



STRATEGIC PLAN 2023-27

**Uddipto Mohila Unnayan
Sangastha (UMUS)**

**Sujansaha, Tala, Satkhira,
Bangladesh**

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Strategic Plan 2023-27

Uddipto Mohila Unnayan Sangastha (UMUS)

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Acronyms

ADB	Asian Development Bank
AHTU	Anti-Human Trafficking Unit
AIDS	Acquired Immune Deficiency Syndrome
BAPA	Bangladesh Poribesh Andalon
BATA	Bangladesh Ant-Tobacco Alliance
BCCP	Bangladesh Center for Communication Programs
BEN	Bangladesh Environment Network
BDERM	Bangladesh Dalit and Excluded Rights Movement
BDPC	Bangladesh Development Partnership Centre
BDWF	Bangladesh Dalit Women Federation
BMET	Bureau of Manpower, Employment Training
BMZ	German Federal Ministry for Economic Cooperation and Development
CBOs	Community Based Organization
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CRC	The Convention on the Rights of the Child
CSO	Civil Society Organization
CIDA	Canadian International Development Agency
CWC	Community Watch Committee (CWC)
CWCS	Centre for Women and Children Studies
DANIDA	Danish International Development Agency
DAHS	Diner Alo Hijra Songho
ECD	Early Child Development Network
FGD	Focus Group Discussion
GAC	Global Affairs Canada
GE	Gender Equality
GoB	Government of Bangladesh
GTZ	German Technical Cooperation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HR	Human Resources
ICT	Information and Communication Technology
ILO	International Labour Organization
ISB	Institute of Social Business
INGO	International Non-Governmental Organization
KII	Key Informant Interview
MEAL	Monitoring, Evaluation, Accountability and Learning
MOWCA	The Ministry of Women and Children Affairs
MJF	Manusher Jonno Foundation
NGO	Non-Government Organization
NRM	National Referral Mechanism
OD	Organizational Development
PA	Participatory Approach
PESTEL	Political, Economical, Social, Technological, Environmental and Legal
RTF	Right to Food Bangladesh
RM	Resource Mobilisation
SAARC	South Asian Association for Regional Cooperation
SGBV	Survivors of sexual and gender-based violence
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TIP	Trafficking in Person
TWB	Traffic Watch Bangladesh
TVET	Technical and Vocational Education and Training
UMUS	Uddipto Mohila Unnayan Sangstha

UNFPA	United Nations Fund for Population Activities
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
WROs	Women's Rights Organizations
WVLB	Women's Voice and Leadership- Bangladesh

Glossary of Terms

Community: A neighbourhood, cluster of households within a village or urban slums

COVID-19: Coronavirus disease (COVID-19) is an infectious disease caused by the SAR CoV-2 virus.

Civil Society Organizations (CSOs): Non-State, not-for-profit, voluntary entities formed by people in the social sphere that are separate from the State and the market. CSOs represent a wide range of interests and ties. They can include community-based organizations (CBOs) as well as non-governmental organizations (NGOs). In the context of the UN Guiding Principles Reporting Framework, CSOs do not include business or for-profit associations.

Severe acute respiratory syndrome (SARS): It is a viral respiratory disease caused by a SARS-associated coronavirus.

Thana/Upazila: A geo-administrative unit under a district comprises several unions

Union: A lowest local government structure

Village: A community comprised of one or several cluster of households

1. Introduction

Strategic Plan is a guiding document of an organization for its future journey. In this case, the Uddipto Mohila Unnayan Sangastha (UMUS), which is a non-profit, non-governmental, non-political, woman and dalit community empowerment organization works to make the dalit community people of Bangladesh in excitement and aim to make an inclusive society, where ethnic minority peoples are enjoying their equal rights with dignity. This organization is mainly working alleviating the poverty of the targeted dalit community people through improving their livelihoods and food security, and living conditions. With the passage of 19 years' long journey, with the technical support of MJF and funding support of the Global Affairs' Canada (GAC), it has been felt that a strategic plan is imperative to carry out the activities in a comprehensive and rational manner with a renewed commitment, ownership and energy across the UMUS towards achieving its goals and objectives. Being significant development partner, Manusher Jonno Foundation (MJF), generated the idea of formulating a strategic plan for its partner UMUS. Accordingly, MJF has supported for development of the strategic plan for five years for UMUS in order to contribute to further organizational development process.

This strategic plan document sets out the vision, mission, values, priority goals, objectives and strategies of the UMUS for the next 5 years (2023-2027). It is developed following a participatory process which included consultative meeting, workshop, focus group discussions and KIIs with key stakeholders of UMUS (namely community based organizations' people, local government leaders, professional, and executive committee) and also consultation of UMUS's documents. The outcomes of these consultations and discussions have helped 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 and human resource development, mentorship, research, gender equity, financial resources, and organizational change for improving the delivery quality services. In addition, political, economical, social, technological, environmental and legal (PESTEL) factors (both positive and negative) were reviewed from the external sides in order to measure how UMUS can cope up with the environment, so that it can harvest maximum benefits for its targeted people.

2. Background

In Bangladesh, there are 45 Indigenous groups, who are living in different places, mainly in rural areas. And this is to some extent that today's tribal people (*dalit*) are confined to a sort of handicapped existence where induced superstition and social discriminations have undermined their own strengths, cultural values and traditions. At the margins of mainstream society, the *dalit* of Bangladesh often live at sub-human level and conditions. The *dalit* are one of the 45 tribal groups referred to above. Known by different names, they are often referred to, *dalit* Scheduled caste, forest people, etc. illiteracy, dire poverty, malnutrition, etc. are some of the problems they suffer from. These have on the other hand given rise to another series of social problems like alcoholism and early marriage, etc. Uddipto was established in 2003 with the precise intent to do something for the *dalit* and bring them into mainstream development. Made up by young dalit and women people, Uddipto dreams of an equal and just society where the dalit people may occupy an honoured place

recognized in their cultural diversity, worthy and active citizens of Bangladesh. Uddipto believes that freedom from exploitation at all levels may come about only if the dalit themselves get organized and united in a spirit of solidarity. Uddipto may thus be the beginning of the dalit's re-birth to a full human life.

UMUS, so far as its constitution is concerned is just another 'welfare-oriented women organization' without any restriction on membership. In fact, the constitution does not contain anything that may indicate the organization is community specific. On the contrary, profile of the organization categorically expresses that the organization was 'created in 2003 with the precise intent to do something for the dalit'. Thus, there is certain ambivalence.

