneficiaries to the state including laws and regulations of the country, and support towards good governance.

**Participation:** SJ believes in participation and encourages all to participate in and express their views and ideas concerning the decision-making process.

**Partnership:** SJ shall build and maintain strong partnerships with key actors in mutual trust, share responsibilities and combine resources for the development of the transgender and hijra communities.

**Privacy:** Maintaining privacy shall be the ethical responsibility of the organization and SJ shall assure full protection of privacy in all respects.

**Punctuality:** SJ shall always give its best to manage and respect time. SJ instills the value of time and discipline in operation and services improving quality of work and overall productivity.

**Respect:** SJ does it work treating everyone with love and respect. It respect and upholds the ideology of the Father of the Nation.

### **3.4 Thematic Areas and Priorities of SJ:**

The current interventions of SJ is basically limited to three thematic areas: equality and social justice, HIV & STI prevention and legal empowerment. SJ intends to increase its thematic areas with two more areas namely, disaster risk reduction and vocational/technical skills development. SJ has also plan to start a non-formal education project (night school) for the street children and transgender people in order to make them educated with literacy and life skills. Thus, SJ intends to focus on the following thematic areas in the coming five years:

#### **Social Empowerment Sector**

Priority: Equality and social justice,

- Mobilization of Transgender People
- Transgender Rights Promotion
- Legal and Life Skills Development
- Legal Aid and Rehabilitation Support to Violence Victims
- Policy advocacy and networking

#### **Economic Empowerment Sector**

Priority: Skills Development and Employment Creation

- Vocational/technical skills development
- Employment opportunities creation
- Access to financial resources

#### **Basic Services Sector** Priority: Health and Nutrition, and Education

- Primary Health Care and Nutrition
- HIV & STI prevention
- Non-formal Education
- Access to sexual and reproductive health, HIV programmes, health care, human rights, social attitudes, Govt. service, recognizing hijra status, schooling, housing, legal status, rights etc.

#### **Ecological Conservation and Development**

- Disaster Risk Reduction

#### **Organizational Development**

- Organizational system and policy development
- Human resource development and management
- Resource mobilization/fund raising
- Partnership, Collaboration and Innovation

### **4. APPROACHES**

ShusthaJibon seeks to follow the approaches as outlined below to execute its program smoothly:

- **Participation:** SJ follows participatory approach in achieving its Vision and ensures people's participation. SJ facilitates the participation of the community people in planning, implementation, monitoring and evaluation of its interventions.
- **Gender Equality and equity:** SJ upholds gender equity in the arena of everyday management decisions, policy making and program designing & interventions. SJ tries to ensure maintaining gender balance in all its programme, projects and organizational decision making.
- **Diversity and Social Inclusion:** SJ underlines on inclusion to mobilize the most vulnerable and excluded people, especially of the hijra/ transgender, persons with disability, women and children, poor and destitute people to make them accessible in mainstream and to have their voice heard.
- **Safeguarding and Protection:** SJ upholds dignity of every person and ensures safeguarding and protection of all people particularly vulnerable hijra/transgender people, adults, adolescent girls and children.
- **Partnership Building:** SJ believes in partnerships for overcoming problems, resource exchange, cooperation, coordination and coalition building. It forges partnership with public and private organizations in order to extract benefit for the people that it serves.
- **Advocacy, Lobbying and Networking:** SJ facilitates advocacy programs with the aim to influence public-policy and resource allocation decisions within political, economic, and social systems and institutions. Advocacy program includes campaign including media, public speaking, commissioning and publishing research reports, etc. Lobbying is done to influence decisions made by officials in the government, legislators or members of regulatory agencies.
- **Geographical Consideration:** SJ generally concentrates its interventions in Dhaka district. However, it will expand its geographical coverage considering need and relevance of needy people subject to approval of the competent authority.
- **Monitoring, Evaluation, Accountability and Learning (MEAL):** Monitoring, Evaluation, Accountability and Learning (MEAL) is essential to ensure the quality of programs by both capturing and understanding progress toward goals and objectives, to promote a learning environment and to support adaptive management through the use of reliable and real-time data.

SJ aims to enhance the basis for the management to take appropriate decisions for improvement of the performance of the programs through strengthening of the operational, coordinated, and cost-effective interventions and use of data on implementation and results of its policies and programs.

Besides, SJ will follow some implementation approaches such as one to one counselling, training/workshop/skill development, outreach program (helpline & watchdog), cultural program, mainstreaming, etc.

## **5. WHERE SHUSTHA JIBON IS NOW:**

### **5.1 Governance and Management:**

ShusthaJibon born to bring hope into the lives of transgender and hijra community people is governed by a dedicated team of 7-member Executive Committee (EC). All the executive committee members are from Transgender/Hijra Community elected for 2 years period. The EC holds meeting regularly every month. On top of this EC, there is a General Committee as per constitution that elects the executive body. The organizational structure also has a provision of an advisory committee consisting of 3-members which is formed by the EC for two years. The Executive Committee is overall responsible for organizational performance and compliance issues supported by the Executive Director for quality operation of program and financial management, budgeting, auditing, etc. The GC approves policies, annual budget, audit, and provides feedback and advice to the Executive Committee on strategies for service improvement and innovation.

Being a small organization, the staff strength of SJ is also very small. It has eight staff members including its executive director, vice chairman, one program coordinator, one finance and admin officer, three community liaison staff members and one support staff. No permanent staff members with SJ rather all are project based. SJ needs to give special attention on the areas of permanent staff and their capacity strengthening.

### **5.2 Organizational System:**

The organization has written constitution by virtue of which, SJ has obtained registration from the Social Welfare Department. Even though SJ is a small organization, however, it has developed some policies namely, human resource policy, financial policy and gender policy which are the essential documents of an organization to know its foundation. However, the policies need to be reviewed or updated considering the changing context and need while some policies will need to be formulated or developed for making the organization stronger in foundation.

### **5.3 Networking and Collaboration:**

SJ completed MOU (memorandum of understanding) with four organizations. Four organization's name: National Legal Aid Services Organization (NLASO), Bangladesh Legal Aid and Services Trust (BLAST), Bandhu Social Welfare Society (Bandhu) and Ain O Salish Kendra (ASK). It has also partnership with different donor/development partner organizations such as International Centre for Diarrhoeal Disease Research, Bangladesh (ICDDR), ManusherJonnor Foundation (MJF), Bandhu (an organization of sexual minority groups), Family Health International (FHI), Global Fund, and United States Agency for International Development (USAID). SJ has already established excellent relationship with Social Service Department and Social Welfare Department and has very good acceptance at government level.

## 5.4 Situation Analysis

The situation analysis have been done following PESTEL tools while the analysis of organizational capacity done using SWOT analysis. A significant part of the contexts is the adoption in the Eighth Five Year Plan (8th FYP) of the Government of Bangladesh for the period 2017 to 2021. The 8th FYP centers around six core themes including (i) rapid recovery from COVID-19; (ii) GDP growth acceleration, employment generation and rapid poverty reduction; (iii) a broad-based strategy of inclusiveness; (iv) a sustainable development pathway that is resilient to disaster and climate change; (v) improvement of critical institutions necessary to lead the economy to Upper Middle Income Country status by 2031; and (vi) attaining SDGs targets and mitigating the impact of LDC graduation. SJ seeks to contribute to the following SDGs directly: SDG-1: End poverty; SDG-3: Good health and wellbeing; SDG-5: Gender equality; SDG-10: Reduced inequality; and SDG-16: Peace, justice and strong institutions. The 8th FYP also emphasizes on increased/strengthened partnership with the NGOs and Civil Society Organizations for better services. Thus, it is important to analyze different contexts such as political, economic, social, technological, environment, and legal including delivery of social services, policy, legal issues within which Shustha Jibon carries out its interventions and determines its priorities. PESTEL tool is used for this analysis as follows:

**Political:** In recent years, the Government of Bangladesh has taken several progressive steps to enhance social protection and inclusion of communities with diverse gender identities. A landmark decision in 2013 made by the government of Bangladesh acknowledging the Hijra's as third gender and this recognition secures their rights, enabling them to identify their gender as 'Hijra' in all government documents, including passports. The cabinet secretary noted the community was "being denied their rights in various sectors, including education, health and housing because of being a marginal group." The 8<sup>th</sup> FYP recognizing the situation, mentions that they face discrimination at every stage of their lives. Up until November 2013 they were not allowed to have voter ID cards, meaning they were not even considered eligible to have the most basic right as a citizen. Transgender and sex workers are not considered for health insurance, while they probably need it more than others. Problems also prevail in case of attaining security and legal services from law enforcement authorities. Even though, Bangladesh has taken significant steps to strengthen them in the last couple of years, however, Transgender Recognition Gazette has not yet been turned into bill/law but it is expected that the Transgender/Hijra Gender Law will soon be published. Thus, SJ will be continuing its advocacy effort for bringing the transgender law come to light that will enable to establish their rights.

**Economic:** The majority of transgender or hijras earned their money through street work and ritual work. They are working in informal workplaces, for example, as sex workers and in recreation. Hijras earn their livelihoods via a small range of available choices as they are still not socially accepted in daily employment. The average daily income of transgender people is BDT 296. A big barrier for transgender people is that they are not considered for either formal or informal sector employment. The Government has increased level of tax-free income for the transgender community from 0.3 million to 0.35 million. A tax rebate incentive has been declared for companies to employ 10 per cent or more than 100 transgender persons in their workforce. Besides, the Bangladesh Bank announces that Hijras and ethnic groups of Bangladesh will receive bank loans for setting up their own business. Hijra/TG community will be eligible to take the loans directly or via a nongovernment (NGO) linkage inside the SME loan activities of the apex bank. On the other hand, the country's economy is unpredictably unstable with drastic increase in inflation rate and abnormal price hike of necessary commodities which are factors that negatively affect an organization. In the recent years, shrinking in donor fund/unavailability of fund, unexpected fluctuation in currency exchange rate, etc. causes vulnerable situation to the NGOs. As such, SJ needs to re-strategize its plans and programs to run efficiently and effectively for the economic improvement of the transgender community people.

**Social:** Literature says, “Bangladesh has more than 200,000 transgender people according to independent experts, most of whom face discrimination and social ostracisation while the government puts the number at 10,000. However, they often resort to begging and the sex trade in order to survive, as most are forced to flee their homes due to bullying and harassment. According to a survey 2019 by Bandhu Social Welfare Society, 90% of transgender people face mental and sexual harassment when they go to seek health services. 88% of them said that sexual and reproductive health needs are not often addressed for them. In addition, 82% of them said hospital authorities do not allow them in women's wards, since women do not feel comfortable in their presence, while in men's wards, they face sexual harassment. 73% of them said they do not have access to public health services.” Above all, so called negative attitude, customs and beliefs, religious prejudice, superstition, stigma among the general people including family and society, etc. compels the transgender and hijra community to lead an impoverished lifestyle. The Ministry of Social Welfare (MSW) keeps provision for allowances for older Hijra’s under social safety net program; scholarship on education for Hijra community; livelihood training programs which includes cooking, beautification and small grant for starting their own business. SJ needs to take advantage of these opportunities for the welfare of the transgender community people. Alongside, it needs to pay attention to addressing social injustices that are manifested through cultural practices which negatively affect transgender/hijra community. Such issues include different forms of violence to trans/hijra people, deprivation from family lands, etc.

**Technological:** Technological advancements and innovations have already brought about a revolution in business and communication arena. It is expected that the world will soon experience more new digital services/equipment and advanced apps/software in the coming years. But transgender/hijra community as well as Shustha Jibon staff members are not that much prepared to cope with the changes. Ignorance and low level of education for using modern technology by the transgender/hijra community, not having available resources for being well equipped with modern technology and devices, and also the digital security act, etc. are the challenges that need to be faced by SJ more creatively.

**Environmental:** Transgender people are among the populations most heavily affected by HIV, commonly infected by STD, and severely vulnerable to STI. During Covid-19 pandemic, their source of income was stopped due to country-wide lockdown/shutdown. During the crisis, many transgender people could not get help because they are not publicly identified. They experienced financial difficulties due to a lack of or limited access to social protection. Due to lockdown, they did not have access to ensure shelter and proper sanitation. They could not afford hand sanitizers and masks. During other natural disasters, the hijra/transgender people get displaced or relocated to a new place resulting in getting disconnected from the existing support network and they have to cope with the impact of a disaster in isolation. They are also given lower priority for Government and NGOs during the rescue efforts. During a disaster, it aggravates the health problems and they are more prone to infections, urinary problems and other health issues.

**Legal:** Bangladesh is a signatory to both the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights of diverse sexualities. Due to lack of laws recognizing hijra status in Bangladesh, these people have often been excluded from basic rights associated with citizenship such as property rights, inheritance, employment, education and health care. While Bangladesh has passed legislation to protect Hijra/Transgender’s rights, the government simultaneously continues to uphold laws that punish citizens for being homosexuals (though Hijras do not always identify as homosexuals, they are sometimes persecuted as such) with prison sentences ranging from 10 years to life. Article 377A of the Bangladesh Criminal Penal Code provides: “Whoever has carnal intercourse against the order of nature with any man, woman or animal, shall be punished with (imprisonment for life), or with imprisonment of either description for a term which may extend to ten years, and shall also be liable to fine”. Of course, there has been good will and consolidated efforts from the government end. The government has decided to recruit hijras

as traffic police officials. The government has taken different initiatives for the betterment of the lives of Hijra community, which include rehabilitation program, stipend for Hijra student, old age allowance, vocational skill training and livelihood support. However, the Hijra/Transgender gazette is still to be turned into bill or law. In the absence of any mechanism for legal gender recognition, transgender men in Bangladesh are currently unable to change their gender on any legal documents. The lack of any legal recognition mechanism compounds the isolation and insecurity to the transgender men. Although the government of Bangladesh has recognized this transgendered group of people as 'third gender' it is not implemented even in their national identity cards. Given the current policy and legal framework, SJ will seek and make use of the opportunities to influence, shape the transgender/hijra people so as to achieve their rights.

Thus, Shustha Jibon was born to bring hope into the lives of transgender and hijra community people so that they can defend their rights and live in good health, safety, prosperity and respect. In this context, it goes without saying that SJ must re-strategize its organizational priorities and programs that well equips them for today's world of work for the betterment the Hijra/Transgender people.

### **Stakeholder Analysis**

The stakeholders include SJ team, its beneficiaries, parents, local government administration, different government departments, community/religious leaders, business community, non-government organizations/civil society networks, and donors.

Over the around two decades, SJ has developed strong relations of trust with the local communities it serves. Its local identity is non-governmental status, as well as the knowledge and sensitivity of the management and staff to the local environment and culture, make SJ an accepted and useful presence in its areas of operation. SJ has established good relationship with different government ministries (Ministry of Social Welfare, Ministry of Health) and has partnership experience with different donor/development partner organizations such as ICDDR, MJF, BLAST, Bandhu, FHI, Global Fund, Global Affairs Canada (GAC), and USAID. However, the partnership experience with the international donors is through local intermediary donor/grant making organizations and lead organizations such as MJF, BLAST, Bandhu, FHI, etc. Thus, SJ needs to continue network with different stakeholders in planning and implementation of its work. The stakeholders include: transgender/hijra beneficiaries, local government, community structures and networks. SJ should also expand its donor base and create synergies with local and international partners, and other line ministries in the coming years.

The stakeholders will expect from the relationship with SJ as follows:

- The beneficiaries/community will expect quality services, skills and knowledge, respect, guidance, and long-term support.
- The local leaders and district authorities will expect recognition, support capacity building and want to be involved in community activities.
- Donors need tangible results from the program; accountability and efficiency to ensure no misuse of resources; transparency through the documentation of services; and want organization's ability to replicate the program in other areas as well as quality delivery.

<b>Stakeholders</b>	<b>Remarks/Strategy of involvement</b>
Hijra/Transgender Community	They are the target beneficiaries. SJ will continue to organize them into self-help group, and counselling program through drop-in-center or one-to-one counselling approach.
Parents	They don't want to keep the hijra/transgender children with family due to social stigma. SJ plans to continue to counselling and awareness raising program in order to remove social stigma.
Hijra Guru/Transgender/ Religious Leaders	They are very influential. They offer shelter to the out-of-family hijra/transgender people where their new life starts. The general hijra/transgender people can't do anything without their permission.