Dalit community is one of the marginalized community in the country. Their condition is potentially further aggravated by several powerful factors and actors. Geographically, it is among the southern-most region of the country with relatively weaker physical and social infrastructure. It is a district with international border where smuggling and trafficking in person is rampant. Shrimp farming is one of the dominant economic activities, which is ill-reputed for many illegal practices including exploitation of women and child labor. It constitutes part of the Sundorban, where livelihood opportunities are few, extremely hard, and risky. Perhaps the cumulative effect, among others, female literacy is far behind in the area (38.9%) compared with the national average (53.5%). In the given context, proper formulation of legal and official documents would not be easy with highest education available in the organization is Higher Secondary Certificate (obtained after public examination held on completion of 12th grade). So, there is an obvious deficiency of knowledge, skills, and understanding of modern efficient management in the organization. The deficiency is manifested in absence of strategic plan, annual plan, and other conceptual articulation. It is important to note that EC members could not explain statements contained in the English documents of the organization (which is not unusual given their educational background). Organizational management in such circumstance would naturally be in primary stage. Capacity of the organization in implementing programmes/projects can only be proportionate. As evident from the list of programmes implemented, the organization has no substantive capacity to engage in large, multi-functional programmes requiring detailed planning, coordination, monitoring etc. Besides, advantage of 'project' activity is that it comes with a full prescription and budget to implement it. Like many other organizations, it is dependent of project implementation. Its limited implementation capacity also limits continued external resources inflow through projects. Sustainability of the organization is thus a crucial issue. The organization is aware of the reality and considering, to introduce credit programme or similar initiative to generate financial resources. The considerations are still limited in isolated discussions. Moreover, without a specific strategy and a constructive strategic plan for fundraising and diverging into a different stream of operations may not bring desired results.

The goal of UMUS is to establish rights for the backward women and children of the society and to increase their capacity through economical, social, political and human development for ensuring their returns against hard works and to show them

the right way to establish them into the society's mainstream, especially, women empowerment is the main goal.

The purpose of UMUS is the inclusion of backward women and children in the society's mainstream, so that they can enjoy the citizens' social, economic, human and basic rights with dignity.

As per the constitution of UMUS, the aims and objectives of UMUS are as follows:

- Form community-based organizations and strengthen those, so that a platform is made for the backward community people, especially women in order to raise their demands and can take the initiative for establishing their rights and ensure their actual returns for hard works.
- Increase the capacity of the local government and by which responsive and poor-people oriented administration and management is established.
- To create a preventive violence-free system for the women and children, so that they can establish their human and social rights by social movement.
- To ensure accessibility to information and by which the services provided by the government and non-government organizations are accessible to the *Dalit community* people.
- To act as a pressure group to lobby with the policy-makers and decision-makers in order to achieve the basic rights of *Dalit* community per the constitution of the people's republic of Bangladesh.

The UMUS has been duly registered with two government organizations as per GoB policy and the details are as follows:

- i) Registered with the Women's Affairs Directorate, Satkhira District, Ministry of Women Affairs, GoB, Registration Number Satkhira-71/12, Dated, 11.01.2002 and also
- ii) Registered with the Youth Department in Satkhira, Registration Number sat/239, Dated, 26.12.2012.

3. Overall Context

According to 'Situation of Dalits in Bangladesh', Prepared by BDERM and Nagorik Uddyog in 2018, it has been reported that, "Out of the total population, of approximately 160 million, the estimate number of Dalits in Bangladesh ranges between 3.5 to 5.5 millionⁱ. Caste systems and what is broadly referred to as 'untouchability' practices are most commonly associated with Hinduism, but in Bangladesh these traditions and practices have also been adopted by sections of the Muslim majority. Historically, Dalits have been oppressed by dominant groups in society and the majority are under-privileged and struggle for job opportunities. Like other caste affected communities, Dalits in Bangladesh are often forced to undertake specific types of labour as a consequence of their assigned caste status and are most commonly associated with the profession of "Jat sweepers" or "Horijon". As a result of their limited access to employment Dalits are almost exclusively working in 'the service sector' performing unclean jobs in urban areas such as street sweeping, manual scavenging and burying dead bodies. Many Dalits are stigmatised as a result of their profession and experience isolation and social exclusionⁱⁱⁱ. Within the Hindu community, Dalit population remains especially marginalised and subject to discrimination not only by the majority population but also by

more affluent, higher-caste Hindus who may, for example, exclude them from certain rituals and from shared spaces such as temples, restaurants and markets. In Bangladesh Dalits also face discrimination in their access to housing and land. They are segregated in colonies and unhygienic slum areas and are often systematically excluded from access to water and sanitation. While most non-Dalit population in the capital of Bangladesh boil or filter their water, the economically deprived and discriminated Dalits often have to do with unsafe water sources. Though numerous measures by the GoB have been made to improve water and sanitation services for the general population in urban as well as rural areas it had little effect on the country's Dalits^{vi}. The majority of Dalits are landless and their houses are often located in abandoned fields, on khash (government owned) land near roads or pasture. Dalits face widespread poverty, ostracization and food insecurity and are subjected to land grabbing, violence and forced conversion. Dalit students face exclusion from many educational institutions along with discriminatory practices such as being forced to clean classrooms, fetch water or compelled to sit on separate benches". (Website: <http://idsn.org/>).

It should be mentioned here that the climate-induced waterlogging has been significantly affecting the lives and livelihoods of the people of Tala, Satkhira in the south-west coastal region of Bangladesh for a couple of decades.

This Strategic Plan is prepared for UMUS, a grassroots-level organization of *Dalit* Community in Tala, Satkhira the south-west Bangladesh primarily focused on the lives and livelihoods of their community people through establishing the rights and dignity. Hence, this Strategic Plan reflects the commitment of the UMUS to bring about transformation of the lives and livelihoods of the marginalized people who are deprived of their basic human rights due to discriminations in diversified ways.

4. Vision, Mission, Values and Thematic Priorities

Vision Statement

To remove all sorts of discrimination and scheduled caste discrimination from the society and establish rights and express opinions through overall management for the development of standard of living of the *Dalit* community and marginal people, especially, women and adolescent girls.

Mission Statement

Uddipto should sustain to achieve the following targets and activities:

- Uddipto will be sustained for longer times though working for the Dalit community people.
- Uddipto will work on the policy, principles, behaviour, honesty, devotion and set values of the organization.
- Uddipto will sustain to perform good works.
- Everybody will be inspired through working in different places/locations/areas in a specific way.
- Uddipto will be sustained, if it works appropriately with honesty.
- Through women empowerment they will be empowered, gender disparity will be removed, educational status will be improved, and above all, the country will get a nation with proper education.
- Uddipto will work for the women in a transparent way and following its principles.

- Uddipto is highly needed to take the Dalit community people in a respectable position.
- Through establishing rights of the backward people and make them self-sustained and introduce them to the general mass of the organization.

Values for excellence in Uddipto to guide to work

Uddipto is obliged to manifest the following values at her workplace, which guide its works:

- Uddipto has the positive mentality to work on the caste discrimination and for the women and children.
- Uddipto works with honesty, devotion and justness, where there will not be any disparity.
- Uddipto works with compassion in order to create awareness in the society.
- Evaluate any work in a correct manner.
- Through its works, Uddipto could prove the worthiness and assess the efficiency and effectiveness.
 - Accountability and transparency
 - Sympathy and empathy
 - Indiscrimination and unity
 - Human dignity and Gender equity
 - Concerns for Environment.
 - Ensure quality services.
 - Strongly believes in Value for money (vfm) concept and good practice at all levels.
 - Creativity and innovation
 - Entrepreneurship
 - Maintain disciplines

Responsibilities/mandates of Uddipto to work on women issues as women rights organization

- Attitude to work with all types of people.
- Work through giving equal rights to all.
- Work with Dalit community people (both women and men) and key stakeholders through organizing meeting, training and seminars.
- Pay due respect to the women
- Organize courtyard session for raising awareness
- Raise voice of the women through uniting them.
- Through creating awareness raising type activities increase the women empowerment.
- Arrange employment opportunities and employ the women in different places.
- Assist adolescent girls of the Dalit community through making financial support in any IGAs.
- In order to establish rights of women and adolescent girls and to formulate feminism courtyard session is required and it is possible to implement this in the society.

How does or will the Uddipto work/promote self-awareness on women rights & feminism including building solidarity with the women in need; and how the power will shift for self responsiveness & cognizance?

Uddipto works with rights-based approach not service-based approach. Uddipto follow Feminist Approach through making:

- Self-Consciousness
- Solidarity and
- Power shifting for self responsiveness & cognizance.

The Feminist Principles are as follows:

- Empowerment
- Participation and
- Inclusion

Uddipto believes that the following points are important for work and practice feminism at the work place:

- Make self-confidence through arranging training for the women.
- Achieve women empowerment through creating awareness raising type of activities in the society.
- Work for backward people of the community, particularly women to increase their rights.
- Maintain personal confidentiality
- Maintain neutrality
- Allow open discussion
- Ensure accountability
- Gender equality

Thematic Priorities of Uddipto

As a backward Dalit community people's organization, Uddipto has the following thematic priorities, which are highly important for its further growth with long-term sustainability over the next strategic plan period (2023-2027).

The thematic priorities of the Uddipto are as follows:

- Empowerment of the Dalit women and remove the violence on the adolescent girls.
- Work with the drop-out children of the Dalit community
- Include women and adolescent girls in different social and political activities.
- Prevent early marriage and arise consciousness about SRHR
- Instead of giving early marriage of the adolescent girls, rather make them school-going.
- Create scope for education and make arrangements for technical education.
- Promote economic development of the *Dalit* disadvantaged women.
- Prevent caste discrimination
- Discuss about climate change vulnerabilities.
- Make arrangements for the *Dalit* adolescent girls and work on the ICT

4.8 Future perspectives/outlooks of Uddipto

In future, Uddipto would need to be expanding its working areas, considering the contexts and availability of funds over the next plan period. A viable trade off could be to go for spreading operational areas encircling Uddipta's presence in the field. Most logical would be to expand at district level and then to all over Bangladesh. However, necessary funding for this should be in place during the plan period over the next five years. Uddipto has been operational in the rural areas, which should be extended further. However, the expansion will have to be accomplished by following 'slow and steady' strategy. Expansion will continue by consolidating advancement in one place and moving to the next. Required manpower will have to be in place and trained in advance. Placing experienced staff to the new area will be useful to translate the culture and values of Uddipto in the new place, effectively.

5. Approaches

Community Participation

Participatory approach is the main pathway for UMUS in achieving its Vision and ensures people's participation. UMUS facilitates the participation of the community people in organizing, planning, implementation, monitoring and evaluation of its interventions.

Gender

UMUS uphold gender equity in the arena of everyday management decisions, policy making and program designing & interventions. It tries to ensure maintaining gender balance in all of its programmes, projects and organizational decision making.

Social Inclusion

UMUS underlines on social inclusion to mobilize the most vulnerable (vulnerable Dalit women and their families, Ethnic minorities, etc.) people of the country to pursue their goal and objectives.

Safeguarding and Protection

UMUS upholds dignity of Dalit women and adolescent girls and ensures safeguarding and their protections, mainly in the backward areas. Protection of the family members of the UMUS, including their children is the outmost efforts of this organization.

Partnership Building

UMUS believes in partnerships with government and other like-minded organizations for overcoming problems, resource exchange, cooperation, coordination and coalition building. It forge partnerships with public and private organizations in order to extract benefits for the people it serves. UMUS work with local and international entities to deliver best services for its members.

Integration

UMUS follows an integrated approach through its participatory approach of working with Dalit women and adolescent girls. It follows an unique integration and reintegration approach in its working environment.

Geographical Consideration

UMUS concentrates its interventions in Tala, Satkhira only. However, it has the mandate to extend its further to cover more areas in near future.

Monitoring, Evaluation, Accountability and Learning (MEAL)

MEAL (Monitoring, Evaluation, Accountability and Learning) 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. UMUS's head office is located in Tala, Satkhira and always monitors all activities and keeps reports of all programs up to date. The main source of its information are records, reports, audit reports and observations. Relevant reports are regularly shared with the respective government organizations, donors and partners, as required.

6. Where UMUS is Now?

Based on observations drawn from the findings of a workshop on the organizational capacity assessment of the UMUS, significant remarks have been organized under the following points, so as to directly relate with priority areas underlying this capacity assessment.

Organizational financial management

“Overall organizational management capacity of UMUS does not provide any indication of a strong financial management system in the organization. The only strength is that the organization has a financial management policy. Utility of the policy, however, it is questionable as the policy is written in English. Financial management of the organization is primarily governed by project donors. A case in point: MJF insisted that fund for its project would be transferred directly to project account, bypassing the general account. It could not have been without sufficient reason. Financial management of the organization for 10 projects it implemented up to 2019 involves a total outlay of Tk. 14,29,306. This is indicative of its financial management capacity. Financial management capacity perhaps best be built from foundation”.