	The religious leaders have very important role in the community to change mindset of the mass people. SJ will continue motivating & influencing these Gurus/leaders through counselling, advocacy, inviting in different events. .
Local Government (City/Municipality Corporation)	They distribute Govt. allocated facilities/resources, work for the community development, and help to bringing positive attitude of mass people towards Hijra/Transgender community. SJ will continue communication and relationship and tapping available facilities/resources with local Govt. administration. They will be invited in meeting, seminar, conference as guest and be engaged in project implementation committee to get different support/help.
Member of Parliament	Law-making body or passes bills. Helps in creating opportunity of participation in politics by Hijra community. Has high acceptance in the society. Cooperative to non-government programs for beneficial of the poor, marginalized and disadvantaged people. SJ plans to strengthen communication and relationship through meeting, seminar and conference.
Non-Government Organizations/Civil Society Organizations	The NGOs/CSOs have some opportunities of employment generation, financial assistance, emergency service, and mobilization capacity. SJ will strengthen its partnership and network with the potential NGOs/CSOs for bringing in synergy.
Media/ Journalist	Electronics (TV, Radio, etc.) and Print Media (Newspaper, etc.) Journalists at local and national level.
Relevant Ministries/Departments of the Government of Bangladesh	Offer approvals of registration/renewal of registration of organization, approve donor fund, and offer big/small grants to NGOs, Offer different services and facilities available with the department for the transgender/hijra community people. SJ will continue communication and liaison with different government departments for getting these services and facilities. SJ will give utmost attention to obtain NGOAB registration for seeking international donor funds.
Business community/ Corporate Office	Employment opportunity created due to announcement of tax rebate incentive to the companies. SJ plans to explore this employment opportunity for the transgender people and will continue maintaining liaison and communication with business community/corporate offices.
Donor Agency	SJ shall continue communication and building accountable and long-lasting relationships with potential funders and strategic partners and necessary steps such as NGOAB registration will be obtained to be eligible for receiving external fund. In order to cultivating new partnerships through donor mapping, SJ will continue to maintain and sustain healthy relationships with organizations in response to emerging trends, new programing needs, and expectations for the improvement of the wellbeing of the transgender/hijra community people.

### **Problem Analysis**

During strategic plan workshop a number of problems and challenges identified by the stakeholders which are described below:

**Not having NGOAB Registration:** ShusthaJibon does not have the registration from the NGO Affairs Bureau which prohibits it seeking external donor fund. Currently, it collects fund via intermediary donor (s). Thus, SJ will strive to obtain NGOAB registration for fund raising from external source independently.

**Not having sufficient fund and resource mobilization policy:** SJ itself does not have enough resources due to its limited capacity. Very little amount of resources are collected from the small contributions of the members, thus it fully depends on donors and charitable people in some way. It does not mother fund for meeting up of its general/incidental expenses. SJ must give attention on both local resource mobilization, and fund raising from external sources. SJ will also seek to develop resource mobilization policy for mobilizing local resources and collecting donor funds internationally.

**Not having Core Staff Members:** All staff members in SJ are project based meaning that no project no staff. It struggles with administrative and HR dealings. Thus, SJ will concentrate on placing of required core staff in the next five years for smooth execution of administration. It will also consider to start separate Admin, HR, M&E, Advocacy, and Research unit subject to the availability of resources.

**Absence of Safeguarding Policy:** Currently there exists no safeguarding policy in SJ. Thus, SJ will develop safeguarding policy to help prevent harm to children.

**Gender policy is not updated:** SJ has a gender policy but not with incorporation of transgender dimension. SJ will update its gender policy with best reflection of transgender/hijra concerns.

**Inadequate office equipment:** SJ does not have sufficient office equipment such as no scanner, printer, photocopy machine, which are essential for modern office to execute work efficiently. SJ will seek to procure these equipment as part of office automation.

**Less educated people in Hijra community:** Hijra/transgender people are hatred in the society. They are completely excluded from the right to education. Thus, most of the hijra/transgender remain illiterate and suffer from inferiority complex. It is obvious that education is a must for any community. SJ will seek to help transgender/hijra people to be educated through non-formal education to realize their own potentials as well as to know about the opportunities and challenges in the society to survive with respect, self-esteem and substantial life.

**Not yet pass of transgender bill:** Hijra/Transgender people are recognized by the government as 'third-gender' but the recognition is not yet turned into bill/laws. As a result, hassles in getting NID, Birth Certificate, etc. are still faced by the Hijra community. SJ will continue advocacy program to influence legislative body/policy makers to pass the bill and publish the gazette of hijra/transgender laws.

**Limited capacity to combat severe pandemic:** SJ lacks capacity to face crisis like Covid Pandemic. It will develop the capacity of its staff members to deal with crisis period like Covid pandemic and any other natural disaster. SJ will also develop contingency plan to combat emergency period like pandemic

**Lack of technical know-how/expertise:** SJ lacks technical expertise such as personnel for project formulation and quality annual report writing. It has to hire expertise for formulation of project proposal and preparation of annual report. SJ will seek to hire a core staff having required expertise on project proposal development and quality report writing in the coming five years.

**Not getting job despite having proper education:** Even though some of the Hijra/Transgender people have higher degree (graduate/post graduate) but they don't get any job because of their feminine identity. SJ will continue advocacy and lobby effort to influence employers to absorb the transgender having required qualification.

### **SWOT Analysis**

ShusthaJibon is claimed to be the pioneer organization in Bangladesh as hijra/transgender organization. From modest beginnings, it has over the last 18 years grown in size and scope to position itself as the champion to establish rights of the transgender people in the country. The operational and external environment made up of socio-economic, legal and political factors as

mentioned earlier has a strong position on SJ's performance. The factors further create challenges that the strategic plan will address in order to achieve its stated goals. SJ believes that the achievement of the planned objectives will depend on how the identified strengths are enhanced, opportunities exploited, weaknesses managed and external threats effectively neutralized. The analysis was done at two levels - a thorough review of SJ documents including legal/regulating development in the country and two-day long strategic planning workshop including FGD and KII. During the strategic planning workshop, the participants were divided into three groups to conduct analysis of SJ's external and internal environment using SWOT Analysis tool. Through use of this tool the main opportunities and threat under each of the five areas of analysis were identified.

**Summary of SJ External Environment (Opportunities and Threats):**

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- SJ's longstanding working experience and accountability has established well acceptance at community, donor and government level.</li> <li>- Different ministries along with departments have objectives of building partnership with NGOs and Civil Society Organizations to facilitate the access to justice, services and to promote the rights of the sexual and discriminated groups.</li> <li>- Ministries and different departments have provisions of services and facilities such as vocational training and financial support, SME loan/capital, job, annual donation, education stipend, livelihood grants, for Hijra and Transgender community.</li> <li>- Donors are interested to work with local partners.</li> <li>- Government's incentive on tax rebate for the business communities to appoint Hijra/ Transgender people.</li> <li>- National NGOs are interested to work with local small NGOs/CSOs.</li> <li>- SJ has established well networking with government departments and NGOs.</li> <li>- Has very good relation with both electronic and print media.</li> <li>- Increased community demand.</li> <li>- Government's incentive on counting Hijra and Transgender community in census.</li> </ul>	<ul style="list-style-type: none"> <li>- Global financial crisis</li> <li>- Shortage of fund due to shifting of donor priority or donor's reluctance to provide funding support.</li> <li>- Obstructions for legal documents of Hijra/Transgender community (Certificate, NID, Birth Certificate)</li> <li>- Fears of cases due to section 377 for Hijra/Transender community.</li> <li>- Negative attitude to the Transgender/Hijra community by the mainstreaming people.</li> <li>- Unpredictable national disasters such as Covid-19.</li> <li>- Unexpected changes in government policies, priorities and personnel.</li> </ul>

The analysis of external environment revealed opportunities which SJ could explore as well as the threats which it should neutralize through its programme during the next strategic period (2023-2027).

**Strategies to tap the opportunities:**

- Strengthening and developing more innovative partnership and network to increase access to local and external fund; carry out advocacy-lobby programs to establish rights of the transgender/hijra people.
- Empowering transgender/hijra people with information and skills to tap facilities/services available with different ministries/departments and private organizations.

**Strategies to minimize threats:**

- Taking the advantage of organizational goodwill and fostering collaboration with Government for making supportive policy and guidelines towards promotion of hijra/transgender rights and allocating resources for their wellbeing improvement.

- Strengthening advocacy lobby and sensitization programs to create change in the mindset of the key stakeholders for extending support and cooperation to the transgender/hijra community people.
- Undertaking more innovative interventions to tap the new development opportunities to meet up the needs and priorities of transgender/hijra community people during normal and crisis period.
- Exploring local resources mobilization including foreign funding opportunities

**Summary of SJ Internal Environment (Strengths and Weaknesses):**

To be able to tap the opportunities and minimize the threats, SJ needs to build on its internal strengths and address the weaknesses. The strengths and weaknesses of SJ are summarized in the table below:

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- Experienced, professional, and result-oriented staff members</li> <li>- Human resource, financial management, and gender policy are available</li> <li>- A very good understanding of community needs and structures being transgender organization.</li> <li>- Working experience and partnership with different donor/development partner organizations such as ICDDR, MJF, BLAST, Bandhu, FHI, Global Fund, USAID.</li> <li>- Good relationship with Ministry of Social Welfare and Ministry of Health for working on related programs</li> <li>- Experience on participatory project planning and result-oriented program development and implementation.</li> <li>- Collaboration with different organizations (GO, NGO)</li> <li>- A General Committee along with a 7-member Executive Committee exists.</li> <li>- EC committee and Management staff all are from Transgender/Hijra community</li> <li>- Use of Flash Mob, drama, dance, songs for community education and mobilization.</li> <li>- Well acceptance at community, government, donor and other stakeholders.</li> <li>- Maintaining 100% privacy on treatment and service to Hijra/ Transgender survivors.</li> </ul>	<ul style="list-style-type: none"> <li>- Inferiority complex due to transgender/Hijra community</li> <li>- HR is not separate from Admin &amp; Finance</li> <li>- Lack of program related guideline</li> <li>- Shortage of fund/budget</li> <li>- Struggling to submit project report within deadline</li> <li>- Project based staff members but no permanent staff</li> <li>- No core funds and no plans for sustainable funding</li> <li>- Inadequate and outdated policies</li> <li>- Not having NGOAB Registration for exploring international funds</li> <li>- Reliance on one/two local donor not having external/foreign donor</li> <li>- Limited financial resources that inhibit addressing the needs and priorities of the community</li> <li>- SJ has no website.</li> </ul>

**Consolidating strategies to maximize strengths:**

- Capitalizing the expertise and capacity of SJ to improve performance of ongoing programs at field level.
- Improving accountability and transparency mechanism in service delivery.
- Investing in research/study on the impacts of the on-going projects and disseminate the research findings with stakeholders to come forward with support and cooperation to promotion of hijra/transgender community.

**Strategies to redressing weaknesses:**

- Investing more in human resource development in both SJ and community level.
- Investing more in institutional/organizational development and visibility.
- Strengthening fund raising/resource mobilization system.
- Strengthening M&E including documentation and reporting system.
- Developing innovative marketing strategies to increase support and cooperation.
- Developing organizational sustainability plan.

## 5.5 Key Achievements/ Good Practices made as of December 2021:

*Major achievements by ShusthaJibon registered made so far:*

- Formation of Self-Help Group (52) with hijra and transgender people.
- Played lead role to influence the Government for recognition of Hijra and Transgender people as 'Third Gender' which brought into light in 2013.
- Developed one Watchdog Committee for advocating the rights of the Hijra/ Transgender Community. Another Watchdog Committee is under plan, expected to be materialized soon.
- As a result of SJ advocacy, the Government has allocated 10 houses among Hijra/Transgender people in Ashulia and Nabinagar areas.
- A forum called "T&H Welfare Forum" with the presidents of three organizations namely ShusthaJibon, SadaKalo (Black and White), SachetonHijra Rights Association voluntarily for the betterment of the Hijra/Transgender community.
- Distributed emergency assistance including food, blankets, winter clothes, safety package (sanitizer, soap, musk, wheel powder) among 2000 helpless Hijra people with the assistance of local MP during Covid-19 pandemic.
- Established linkage with different organizations for employment of Hijra and Transgender communities and arranged employment for 5 Hijra people.
- Provided legal support to the Hijra community from referral organization through MoU.
- Established Help-line (MonerKotha), general Health Clinic and Drop-in-Center and offered counselling on different problems, conducted blood tests, distributed free sex materials (condom/lubricant), HIV/AIDS test, TB test, etc. among the Hijra community.
- Established land property rights of the three Hijra people in the family.
- Participated in national and international conference/workshop by the Chairman, Vice Chairman and Executive Director of SJ.
- Established own enterprises (parlor, food van) after providing life-skills training to the Hijra community
- Established a separate Corner for the Hijra/Transgender community including sex workers in Dhamrai a Government Health Complex to receive consultation services, treatment and medicines.
- First TV Talk Show at BTV by the Hijra Guru (Bobby Hijra, Executive Director of SJ).
- Completed Memorandum of Understanding (MoU) with NHRC (National Human Rights Commission), NLASO (National Legal Aid Services Organization), Bandhu, BLAST (Bangladesh Legal Aid & Services Trust), Social Service Department, SurherHansi Clinic, for getting support and cooperation related to Hijra/Transgender rights.
- Successfully managed donor funded projects of BLAST, FHI360 and GFATM budget ranging from minimum 1.2 Mil to 300 Mil.

### **Good Practices:**

- **Watchdog Committee:** Formation of Watchdog Committee in the working area is a good effort for advocating for advocating transgender/hijra rights. The transgender/hijra people have got a platform for submitting complaints and getting resolving/mitigating means of different violences, harassment and other rights violation incidents at local level. One watchdog committee is already developed while another is under plan expected to be materialized soon.
- **Helpline (MonerKotha):** Establishment of "MonerKotha" Help Line has been found very successful effort to provide inclusive support regarding human rights violation issues of the transgender/hijra community. This has been an important platform for the transgender/hijra people to share their discrimination, violence, harassment, property issues and to get different legal support services such as legal information, and referral of cases. They can confidently share their violation issues and they don't need to incur expenses for traveling to the offices for submitting their complaints.

- **Drop-in-Centre (DIC):** Providing safe space, counselling and other legal support to the victims of violence has been popular among the transgender/hijra community people. The victims feel secure here, get counselling and necessary treatment support and materials.
- **Flash Mob:** *Flash Mob is an attractive and interesting event done by the transgender/hijra people by way of performing dance along with songs to sensitize the society about their community and to influence the authority about their rights.*

## 6. SHUSTHA JIBON's FUTURE/OUTLOOK

### 6.1 Target Stakeholders:

SJ will continue to focus its activities and resources working with the following target stakeholders in the next five years:

- Hijra/Transgender Community (mandated by default)
- Parents
- Hijra Guru/Transgender Leaders/Religious Leaders
- Local Government Administration (City/Municipality Corporation)
- Member of Parliament
- Non-Government Organizations/Civil Society Organization (NGOs/CSOs)
- Relevant Ministries/Departments of the Government of Bangladesh
- Business community/ Corporate
- Print and electronic media personel
- Donor Agency

### 6.2 Human Resource Development:

From literature review and strategic planning workshop, it has been revealed that being a small organization, SJ has no permanent/core staff with the organization rather all are project based. Once the project phase is terminated, related expertise (program and finance) of the project will automatically go away. No staff member with sufficient expertise on project formulation due to which SJ has to hire consultant for preparation of project proposal. Inadequate technical know-how among the staff members that results in less quality of report including late submission. The expertise on monitoring and evaluation is project based but there is no assigned staff member at SJ level who can oversee the overall M&E role of the projects. Limited capacity among the staff members to deal with crisis situation like Covid-19 pandemic. Gender concepts are not thoroughly understood in the organization and equality, equity etc. are understood in term of quantitative equivalence. There is a typical gender policy but with no transgender concerns. SJ lacks capacity of delivering advocacy and networking because of inadequate fundamental understanding, technical skills, and financial resource. Most importantly, education and skills of the most of the Executive Committee members except vice chairperson are inadequate for organizational management. On the other hand, the Hijra/Transgender people are less educated due to which they always feel inferiority complex resulting in inability to raise their voices or claim their rights and entitlements. Thus, there is a dire need to give attention on capacity development of SJ as organization with special emphasis on revisiting the constitution and policies and also placement of necessary core/permanent staff members as mentioned above in the coming next five years. This will help SJ leading to more efficient and lasting delivery of the intended objectives.