Institutionalization of gender equality

“UMUS has a gender policy. The section under ‘relevance/justification’ mentions that the organization has identified strategies and formed working group for implementing gender policy. It declares to review and modification of the constitution and other policies considering gender (policy) issues and mobilizing sufficient resources to implement the gender policy. It ensures 6-month maternity leave in line with national law. The policy directs use of both father’s and mother’s name as information in organizational forms and formats. While all of these are essential first step the policy-itself falls short of requirements. To begin with, the concepts of gender, gender discrimination, gender-based violence etc. remained unexplained in the policy. Moreover, goal and objectives of the policy do not speak of the Dalit. Rest of the policy does not mention Dalit as the target audience either or specify their special

needs and context. It does not provide any process to report or seek redress of incidence of harassment. On the ground there is no 'working group' for implementation of the policy. None of the policy documents (including the constitution) has been reviewed. The existing constitution never mentioned Dalit as the constituent of the organization. Maternity leave of 6-month has not been integrated in HR policy where it provides for 4-month maternity leave. Annual report of the organization uses only father's name and organization has no resource dedicated to implement gender policy. At the core, understanding and awareness of gender concepts and internalization of gender concerns among the staff remain low in absence of any training, orientation, or at least information dissemination in the organization. It is possible that the following also affect the organization in its understanding and internalization of gender concerns: 1. A crisis of identity (as reflected in the uncertainty around assertion of Dalit as an identity). 2. Possible misinterpretation and misconceptions grown out of the assumption that 'Women organization' working for women equates understanding and promoting gender equality and justice".

Advocacy and Networking for women rights

"Advocacy and networking are of special significance for UMUS to move out of social exclusion and integrate with mainstream society with equal rights. Efforts to promote and establish marginalized people must be supported by extensive advocacy strengthened by network of organizations at different levels. Such advocacy to address discrimination based on misconceptions propagated by vested interest necessitate specialized skills, dedicated resource and quality documentation and publicity. UMUS has no strategy or guideline for advocacy & networking. Besides, its advocacy/networking is inextricable from its gender analysis and stakeholder mapping. State of gender institutionalization has been discussed earlier. The organization has not identified its multi-faceted stakeholders which are crucial for the organizational context. As mentioned earlier, the organization operates under conditions where its geography, economy, geopolitics harbors powerful vested interest in favor of status-quo. Perhaps it is not easy for the organization to implement even activities which has no direct / immediate implication for the status quo. Advocacy/networking efforts of UMUS is made further challenging by deficiency in gender understanding and stakeholder analysis. Whereas such understanding and analysis would define the scope and effectiveness of the advocacy / networking efforts. Since the organization has limited ability, networking should be one of its priority and strategy. It must be followed up with a strategic advocacy, influencing and networking plan with focus on developing specific knowledge and skills. Analysis of information from the workshop and documents led to identification of the major spheres where UMUS needs strengthening. First, the policy regime. As an organization it should have fully developed policies necessary for its objective oriented activities. Policies are the foundation of an organization and provides the essential guidance as it grows. So, a certain policy may not be possible to implement completely at a given time, but a full-blown policy is necessary to keep it in track as it moves on, protecting it from major deviations. Second is the core structure of the organization playing the role of vehicle of implementation. An organization must build its sustainable core by physical, material and human resources which will lead the

implementation of policies. This core represents the flagship of the organization. New programs / projects follow it in translating the policies. The core organizational structure also serves as the reference point when modification /adjustments in policies, procedures etc. became necessary in the course of time and expansion of activities. Finally, practical skills, knowledge and expertise have to be built within the core system. These enables the core system to become the effective operational apparatus. An organization should have capacity in key areas of management, programming and implementation to the level which at least match those required in project implementation (ideally should be superior). Only then the organization would be able to set standards for programme/projects and supervise/guide those to achieve stated results. Following are proposed as potential areas of strengthening under each sphere”.

Policy formulation

- Identify policy documents essential for the organization
- Develop complete policy papers / review existing policies and upgrade those as complete policies.
- Develop strategy papers:
 - sustainability
 - resource mobilization
 - advocacy

Vehicles for policies

- Develop / design mechanism to build internal/own resource base
- Develop financing mechanism to sustain key core staff

Operational apparatus

- Capacity building on leadership and strategic management
- Capacity building on Financial management
- Capacity building on fund raising and resource mobilization
- Improving knowledge and skills in project -cycle management
- Strengthening awareness, knowledge and understanding of gender
- Advanced training to keep abreast of latest knowledge and skills regarding gender
- Capacity development of advocacy and policy influencing
- Improving specialized skills of advocacy / networking for gender issues.
- Capacity building on M E systems.

In terms of suggestions for the improvement of UMUS, the following points are important:

Organizational management: UMUS need to establish an organizational system by having annual plans and reporting system. A comprehensive long-term plan need to be developed for the organizational sustainability.

Gender and culture: Existing policy need to be reviewed and updated in terms of inclusiveness; such as update knowledge on gender, regular orientation for the staffs, gender and culture assessment within the organization and establish a gender transformative plan in the designing.

Fund mobilization: An extensive fund mobilization strategy need to be established with sector focused since they are working for exclusively Dalit community and their empowerment.

programme & project management: Organizational standard operational plan need to establish for project implementation and quality control.

Strengthening M&E system: A result oriented M&E system need to be established for better programme and project implementation and learning.

Situation Analysis

The history and progress made so far since establishment of the UMUS generated useful lessons that this organization will apply in the coming years. However, to ensure the programmes for the coming period responding to needs of target communities and in alignment with comparative programming advantage of UMUS, it is prudent to analyze both internal and external working contexts of the organization. The analysis was done at two levels - a thorough review of UMUS documents including legal/regulating development in the country and two-day long strategic planning workshop. During the strategic planning workshop, the participants were divided into two groups to conduct analysis of UMUS external and internal environment using SWOT tool. Through use of this tool the main opportunities and threat under each of the five areas of analysis were identified.

Summary of UMUS External Environment (Opportunities and Threats):

Opportunities	Threats
1. Dalit children's have the opportunity for education.	1. Insufficient fund
2. Self-employment opportunities are available for the Dalit women through training.	2. Masculinity
3. Dalit women have priorities at the working place.	3. Unaware community people
4. Opportunities and benefits are there at the women affairs' department to avail for the <i>Dalit</i> women.	4. Dalit-headed organization
5. Avail services from the local	5. Climate change
	6. Political and bureaucratic influence
	7. Covid-19 pandemic
	8. Health service risks
	9. Maternal risks
	10. Social security is not adequate
	11. Problem in getting legal aid

<p>government</p> <p>6. Avail opportunities from the VIPs and civil society</p> <p>7. Scopes are there to avail opportunities from donor agencies, government and private organizations.</p> <p>8. Employment opportunities are there for <i>Dalit</i> community people and others.</p> <p>9. Dalit women and adolescent girls are aware about the different rights.</p> <p>10. Partnership with GOs/NGOs</p> <p>11. Scope to be elected as local government representative</p>	<p>12. Influence of social elites</p> <p>13. Early marriage</p> <p>14. Low literacy rate of the <i>Dalit</i> community people</p> <p>15. Lack of a permanent office</p> <p>16. Absence of core funds</p> <p>17. Socio-economic condition affects sustainability</p>
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Strategies to tap the opportunities:

- Increase the literacy rate of *Dalit* women and educate the adolescent girls as maximum as possible.
- Arrange for potential employment opportunities for Dalit women in both GOs/NGOs and private sector
- Establish partnerships with the GOs/NGOs and harvest benefits for Dalit women and adolescent girls.
- Motivate the qualified and capable Dalit women to contest at the local government bodies.
- Digitalization of UMUS activities.
- UMUS should increase her involvement with local & foreign partners for more funding opportunities.
- In terms of opportunities, it has ample scope to work on women empowerment with different donors.