### 6.3 Partnership, Networking and Alliances:

SJ shall build and maintain strong partnerships with key actors (GO/NGOs/private sectors) in mutual trust, share responsibilities and combine resources to promote rights of the Transgender/Hijra Communities in Bangladesh. SJ will strive to be an active participant in networking and alliances on the issues related to rights of Transgender/Hijra people. SJ plans to increase its strategic relationships with the stakeholders below:

Relationship with Donor Agencies (local and foreign)	FHI360, GAC, USAID, Global Fund, MJF, Bandhu, ICDDR, and other local & external donors
Strategic Partnership	NLASO, BLAST, ASK and other like-minded organizations like Bandhu including transgender self-help group
Partners and Collaborations	ICDDR, MJF, Bandhu, relevant ministries and departments (Ministry of Social Welfare, Ministry of Health, Ministry of Youth & Sports, Ministry of Relief , Ministry of Law, Justice and Parliamentary Affairs, Ministry of Local Government, Rural Development and Co-operatives, Ministry of Education)

#### 6.4 New Technology/ Equipment & Machinery:

SJ will continue to make available of the sophisticated technology and equipment for transgender/hijra’s rights movement. Emergence of new digital services along with digital equipment namely smart phone, laptop, computer, website, social media/online platform (Skype, Zoom, Facebook, WhatsApp, Twitter, Instagram, etc.) are rapidly changing the communication & information context. However, ShusthaJibon as well as its target transgender/hijra community are not that much prepared to cope with the changes. Ignorance and low level of education for using modern technology by the transgender/hijra community, not having available resources for being well equipped with modern technology and devices, and also the digital security act, etc. are the challenges that SJ need to handle more creatively. SJ plans to open a Website and develop the capacity of its staff members as well as the partner groups with required knowledge and skills to handle the new technology. SJ will also procure some office equipment namely scanner, printer, photocopy machine as part of office automation.

#### 6.5 System and Structure Improvement:

One of the priority areas of SJ is strengthening/developing standard system, structure and services for offering its services in smooth manner. SJ plans to introduce a “Core Team” having necessary staff members on administration, finance & human resource management. The core team will be under separate units such as administrative & human resource section, and finance section to set organizational standards. SJ will establish a research unit (M&E) for generation and dissemination of evidence based information/knowledge, and generate evidence on progress or transformation made by implementation of projects. It has also plan to set up an advocacy unit to carry out powerful extensive advocacy with more fundamental understanding and technical skills. Overall, SJ will focus on revisiting/developing its constitution and policies (gender, human resource, financial and safeguarding) for making them up-to-date with the changing context. The safeguarding policy will be new addition to the policy domain of SJ.

#### 6.6 Advocacy and Lobby:

SJ will continue its advocacy and lobby effort dialogue, campaign through local and national level networking to translate evidence into advocacy plans to act on accordingly to promote rights of transgender/hijra people. To this end, SJ will develop strategic partnership with NLASO, BLAST, ASK, Bandhu, Media including transgender self-help group and other like-minded organizations. To carry out effective advocacy, SJ will develop an advocacy policy. It will also invest in capacity development for staff and target group members on advocacy and networking and facilitation of right-based approaches. It will continue good relations with government at local and national level and also to explore networking and alliances for policy advocacy and funding/facilities.

### 6.7 Resource Mobilization:

SJ will focus on resource mobilization/fund raising. SJ has already a very good practice of mobilizing local resources by membership subscription and contribution from the local Hijra community. SJ will capitalize this practice and explore the potential local donors including government and corporate funds by organizing motivational dialogues and meetings to tap the opportunity of local resources. SJ has the capacity to manage and experience of dealing with donor funded projects up to BDT 300 Million. It will continue communication with the on-going project donors. For approaching to more donor agencies nationally and internationally, SJ will concentrate on formulating resource mobilization/fund raising policy and also develop the capacity of the management members and staff members on resource mobilization/fundraising (details are given as **Annex-A**).

### 6.8 Leadership and Succession:

The position “Executive Director (ED)” of ShusthaJibon is a constitutional position. Only the Executive Committee (EC) members are eligible for this position by virtue of constitution. There being no specific level of educational qualification for this top position any member with less education level can be nominated by the EC. The organization is fully dependent on this position for most of the operational activities including fund raising. It has also been observed that education and skills of the most of the Executive Committee members except the vice chairperson are sub-standard level for organizational management. Thus, there might create a crisis in the top level leadership if happens any unexpected situation. Being a by-default position, no other staff members have scope to get hold of this position. Holding of top position like ED/CEO is always a challenging job for any new staff. Thus, it is imperative to develop leadership capacity among the potential members in EC, qualified staff members and qualified person within the community and to infuse sufficient skills and knowledge on organizational management among them. ShusthaJibon plans to empower the potential incumbent with visionary insights through leadership skills for developing out its future/secondary leadership (**Annex-B**).

### 6.9 ShusthaJibon’s Strategic Issues and Priorities (2023-2027)

**Strategic Goal-1:** The Hijra/Transgender community people are empowered to establish human rights through institutionalization of trans-specific, trans-inclusive and trans-led spaces and services to lead a healthy lifestyle.

Objective	Actions to be taken/Activities	Responsibilities	Timeline	M&E Methods to be used
<b>Strategic Objective-1.1:</b> To empower the Transgender and Hijra community people to engage in social and political issues to defend and claim their rights.				
<b>Activities against Strategy-1.1.1:</b> <i>Mobilizing transgender/hijra people for self-conscientization</i>	<ul style="list-style-type: none"> <li>- Organize transgender/hijra people in to group.</li> <li>- Carry out outreach programs to create awareness among wider community transgender people.</li> <li>- Develop capacity of Watchdog Committee for dealing with the complaints of violence, harassment and other rights violation incidents.</li> <li>- Increase number of Drop-in-</li> </ul>	Staff, ED and EC Members	2023-2027	<ul style="list-style-type: none"> <li>- Participatory monitoring and evaluation method</li> <li>- Annual Operating Plan</li> <li>- Monthly and Quarterly Reviews</li> <li>- Annual</li> </ul>

	Centre (DIC) to help more victims of violence among the transgender/hijra community people.			Reviews and Re-planning - Progress Review in EC committee meeting - Mid Term and Final Evaluations
<b>Activities against Strategy- 1.1.2:</b> <i>Supporting transgender/hijra people with knowledge and skills to defend their human rights</i>	<ul style="list-style-type: none"> <li>- Create awareness among the community people to know about their rights and entitlements.</li> <li>- Disseminate information about Helpline (MonerKotha) to reach out to more victims of transgender/hijra community with referrals services.</li> <li>- Organize Flash Mob to sensitize the society about their community and to influence the authority about their rights</li> <li>- Observe different national and international events related to human rights.</li> <li>- Dissemination of rights violation information and legal support services for the victims through social media, newsletter, mainstream media (print and electronic), etc.</li> <li>- Support ensuring conducive environment for rehabilitation of the victims of transgender community by establishing safe home service with counselling, treatment and referral services</li> </ul>	Staff, ED and EC Members	2023-2027	<ul style="list-style-type: none"> <li>- Participatory monitoring and evaluation method</li> <li>- Annual Operating Plan</li> <li>- Monthly and Quarterly Reviews</li> <li>- Annual Reviews and Re-planning</li> <li>- Progress Review in EC committee meeting</li> <li>- Mid Term and Final Evaluations</li> </ul>
<b>Activities against Strategy- 1.1.3:</b> <i>Strengthening partnership and network to extend support and cooperation in establishing rights of the transgender/hij</i>	<ul style="list-style-type: none"> <li>- Communicate with member organizations and other potential like-minded organizations for increased networking and partnership</li> <li>- Organize meeting, workshop and dialogues with member organizations under network</li> <li>- Organize workshops with public and private organizations to make them sensitized to help promoting rights of the transgender/hijra people.</li> </ul>	Staff, ED and EC Members	2023-2027	<ul style="list-style-type: none"> <li>- Participatory monitoring and evaluation method</li> <li>- Annual Operating Plan</li> <li>- Monthly and Quarterly Reviews</li> <li>- Annual Reviews and Re-planning</li> </ul>