Strategies to minimize threats:

- Involve local leaders & solvent people for donations.
- Increase the subscriptions of the members
- Establish core fund for UMUS through taking appropriate measures in solving the current fund crisis.
- Undertake research to know about the reasons for reduction of funding opportunities and developing strategies to address the issues, accordingly.
- Taking necessary actions to address the issues of climate change vulnerabilities and disaster risks.
- Potential threats can be minimized through taking appropriate strategies.
- Take necessary actions for making the project's activities sustainable.

Analysis of UMUS Internal Environment (Strengths and Weaknesses):

A thorough analysis of internal data and information reveals organization's strengths and weaknesses, both of which affect ability to meet vision, mission and thematic priorities. Organizational culture, available financial, infrastructural and human

resources, quality and values are also important to assess organizational strengths and weaknesses. Considering strengths, weaknesses and to be able to tap the opportunities that exists and to overcome the threats; UMUS needs to build on its internal strengths and address the weaknesses. The strengths and weaknesses of UMUS are summarized in the table below:

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. UMUS has 7 decimals of own land 2. UMUS has registrations from women affairs' and youth development directorates. 3. For micro-credits, UMUS has registration from Cooperatives Department. 4. This organization works with the Dalit women community people and adolescent girls. 5. All staff members of UMUS are hardworking and responsible. 6. UMUS has a nice constitution 7. UMUS can get attract funds from government and non-government and also foreign donor agencies. 8. UMUS is familiarized to both government organizations at all levels, including and local level. 9. UMUS established sincere relationship with the local community. 10. Honesty, sincerity and fairness are exist among all members of the UMUS 11. All related policies are active, including Democracy, HR and gender policies. 12. UMUS staff work following confidence. 13. Enough scope is there for availing legal aid 14. Dalit community people has scope for employments. 	<ol style="list-style-type: none"> 1. UMUS has fund crisis 2. Scope is not enough for employment opportunities for <i>Dalit</i> community people 3. No registration from NGO Affairs' Bureau for UMUS 4. Scarcity of skilled manpower 5. Monitoring system is weak 6. Less permanent assets and materials 7. No gender focal person 8. Lack of skilled manpower 9. Financial shortage 10. Inadequate official furniture 11. No scope for permanent employment 12. No full-fledged HR and communications and advocacy departments

Consolidating strategies to maximize strengths:

- UMUS has networking activities at the local level in a limited number, which needs to be enhanced.
- UMUS can establish strong linkages with the like- minded organizations at the local level and capitalize it for wider scope.
- UMUS can take necessary steps to use its own lands for the better interest of the organization.

- UMUS can take the advantage of her policies for the overall growth and development of the organization.
- Documenting good practices and regularly share with a wider stakeholder and through various media for more publicity about UMUS works.

Strategies to redressing weaknesses:

- UMUS should get the registration of the NGOAB, immediately to use her foreign funds in an appropriate manne.
- Gender focal person should be in place, immediately.
- There should have HR, communications and advocacy departments with appropriate staff should be in place.
- Developing innovative marketing strategies and business plan on promotion of income/funding sources both at the local and national levels.

Understanding the reality of change/external environment through PESTEL Analysis

PESTEL Analysis

Political:

1. Factional quarrel of the political parties.
2. Anti-corruption
3. Revenge
4. Political organizations see the NGO works in a low profile.
5. Political threats are there at the actual field works.
6. Speed money is asked for any work with political power.

Economical:

1. Price hike
2. Bank interest rate is not favourable to the users
3. There is no separate employment opportunities for the Dalit community people
4. Deterioration of the road communications
5. Core fund of UMUS is not sufficient.

Social:

1. Population growth rate is high
2. Health awareness is very low
3. Low employment opportunity
4. Low Dalit-headed

Technical:

1. Less scope for technical education
2. Less training opportunity (Tailoring, Computer, Beauty Parlour, Agriculture and Handicrafts)

Environmental:

1. Climate change vulnerabilities
2. Salinity
3. Scarcity of safe drinking water
4. Number of cyclone shelters are less and during disaster time, it is a problem to go to safe place.

Legal:

1. There is law, but no adequate application.
2. There is no separate law for the Dalit community people
3. Dalit community people are deprived of getting employment opportunities at par, although there is same opportunity for all.
4. The widow women has no right to have husband's properties

Overall Impression on the PESTEL

From the above PESTEL analysis, it is quite evident that UMUS has the ample scope to work with the government and other stakeholders as it possess huge experience and expertise in the line of policy making and influencing for Dalit women and adolescent girls. However, with the existing policies of the government and international community, UMUS has been facing problems to make a congenial atmosphere at the community level to establish their rights.

Key Achievements/Good practices made by UMUS so far

The following key achievements and good practices have been made by UMUS over the last five years:

1. Early marriage removed for 20 Dalit adolescent girls under the leadership of UMUS
2. Social status has been improved through removing scheduled caste discrimination. For example, Arrangement of drinking tea at the tea stall and hair cutting at the saloon made possible for the Dalit women in most villages, including Sujanshah.
3. IGA supports have been provided to 45 *Dalit* community people for their socio-economic development.
4. Raising of awareness made for the Dalit women through arranging issue-based courtyard sessions.
5. Tailoring training has been provided to 17 Dalit women for increasing their capacity.
6. Food relief goods provide to 2,630 Dalit marginalized families through UNDP, Nagarik Uddayogh and MJF during the last Covid-19 pandemic.
7. Under the social safety-net programmes, 35 for VGD, 20 for VGF and 500 educational stipends provided to Dalit community people.
8. An accused has been arrested for killing 'Pushpa', a Dalit community girl.
9. Create small entrepreneurs in the villages to do micro-credits.
10. Dalit women and children's improved their education.
11. Employment opportunities have been created for the Dalit community young boys and girls.

Major obstacles and challenges faced by UMUS

The major obstacles which have been faced by UMUS are summarized below:

1. To remove scheduled cast discrimination from the society, the Dalit women and community people faced different types of torture from the influential people.