<p><i>ra people</i></p>				<ul style="list-style-type: none"> <li>- Progress Review in EC committee meeting</li> <li>- Mid Term and Final Evaluations</li> </ul>
<p><b>Activities against Strategy- 1.1.4:</b> <i>Strengthening advocacy-lobby programs to establish transgender/hijra community rights</i></p>	<ul style="list-style-type: none"> <li>- Develop Advocacy Policy/Plan to take effective initiative on promotion of transgender/hijra community's rights.</li> <li>- Collect information on rights violation issues of transgender/hijra community people and identify the advocacy issues.</li> <li>- Organize campaign (physical and on-line) to create wider awareness and sensitization in favour of the transgender/hijra community at local and national level.</li> <li>- Organize round table conference raising issues of transgender/hijra rights violation situation through print and electronic media at local and national level.</li> <li>- Hold meeting with policy/decision makers to allocate resources get allocation under the social safety net program</li> </ul>	<p>Staff, ED and EC Members</p>	<p>2023-2027</p>	<ul style="list-style-type: none"> <li>- Participatory monitoring and evaluation method</li> <li>- Annual Operating Plan</li> <li>- Monthly and Quarterly Reviews</li> <li>- Annual Reviews and Re-planning</li> <li>- Progress Review in EC committee meeting</li> <li>- Mid Term and Final Evaluations</li> </ul>
<p><b>Strategic Objective-1.2:</b> <i>To improve resilient capacity of the Transgender and Hijra community people to cope with economic and emergency crisis.</i></p>				
<p><b>Activities against Strategy - 1.2.1:</b> <i>Undertaking trans-specific interventions to meet up the needs and priorities of transgender/hijra community people during normal and crisis period.</i></p>	<ul style="list-style-type: none"> <li>- Make research/needs assessment to identify the needs and priorities of the transgender/hijra people.</li> <li>- Design trans-specific projects following participatory method.</li> <li>- Undertake projects for improvement of the legal and life skills of the transgender/hijra people</li> <li>- Undertake non-formal education program for the street children and transgender people.</li> <li>- Undertake disaster preparedness and climate resilient interventions for the</li> </ul>	<p>Staff, ED and EC Members</p>	<p>2023-2027</p>	<ul style="list-style-type: none"> <li>- Participatory monitoring and evaluation method</li> <li>- Annual Operating Plan</li> <li>- Monthly and Quarterly Reviews</li> <li>- Annual Reviews and Re-planning</li> <li>- Progress Review in EC committee</li> </ul>

	<ul style="list-style-type: none"> <li>transgender/hijra community people, especially taking into account of Covid pandemic.</li> <li>- Organize meeting/gathering/dialogue with employers/companies to tap employment opportunities</li> </ul>			<ul style="list-style-type: none"> <li>meeting</li> <li>- Mid Term and Final Evaluations</li> </ul>
<p><b>Activities against Strategy - 1.2.2:</b> <i>Supporting transgender/hijra people with information and knowledge to tap facilities/services available with different ministries/departments and private organizations</i></p>	<ul style="list-style-type: none"> <li>- Collect information of the public and private service providers that keep provision of services and facilities for the transgender/hijra people.</li> <li>- Map out available resources with the service providers and disseminate that information through leaflets and posters</li> <li>- Hold meeting/dialogue with the service providers to allocate available resources/services for the transgender/hijra people.</li> <li>- Motivate and link up the transgender/hijra people to tap the available resources with the service providers.</li> </ul>	Staff, ED and EC Members	2023-2027	<ul style="list-style-type: none"> <li>- Participatory monitoring and evaluation method</li> <li>- Annual Operating Plan</li> <li>- Monthly and Quarterly Reviews</li> <li>- Annual Reviews and Re-planning</li> <li>- Progress Review in EC committee meeting</li> <li>- Mid Term and Final Evaluations</li> </ul>

**Strategic Goal-2:** SJ's internal systems and resource base are strengthened for transgender focused service delivery effectively and sustainably.

Objective	Actions to be taken/Activities	Responsibilities	Timeline	M&E Methods to be used
<b>Strategic Objective-2.1:</b> <i>To enhance the institutional capacity of SJ to deliver transgender focused service delivery effectively in an effective and efficient manner.</i>				
<p><b>Activities against Strategy- 2.1.1:</b> <i>Standardizing legal and administrative regulations and policies available for ShusthaJibon</i></p>	<ul style="list-style-type: none"> <li>- Develop/review Gender Policy, Financial Policy, Human Resource Policy, Advocacy Policy, Resource Mobilization Policy and Safeguarding Policy, and make plan for policy implementation</li> <li>- Take necessary initiative to review the constitution to make it updated with the changing transgender context and needs.</li> <li>- Take initiative to make English version of SJ constitution</li> <li>- Take necessary step to obtain</li> </ul>	GC, EC, ED and Staff Members	2023-2027	<ul style="list-style-type: none"> <li>- Annual Operating Plan</li> <li>- Monthly and Quarterly Reviews</li> <li>- Annual Reviews and Re-planning</li> <li>- Progress Review in EC committee meeting</li> </ul>

	<p>NGOAB Registration for seeking foreign donation/grants</p> <ul style="list-style-type: none"> <li>- Take necessary step to set up separate Administration and Finance Unit, HR unit, Research Unit, Advocacy Unit, and M &amp; E unit.</li> <li>- Arrange internal dialogue with management to prioritize setting up of the unit subject to urgency, importance and available resources.</li> <li>- Share the strategic plan and succession plan with the board members for approval</li> <li>- Make plan for implementation of strategic plan and succession plan</li> <li>- Conduct orientation session for the staff members on the strategic plan</li> <li>- Conduct mid-term review and final evaluation of the strategic plan</li> <li>- Introduce risk management/contingency plan to combat different seen/unforeseen challenges (Covid lockdown stopped movement and implementation of activities)</li> </ul>			<ul style="list-style-type: none"> <li>- Mid Term and Final Evaluations</li> </ul>
<p><b>Activities against Strategy- 2.1.2:</b> <i>Strengthening M&amp;E including documentation and reporting system</i></p>	<ul style="list-style-type: none"> <li>- <i>Hire or assign one qualified core staff for carrying out M&amp;E roles and responsibilities.</i></li> <li>- Develop monitoring and evaluation system/framework.</li> <li>- Prepare tools for monitoring and evaluation</li> <li>- Introduce Management Information System for management review and decision on progress</li> <li>- Arrange staff capacity development on monitoring, evaluation and quality reporting</li> </ul>	EC, ED and Staff Members	2023-2027	<ul style="list-style-type: none"> <li>- Annual Operating Plan</li> <li>- Monthly and Quarterly Reviews</li> <li>- Annual Reviews and Re-planning</li> <li>- Progress Review in EC committee meeting</li> <li>- Mid Term and Final Evaluations</li> </ul>
<p><b>Strategic Objective-2.2:</b> <i>To enhance efficiency in raising funds for running SJ programs for running the SJ programs in sustainable manner and utilization of resources</i></p>				
<p><b>Activities against Strategy -2.2:</b> <i>Strengthening fund raising/resourc</i></p>	<ul style="list-style-type: none"> <li>- Develop resource mobilization strategy/policy/guidelines</li> <li>- Conduct donor mapping exercise for engagement of potential donors</li> <li>- Hire or assign one staff for resource mobilization and preparation of CfP, EoI, CN, PP</li> </ul>	GC, EC, ED and Staff Members	2023-2027	<ul style="list-style-type: none"> <li>- Annual Operating Plan</li> <li>- Monthly and Quarterly Reviews</li> <li>- Annual</li> </ul>

<p><i>e mobilization system</i></p>	<p>and Budget in/c compliance handling skills.</p> <ul style="list-style-type: none"> <li>- Develop capacity of the staff member on resource mobilization/fund raising and preparation of quality project proposal and report writing.</li> <li>- Represent in meeting/conference to develop network and linkage with Donor(s) Agencies</li> <li>- Develop organizational brochure focusing SJ's work and successes and share with potential donors and philanthropic supporters to attract funding</li> <li>- Browse donor's website on regular basis and submit CfP, EoI, CN, etc.</li> <li>- Organize annual fund/resource mobilization campaigns, motivational workshop and seminar for in-country fund raising.</li> <li>- Open Website and upload on regular basis with information on key achievements/success/good practices of on-going projects to attract the stakeholders, especially the donors.</li> <li>- Carry out monitoring of budget on regular basis for efficient utilization of resources.</li> </ul>			<p>Reviews and Re-planning</p> <ul style="list-style-type: none"> <li>- Progress Review in EC committee meeting</li> <li>- Mid Term and Final Evaluations</li> </ul>
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Sl.	Particulars	Short-term (No./Amount)		Medium Term (No./Amount)		Long-term (No./ Amt)	Budget (Tk.)					Total Budget (2023- 2027) (Tk.)
		Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)	Year-5 (2027)	Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)	Year-5 (2027)	
	about their community and to influence the authority about their rights											
	Observe different national and international events related to human rights.											
	Dissemination of rights violation information and legal support services for the victims through social media, newsletter, mainstream media (print and electronic), etc.											
	Support ensuring conducive environment for rehabilitation of the victims of transgender community by establishing safe home service with counselling, treatment and referral services											
<b>Strategy-1.1.3: Strengthening partnership and network to extend support and cooperation in establishing rights of the transgender/hijra people.</b>												
	Communicate with member organizations and other potential like-minded organizations for increased networking and partnership											
	Organize meeting, workshop and dialogues with member organizations under network											
	Organize workshops with public and private organizations to make them sensitized to help promoting rights of the transgender/hijra people											
<b>Strategy-1.1.4: Strengthening advocacy-lobby programs to establish transgender/hijra community rights.</b>												
	Develop Advocacy Policy/Plan to take effective initiative on promotion of transgender/hijra community's rights.											
	Collect information on rights violation issues of transgender/hijra community people and identify the advocacy issues.											
	Organize campaign (physical and on-line) to create wider awareness and sensitization in											