2. Barriers in removing the bad culture from the society.
3. Barriers in removing illiteracy and higher education.
4. Barriers in removing early marriage of the Dalit adolescent girls.
5. Low manpower
6. Lack of finance.
7. Lack of unity.
8. Many male members of the Dalit community people don't like to allow adolescent girls to come out of their house for training.
9. Male dominance.
10. Publicize wrong information in the society.
11. Jealousy attitude
12. Social barriers

Current Funding scenario of UMUS

The funding scenario of UMUS over the last five years (2017-2021) are as follows:

Sl. #	Donor agencies-local and foreign	Objectives	Amount in BDT	Timelines
01	Realization of subscriptions from the general members and create attitude of savings	Be united and women empowerment	BDT 5, 10 and 20 monthly subscription	On-going
02	President, Secretary, Teacher, Social Leader.	To establish UMUS.	BDI 500 and 1,000	On-going
03	Women Affairs	Women empowerment and micro-credits	BDT 15,000, 20,000, 25,000, 30,000 and 40,000	On-going
04	Youth Development	For fish cultivation	BDT 20,000, 30,000 and 40,000	On-going
05	UNDP	To establish humanitarian concept among the Dalit women community people	BDT 93,200	2016- 1 year
06	UNDP	To establish humanitarian rights among the Dalit women community people	BDT 138,000	2017-1 year and 6 months
07	Nagorik Uddyogh	To protect humanitarian rights of the Dalit community people and to make them economically self-reliant	BDI 33,00,000	2019-2024
08	Nagorik Uddyogh	To protect	BDT 116,000	2016

		humanitarian rights of the Dalit community people and to make them economically self-reliant		
09	South-Asia	Adolescent girls' empowerment	BDT 94,00,000	6 months
10	MJF	Dalit adolescent girls' empowerment	BDT 94,00,000	2019-2023

Future perspectives/outlooks of UMUS

At the present state of the organization, UMUS would need to be expanding its working areas at the district, upazila and divisional levels, considering the contexts and availability of funds over the next plan period. A viable trade off could be made to go for spreading operational areas encircling UMUS's presence in the field. Most logical would be to move to all upazilas of Satkhira, beyond Tala. UMUS has been operational in the mainland and can extend over border and extreme poverty stricken areas. There are many poverty pockets in Bangladesh. However, extending to those areas may be stretching too far considering core capacity of the organization.

However, the expansion will have to be accomplished by following 'slow and steady' strategy. Expansion will continue by consolidating advancement in one place and moving to the next. Required manpower will have to be in place and trained in advance. Placing experienced staff to the new area will be useful to translate the culture and values of UMUS in the new place effectively.

7. UMUS's Strategic Issues and Priorities

Goal-1: Strengthen Institutional Development of UMUS

Sl. #	Objectives	Activities	Responsibilities	Timelines	Monitoring Methods
01	Establish rights of <i>Dalit</i> community people	Discuss about the awareness raising issues	EC, ED and PC	2024	Evaluation and Reporting
02	Create employments for the deprived people of the Dalit community people	Through arranging training	EC, ED and PC	April, 2023	Follow-up

03	Create new entrepreneur	Meeting and assembly	Project Coordinator and Officers	2023	Through Training Events
04	Activate HR Policy	Establish good relations with Group People	Field Organizer, PC	2023	Through Reporting

Goal-2: Increase Empowerment of the Dalit Women and Adolescent Girls

Sl. #	Objectives	Activities	Responsibilities	Timelines	Monitoring Methods
01	Development of the <i>Dalit</i> women and adolescent girls at the community level.	Exchange of opinions with the group members	Community leader	2023	Review reports
02	Removal of discrimination of ethnic community people	Arrange Meeting, Awareness and advocacy sessions	All staff of the UMUS	2023	Through follow-up

Goal-3: Financial Improvement

Sl. #	Objectives	Activities	Responsibilities	Timelines	Monitoring Methods
01	Increase the scope of work	Add new working area	ED and PC	2023	Through evaluating staff activities
02	Develop permanent manpower	Arrange training	ED	2024	Evaluate activities of the skilled staff

03	Arrangement of finance	Communicate with donors	EC	2022	Through survey
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Goal-4: Women Employment

Sl. #	Objectives	Activities	Responsibilities	Timelines	Monitoring Methods
01	Increase women employment	Training and increase awareness raising	ED and PC	2023	Reporting and making case studies
02	Arrange for education system	Awareness and make opportunities for education	PC and ED	2024	Through survey
03	Development of women entrepreneurs	Arrange training	Meeting and awareness raising	2024	Through reporting

Identification of needs for solving problems

Sl. #	Problems	Needs	Objectives	Strategies
01	Financial Crisis	Financing	Development of the organization and deprived women	Through government non-government funds
02	Lack of skilled manpower	Through training and awareness raising	Increase skills and organization's long-term development	From government and non-government organizations
03	No permanent and own office building	Need to build own office building	Protection of materials and seating arrangements for staff	From non-government funds

04	Lack of materials	Lack of finance	For running office smoothly	Through government and non-government funds
05	Semi-skilled EC	Needs training	To run the organization appropriately	Through donor agencies support

8. Implementation of Strategic Plan for UMUS

UMUS will implement its strategic plan following the action plans as stated in the table below:

Sl. #	Particulars	Short-term (No./Amount)		Medium Term (No./Amount)		Long-term (No./Mat)	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)	
Strategic Goal-1: Strengthen Institutional Development of UMUS												
Strategic objective: Development of the Dalit women and adolescent girls at the community level.												
Outcome: Empowerment of the Dalit women members will be strengthened												
Strategy-wise Activities:												
Strategy: Establish rights of Dalit community people												
	Discuss about the awareness raising issues											
	Document and share about the rights issues of Dalit community people to like-minded organizations and key stakeholders											
Strategy: Create new entrepreneurs												
	Meeting and assembly											
	Training on the new IGAs											
Strategy: Activate HR Policy												
	Establish good relations with Group People											
	Arrange orientation on HR policy											
	Follow-up											
	Measure the success											
Strategic Goal-2: Increase Empowerment of the Dalit Women and adolescent girls												
Strategic objective: Development of the Dalit women and adolescent girls at the community level.												
Outcome: Dalit women and adolescent girls social economic empowerment will be improved												
Strategy-wise Activities:												
Strategy: Exchange of opinions with the group members on the social and economic empowerment												
	Courtyard sessions											
	Meetings with group members											

Sl. #	Particulars	Short-term (No./Amount)		Medium Term (No./Amount)		Long-term (No./Mat)	Budget (Tk.)					Total Budget (2023-2027) Tk.
		Year-1 (2023)	Year-2 (2024)	Year-3 (2025)	Year-4 (2026)		Year-5 (2027)	Year-1 (2022-23)	Year-2 (2023-24)	Year-3 (2024-25)	Year-4 (2025-26)	
	Documentation and sharing of decisions of the meeting with the relevant stakeholders.											
Strategy: Removal of discrimination of ethnic community people												
	Arrange Meeting, Awareness and advocacy sessions.											
Strategic Goal-3: Increase the scope of work.												
Strategic objective:												
Outcome: Increase the scope of work												
Strategy-wise Activities:												
Strategy: Develop permanent manpower												
	Arrangement of finance											
	Arrangement of training											
	Follow-up											
	Performance assessment											
Strategy: Communicate with the potential donors												
	Prepare related materials to share											
	Document and share the materials with the potential donors											
Strategic Goal-4: Increase women Employment												
Strategic objective: To enhance the employment opportunities for Dalit women												
Outcome: Overall efficiency and effectiveness of UMUS staff and EC members will be improved.												
Strategy-wise Activities:												
Strategy: Capacity building of the Dalit women community people to make them self-sufficient in getting employments-both wage employment ad self-employment as Entrepreneurs												
	Increase women employment opportunities											
	Development of women entrepreneurs											

Needs analysis through identifying problems

Sl. #	Problems	Needs to solve the problems	Objectives	Strategies

01	Financial crisis	Need money	Organizational development and deprived Dalit women's development	GOs/NGOs funds
02	Lack of skilled manpower	Through training and awareness raising	Skills development and organization's permanent development	Training from GOs/NGOs
03	UMUS has no permanent building	Office Bhaban is essential	Materials will be protected and seating arrangements of staff will be made	From NGO funds
04	Lack of required materials	Lack of finance	To run the office smoothly	GOs/NGOs funds
05	Semi-skilled EC	Needs training	To run the office appropriately	Through supporting of the donor agencies

9. Implementation of Resource Mobilization Plan

Fund raising and resource mobilization tools and techniques for UMUS

The following major issues have been identified by the workshop participants in order to make the donor mapping and resource mobilization to ensure funding opportunities for the UMUS for its strategic plan period (January, 2023-December, 2027) and beyond:

1. Human Resource Development
2. Addressing the issues of advocacy
3. Addressing the issues of M&E
4. Addressing the issues of Media and Communication
5. Selling of communication products
6. Media and communication strategy development
7. Advocacy strategy development
8. TV channel relationship development through linking with media

For resource mobilization in UMUS, the diversified issues came up from discussions at the workshop participants, which are highlighted below:

- Through human resource development
- Selling of ICT materials
- Using the technological devices
- Through electronics media
- Through subscriptions
- Supporting CBOs through facilitating IGAs
- For making regular donations, spontaneous women migrant workers need to be linked and communicated through personal contacts.
- Civil societies also need to be communicated for receiving supports from time to time in a diversified way.
- Corporate bodies need to be linked-up through establishing personal and professional relationships for receiving donations and supports for implementing issue-based thematic projects/programmes and potential IGAs for the women beneficiaries of UMUS and her CBOs.
- During disaster periods (pre and post), maintain good relations with the respective government departments/ministries for receiving grants and relevant disaster management projects for the affected beneficiaries of UMUS.
- Through establishing and making related forums, networks and alliances.
- Through establishing small enterprises such as fish cultivation, small scale business etc.
- Through popularizing hot-line cards among the women and men migrant sramik communities.

Implementation of fund raising and resource mobilization plans for UMUS

Mobilize required assets:

Plan-1: From 2023 until the end of plan period in 2027, formulate necessary mechanisms to commit to have at least two national and two global funds per calendar year.

Objectives	List of activities	Responsibilities	Timelines	Monitoring and Evaluation Methods
To reach to UMUS vision, mission and goal in order to implement the organization's programmes	Documentation and protection required official papers	EC members	By 2023	Regular tracking and progress assessment Report preparation
To increase the capacity of the EC members	Activate appropriate roles of UMUS manpower	Stakeholders	On-going	Making proper documentation of reports and papers
To achieve financial strength/capacity of the UMUS	Implementation of EC plans	Project members	On-going	Making root plans and monitor the activities on a regular basis, and prepare reports, accordingly.

Plan-2: Strengthen the manpower of UMUS through creating providing necessary skills.

Objectives	List of activities	Responsibilities	Timelines	Monitoring and Evaluation Methods
Manpower of the UMUS need to be developed with smartness	Through providing adequate training	ED and EC Members	By 2023	Prepare reports and making proper documentations of important papers
Increase the number of skilled manpower	Through coordinating meeting and discussion sessions.	ED and EC Members	By 2023	Prepare data-base of the staff members

Plan-3: Arrange for CSR funds through communicating with banks and financial institutions

Objectives	List of activities	Responsibilities	Timelines	Monitoring and Evaluation Methods
Arrange different programmes in the village	Communicate with banks and financial institutions	ED and EC Members	By 2023	Review meeting resolutions and taking necessary steps
Development of financial status of UMUS	Making programming activities and plans	ED and EC Members	On-going	Review reports on a regular basis

Plan-4: Capacity development of the UMUS manpower

Objectives	List of activities	Responsibilities	Timelines	Monitoring and Evaluation Methods
Develop skilled manpower	Arrange training	EC members	By 2023	Review meeting resolutions
Implement the activities successfully	Arrange different meetings with the staff members	ED	By 2023	Review of progress reports
Familiarize the introduction of UMUS to wider population	Through arranging meetings and seminars	Government and non-government organizations	By 2023	Review of meeting/seminar outputs

Plan-5: Development of the *Dalit* women and deprived women of the community

Objectives	List of activities	Responsibilities	Timelines	Monitoring and Evaluation Methods
Development of <i>Dalit</i> adolescent girls	Increase literacy rate	ED, PC, FO, FF	On-going	Mobilize the scarce resources through appropriate use required assets
Establish capacity of the <i>Dalit</i> women.	Give handicrafts training.	ED, FO, FF	On-going	Evaluate through reporting
Arrangement of employment for <i>Dalit</i> women	Operate micro-credit	ED, PC, FO, FF	On-going	Through audit and reporting

Plan-6: Deposit at least BDT one crore at the general fund of UMUS

Objectives	List of activities	Responsibilities	Timelines	Monitoring and Evaluation Methods
Program activities	Create funds	ED, PC, FO	2023-2025	Follow-up, Reporting, Documentation
Increase the financial capacity	Increase savings of members	ED, PC, FO, FF	2023-2025	Follow-up, Reporting, Documentation
Increase skilled manpower	Training	ED, PC, FO, FF	2023-2025	Follow-up, Reporting, Documentation