Sl.	Particulars	Short-term (No./Amount)		Medium Term (No./Amount)		Long-term (No./ Amt)	Budget (Tk.)					Total Budget (2023- 2027) (Tk.)
		Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)	Year-5 (2027)	Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)	Year-5 (2027)	
	favour of the transgender/hijra community at local and national level.											
	Organize round table conference raising issues of transgender/hijra rights violation situation through print and electronic media at local and national level.											
	Hold meeting with policy/decision makers to allocate resources get allocation under the social safety net program											
<b>Strategic Objective-1.2:</b> To improve resilient capacity of the Transgender and Hijra community people to cope with economic and emergency crisis.												
<b>Outcome-1.2:</b> The Transgender and Hijra program participants have access to reliable evidence based resources and information.												
<b>Strategy-wise Activities:</b>												
<b>Strategy -1.2.1:</b> <i>Undertaking trans-specific interventions to meet up the needs and priorities of transgender/hijra community people during normal and crisis period.</i>												
	Make research/needs assessment to identify the needs and priorities of the transgender/hijra people											
	Design trans-specific projects following participatory method.											
	Undertake projects for improvement of the legal and life skills of the transgender/hijra people											
	Undertake non-formal education program for the street children and transgender people.											
	Undertake disaster preparedness and climate resilient interventions for the transgender/hijra community people, especially taking into account of Covid pandemic.											
	Organize meeting/gathering/dialogue with employers/companies to tap employment opportunities											
<b>Strategy -1.2.2:</b> <i>Supporting transgender/hijra people with information and knowledge to tap facilities/services available with different ministries/departments and private organizations.</i>												

Sl.	Particulars	Short-term (No./Amount)		Medium Term (No./Amount)		Long-term (No./Amt)	Budget (Tk.)					Total Budget (2023-2027) (Tk.)
		Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)		Year-5 (2027)	Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)	
	Collect information of the public and private service providers that keep provision of services and facilities for the transgender/hijra people.											
	Map out available resources with the service providers and disseminate that information through leaflets and posters											
	Hold meeting/dialogue with the service providers to allocate available resources/services for the transgender/hijra people.											
	Motivate and link up the transgender/hijra people to tap the available resources with the service providers.											
<b>Strategic Goal-2:</b> SJ's internal systems and resource base are strengthened for transgender focused service delivery effectively and sustainably												
<b>Strategic Objective-2.1:</b> To enhance the institutional capacity of SJ to deliver transgender focused service delivery effectively in an effective and efficient manner.												
<b>Outcome-2.1:</b> Effectiveness of SJ systems/protocols is improved.												
<b>Strategy-wise Activities:</b>												
<b>Strategy-2.1.1:</b> <i>Standardizing legal and administrative regulations and policies available for ShusthaJibon</i>												
	Develop/review Gender Policy, Financial Policy, Human Resource Policy, Advocacy Policy, Resource Mobilization Policy and Safeguarding Policy, and make plan for policy implementation											
	Take necessary initiative to review the constitution to make it updated with the changing transgender context and needs.											
	Take initiative to make English version of SJ constitution											
	Take necessary step to obtain NGOAB Registration for seeking foreign donation/grants											
	Take necessary step to set up separate Administration and Finance Unit, HR unit,											

Sl.	Particulars	Short-term (No./Amount)		Medium Term (No./Amount)		Long-term (No./ Amt)	Budget (Tk.)					Total Budget (2023- 2027) (Tk.)
		Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)		Year-5 (2027)	Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)	
	Research Unit, Advocacy Unit, and M & E unit.											
	Arrange internal dialogue with management to prioritize setting up of the unit subject to urgency, importance and available resources.											
	Share the strategic plan and succession plan with the board members for approval											
	Make plan for implementation of strategic plan and succession plan											
	Conduct orientation session for the staff members on the strategic plan											
	Conduct mid-term review and final evaluation of the strategic plan											
	Introduce risk management/contingency plan to combat different seen/unforeseen challenges (Covid lockdown stopped movement and implementation of activities											
<b>Strategy-2.1.2: Strengthening M&amp;E including documentation and reporting system</b>												
	Hire or assign one qualified core staff for carrying out M&E roles and responsibilities.											
	Develop monitoring and evaluation system/framework											
	Prepare tools for monitoring and evaluation											
	Introduce Management Information System for management review and decision on progress											
	Arrange staff capacity development on monitoring, evaluation and quality reporting											
<b>Strategic Objective-2.2: To enhance efficiency in raising funds for running SJ programs for running the SJ programs in sustainable manner and utilization of resources.</b>												
<b>Outcome2.2: External dependency to run the SJ program is reduced</b>												
<b>Strategy-2,2: Strengthening fund raising/resource mobilization system</b>												
<b>Strategy-wise Activities:</b>												

Sl.	Particulars	Short-term (No./Amount)		Medium Term (No./Amount)		Long-term (No./Amt)	Budget (Tk.)					Total Budget (2023-2027) (Tk.)
		Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)		Year-5 (2027)	Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)	
<b>Strategy-2,2: Strengthening fund raising/resource mobilization system</b>												
	Develop resource mobilization strategy/policy/guidelines											
	Conduct donor mapping exercise for engagement of potential donors											
	Hire or assign one staff for resource mobilization and preparation of CfP, Eol, CN, PP and Budget in/c compliance handling skills											
	Develop capacity of the staff member on resource mobilization/fund raising and preparation of quality project proposal and report writing											
	Represent in meeting/conference to develop network and linkage with Donor(s) Agencies											
	Develop organizational brochure focusing SJ's work and successes and share with potential donors and philanthropic supporters to attract funding											
	Browse donor's website on regular basis and submit CfP, Eol, CN, etc											
	Organize annual fund/resource mobilization campaigns, motivational workshop and seminar for in-country fund raising.											
	Open Website and upload on regular basis with information on key achievements/success/good practices of on-going projects to attract the stakeholders, especially the donors.											
	Carry out monitoring of budget on regular basis for efficient utilization of resources.											

## Annex-A

### Resource Mobilization Plan and Budget for Shustha Jibon

Resource mobilization/fund raising is a big concern for ShusthaJibon. SJ does not have enough resources due to its limited capacity. It does not have mother fund for meeting up of its general/incidental expenses. Very little amount of resources are collected from the small contributions of the members, thus it fully depends on donors and charitable people in some way. Even though not significant amount of collections from local level but SJ intends to capitalize this practice and explore the potential local donors including government and corporate funds by organizing motivational dialogues and meetings to tap the opportunity of local resources. Moreover, SJ has already gained substantial experience of dealing with donor funded projects up to BDT 300 Million. Thus, it will continue communication with the on-going project donors as well and also explore other benevolent donors for funding. To this end, SJ will concentrate on formulating resource mobilization/fund raising policy and also develop the capacity of the management members and staff members on resource mobilization/fundraising.

From the findings from the planning workshop and key informant interviews, the needed resources for SJ were identified as human resources; financial resources; technical resources, and technological/equipment to meet the priorities. More especially, the resources identified needed for the organization are as follows:

- Financial support for implementation of the project/program activities, structural development and procurement of equipment,
- Technical support for project development and report writing, resource mobilization/fund raising expertise,
- Technical and financial support for digitally equipped organization.
- Technical/financial support for monitoring and evaluation capacity development,

As SJ is a project-based organization, it does not have the core staff at the management and operation level. The specific gaps in capacities of staff and management are: Inadequate core staff, Absence of designated project formulation/proposal writing team, shortage of fund, absence of HR persons, lack of monitoring and evaluation system. It has been tentatively estimated that SJ will require total resources worth BDT **76,294,307** while it has available BDT **3,420,853**. Thus, it needs to mobilize resources or raise fund/resources of BDT **72,873,454** in order to run its organizational programme (project and organizational cost) during the next five years from 2023 to 2027. During this period, SJ has also estimated BDT ----- for organizational development. The following Table shows the detailed information on resource requirements, available resources and needs/gaps of resources of SJ.

Particulars	Resources			Resource Gaps/Needs (BDT)
	Form/Type of Resource	Requirement (BDT)	Available (BDT)	
<b>1. Current Project/ Program</b>				
Equality and Social Justice for Hijra and Transgender Women Population	Financial and Human Resource Support for Project activities	3,420,853	3,420,853	-
<b>Sub-Total</b>		<b>3,420,853</b>	<b>3,420,853</b>	-
<b>2. Anticipated Projects</b>	<b>For next five years (2023-2027)</b>			
Gender Equality and Social Justice	Financial and Human Resource Support for Project activities	16,630,965	-	16,630,965

HIV Prevention	-do-	16,000,000	-	16,000,000
Rights for the Gender Diverse Population	-do-	34,000,000	-	34,000,000
<b>Sub-Total</b>		<b>66,630,965</b>	<b>-</b>	<b>66,630,965</b>
<b>3. Organizational General &amp; Development Cost</b>	<b>For next five years (2023-2027)</b>			
A. General Cost (other than project cost)	Financial and Human Resource Support	3,742,489	-	3,742,489
B. Organizational Development Cost	Financial/Human Resource/Technical/Technological Support	2,500,000	-	2,500,000
<b>Sub-Total</b>		<b>6,242,489</b>	<b>-</b>	<b>6,242,489</b>
<b>Grand Total</b>		<b>76,294,307</b>	<b>3,420,853</b>	<b>72,873,454</b>

### Resource Mobilization Strategy:

SJ needs overall funding support to meet their needs for 2023-2027. A summary of strategic fundraising strategy is proposed below, together with a range of related strategic actions.

- **Reviewing/ Developing Organizational Constitution and Policies and Necessary Revision and Obtaining NGOAB Registration:** SJ needs to review its existing constitution and policies to check if there need any incorporation in the vision, mission, strategies, policy guidelines, etc. to make them more comprehensive for addressing the problems/challenges of resource mobilization. Most importantly, SJ must obtain NGOAB Registration for reaching to external donor (s). It will substantially help SJ to independently mobilize resources locally and internationally.
- **Strengthening RM/Fund Raising systems:** SJ has to redefine the roles and responsibilities of the management, staff, and board members stating the issue of resource mobilization. Alongside, it should do donor mapping exercise for organizing, managing, and updating new donor contacts/donor engagement. To this end, SJ will concentrate on development of resource mobilization policy/guidelines and also assign a designated person for resource mobilization/fund raising.
- **Concentrating more on local resource mobilization:** As the external fund is gradually shrinking, thus, SJ needs to concentrate more on local resource mobilization. As stated in the previous chapter, SJ will explore funding/resources from its target community, local corporate/business community, local donors, government departments, etc.
- **Enhancing and strengthening partnership for resource mobilization:** SJ will enhance/strengthen its partnership with likeminded organizations having same goal and objectives to tap resources from local and international level.
- **Mobilizing strategic advocates:** SJ will seek the support of the existing benevolent donors to advocate in favour of SJ for engagement with multilateral organizations, donors and key private sectors for funding nationally and internationally.
- **Making strategic communication and donor visibility:** These are essential for effective resource mobilization. SJ will strengthen its communications towards public and private donors to sustain attention and support to the promotion of the rights of most excluded communities like transgender/hijra community and ensure adequate visibility for the generosity of its donors.

## Resource Mobilization Plan and Budget

The following Table shows the resource mobilization plan and the corresponding estimated budget of SJ:

1. Current Project/Program	Year-wise Budget Allocation					Total Budget
	2023	2024	2025	2026	2027	
Equality and Social Justice for Hijra and Transgender Women Population	3,420,853					3,420,853
<b>Sub-Total</b>	<b>3,420,853</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,420,853</b>
<b>2. Anticipated Projects</b>						
Gender Equality and Social Justice	-	4,157,741	4,157,741	4,157,741	4,157,741	16,630,965
HIV Prevention	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000	16,000,000
Rights for the Gender Diverse Population	6,800,000	6,800,000	6,800,000	6,800,000	6,800,000	34,000,000
<b>Sub-Total</b>	<b>10,000,000</b>	<b>14,157,741</b>	<b>14,157,741</b>	<b>14,157,741</b>	<b>14,157,741</b>	<b>66,630,965</b>
<b>3. Organizational General &amp; Development Cost</b>						
<b>A. General Cost (other than project cost)</b>						-
General organizational meeting cost	5,000	5,000	5,000	5,000	15,000	35,000
Utility Cost (Communication/Phone, Fax and Email, Gas, Electricity, Water etc.)	55,000	60,500	66,550	73,205	80,526	335,781
Office Supplies and Materials/Stationary	25,300	27,830	30,613	33,674	37,042	154,459
Office Repair & maintenance Cost	26,290	28,919	31,811	34,992	38,491	160,503
Office rent cost	264,000	290,400	319,440	351,384	386,522	1,611,746
Support Staff cost (7% of total staff cost considered)	96,250	96,250	96,250	96,250	350,000	735,000
Office repair & maintenance cost	110,000	110,000	110,000	110,000	110,000	550,000
Bank Charge	2,000	2,000	2,000	2,000	2,000	10,000
Overhead Cost/ Contingency/ Administrative Cost/ Miscellaneous/ Other Expenses	25,000	25,000	25,000	25,000	25,000	125,000
Audit Fee	5,000	5,000	5,000	5,000	5,000	25,000
<b>Sub-Total</b>	<b>613,840</b>	<b>650,899</b>	<b>691,664</b>	<b>736,505</b>	<b>1,049,581</b>	<b>3,742,489</b>
<b>B. Organizational Development Cost</b>	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Total Organizational General &amp; Development Cost</b>	<b>1,113,840</b>	<b>1,150,899</b>	<b>1,191,664</b>	<b>1,236,505</b>	<b>1,549,581</b>	<b>6,242,489</b>
<b>Grand Total</b>	<b>14,534,693</b>	<b>15,308,640</b>	<b>15,349,405</b>	<b>15,394,247</b>	<b>15,707,322</b>	<b>76,294,307</b>

## Annex-B

### Succession Plan for Shustha Jibon

During research work of strategic plan, it was observed that ShusthaJibon does not have any plan to make second leadership or develop successor for holding the steering of the organization. The Executive Director (ED) is a constitutional position which is appointed by the Executive Committee (EC). Any members is eligible for this position by virtue of constitution. There being no specific level of educational qualification for this top level position, any member with less education can be nominated by the EC. It has also been observed that education and skills of the most of the Executive Committee members except the vice chairperson are sub-standard level for organizational management. Thus, there might create a crisis in the top level leadership if happens any unexpected situation. Being a by-default position, no other staff members have scope to get hold of this position. Holding of top position like ED/CEO is always a challenging job for any new staff. Thus, it is imperative to develop leadership capacity among the potential members in EC, qualified staff members and qualified person within the community and to infuse sufficient skills and knowledge on organizational management among them. ShusthaJibon plans to empower the potential incumbent with visionary insights through leadership skills for developing out its future/secondary leadership. However, appointing a person outside of the Executive Committee might need amendment in the constitution and SJ should look into this matter. SJ will thoroughly discuss about the following success plan and make necessary approval from the competent authority for materialization of this plan:

Sl. #	Required Actions	Potential Successors	Timeline
1	Review/revise the constitution with reflection of approved succession plan, if needed.	GC and EC	2023-2024
2	Include new member in the general committee for increasing prospective leaders	Prospective community person	On-going
3	Obtain final approval from the Board of Directors/Governing Body on Succession Plan.	EC and ED/CEO	2023-2024
4	Allocate budget for execution of succession plan	EC and ED/CEO	On-going
5	Seek permission from the Board of Directors/General Body for forming a 'search committee/nominating committee' to identify potential successors	EC and ED/CEO	2023-2024
6	Form a Search Committee/Nominating Committee	EC and ED/CEO	2023-2024
7	Identify potential candidates from EC, GC, Staff members and prospective community people	GC and EC members	2024-2026
8	Assess knowledge and interest of the potential candidates	Potential candidate with sufficient knowledge and skills to be selected.	2024-2026
9	Create a position next to Executive Director/Chief Executive Officer for preparing potential successor	Qualified and skilled GC, EC and staff members	2024-2026
10	Develop a training plan for all potential successor (s)	All Directors/potential successors	On-going
11	Organize coaching and mentoring to the potential successor (s)	EC and ED/CEO	On-going

12	Involve the potential successor (s) in organizational long-term strategies, management and knowledge management	EC and ED/CEO	On-going
13	Make plan for orientation and onboarding the finally selected successor	EC and ED/CEO	2026-2027
14	Develop a plan for emergency/transition leadership	EC and ED/CEO	2024-2027
15	Take the succession plan issue as an important agenda of each annual board meeting/general meeting for follow-up of the succession plan and onward directives	GC, EC and ED/CEO	On-going