Year-wise distribution of major tasks for fund raising and resource mobilization

Table-2: Year-wise distribution of major tasks for BOMSA

CY 2023	CY 2024	CY 2025	CY 2026	CY 2027
Human Resource Development (HRD) in specific areas	Work in the whole Satkhira district with skilled manpower	Mobilize the migration process at the working places	Case management through advocacy	Mobilize the backward work

Awareness raising	Team formation in the whole district	Provide necessary supports to the women migrant sramik community for maximizing the use of the available credit facilities of scheduled Banks and private Banks for making successes through IGAs of the Dalit women and adolescent girls.	Reintegration of tortured Dalit women in order to increase their efforts and initiatives at the working places	Dalit women and adolescent girls will be continuously mobilized at their respective work places through increasing their skills and raising awareness of their family members
Skills development	Form more groups of Dalit women.	Provide necessary supports for increasing productivity at levels of the <i>Dalit</i> women.	Making follow-up	Making follow-up
Women empowerment	Encourage to participate in UP membership election	Make the Dalit women as skilled enough in social and community development	Making follow-up	Making follow-up
Building leadership qualities	Form Dalit women groups in the rural areas.	Follow-up and reintegrate.	Follow-up and reintegrate	Follow-up and reintegrate
Making required and adequate skills of <i>Dalit</i> women.	Encourage in giving leadership and gathering opinions	Follow-up and reintegrate	Follow-up and reintegrate	Follow-up and reintegrate
Widening the scope of	Continue to do this	Follow-up and	Follow-up and	Follow-up and reintegrate

employment opportunities for Dalit women.		reintegrate	reintegrate	
Crate values at the society level and among the general members and project/programme beneficiaries	Continue to do this	Follow-up and reintegrate	Follow-up and reintegrate	Follow-up and reintegrate

Consolidation of resource mobilization plan and estimated budget for five years (2023-2027)

The following plan and associated corresponding estimated budget is suggested for UMUS:

Table-3: Resource Mobilization Plan and Estimated Budget

Resource Mobilization Heads	Year-1	Year-2	Year-3	Year-4	Year-5	Total
	2023	2024	2025	2026	2027	(5 Years)
	BDT	BDT	BDT	BDT	BDT	BDT
Anticipated						
Build the capacity of the selected personnel with research and development (R&D) skills						
Using of social resources						
Development of useful communication materials, including case stories						
Inclusion of new members for UMUS						
Inclusion of interested donors from within and outside the organization						
Increasing members' monthly/annual fees/life membership						
Initiate IGAs for both potential women migrants willing to go abroad and also the returnees						
Research and advocacy (including new staff recruitment)						
Networking and lobby with allies						
Organizational Development						
Donor Mapping and Resource Mobilization Sharing Workshop with Staff						
Development of RM/Fund-Raising Guidelines						
Capacity Development of Staff Members on preparation of CfP, EoI, CN, PP and Budget in/c compliance handling skills.						
Meeting/Conference to develop network and linkage with Donor(s) Agencies						
Organize annual fund/resource mobilization campaigns, motivational workshop and seminar for in-country fund raising.						
Development of new project proposals						
Monthly website review and report preparing for donor mapping						
Newspaper searching for explore the donor (Prothom Alo and Ittefaq)						
Miscellaneous						
Grand Total						

Sub-committee to implement the resource mobilization plan of UMUS

In order to implement the whole resource mobilization process/plan of UMUS, a sub-committee with seven members is suggested, which are as follows:

Sl. #	Name	Position
01	Joyanta Rani Das	Convener

02	Arpana Das	Member-Secretary
03	Abdullah Al Faruk	Finance Secretary
04	Hasna Hena	Member
05	Jewel Sarker	Member
06	Suma Sarker	Member
07	Darmacharan Das	Member

However, this is just a suggestion to consider and based on the actual situation and local conditions, the President of UMUS can decide to revise the sub-committee through changing any position and also through including more new members at the sub-committee.

It is important to note here that the sub-committee should meet once in a month on the first Monday of the first week of the month, unless, there is any holiday. If there is a holiday, then the following day could be the meeting day. Agenda for each meeting should be circulated well ahead of time and documented along with meeting minutes. It is also suggested that as the MJF project is still on-going, so the assigned Officer of the WVVLB project (MJF) needs to be updated and shared all documents of the sub-committees' meetings.

The major roles of responsibilities of the sub-committee are to explore the donor mapping/funding opportunities both at the local and global levels for UMUS over the next five years (2023-2027) as per the suggestions made above. There should be a plan to finalize at least two grants (one from the foreign donor and another from the local level e.g. GoB or any other private sources) and two sponsorships (from the outside and within the country) in each calendar year, starting from January, 2023.

10. Succession Planning for UMUS

Succession Planning:

Succession planning is an important part of the talent management process. It provides a way to identify key roles, people with the right skills and positions that may need filling in a short space of time. It also provides a way to cut the costs of recruitment, enabling organizations to manage recruitment in-house. In addition, this process helps an organization to be in the democratic process for findings its future leaders, mainly at the top level, so that the organization does not fall in a crisis at moment in time. Hence, in the case of UMUS, a succession planning process has been facilitated by the Consultant with the active participation of the members present at the workshop through group works. The workshop outputs are described below:

Table-4: Succession Planning for UMUS

Sl. #	Required Actions	Potential Successors	Timeline
1	Provide preliminary ideas about the selected committee members who have been selected from the general members.	Selected general members	2022-2024
2	President will conduct the meeting through making coordination with Vice-President and Treasurer.	Providing scope to Assistant Chairman and General Secretary.	On-going

3	Select general members as potential successor(s) per constitution	EC	On-going
4	Make changes in the constitution, as per needs	EC	On-going
5	Ensure active participation of general members and EC for making budget	EC	On-gong
6	Create/introduce volunteers approach	General members	On-going
7	Create new leadership through inquiry committee	Give responsibility to Vice-President and General Secretary as an alternative responsibility	First duration: 3 years (2023-2025)
8	Identify new leadership from all general members through counselling core committee	Create alternative leadership combining new and old members	First duration: 3 years (2023-2025)
9	Create skilled leadership through different trainings	Create Alternative leadership from the EC and general members.	First duration: 3 years (2023-2025)
10	Create new committee under the supervision of Advisory committee	Distinguished and trustworthy general committee.	First duration: 3 years (2023-2025)
11	Create new leadership from the representatives of stakeholders and civil society.	Selected and discussed persons of the society.	First duration: 3 years (2023-2025)
12	Provide training to the identified persons on the office management	Create skills from the general and EC members	January, 2023-December, 2024
13	Create sub-committee from the general members	Give priority to the self-oriented responsible persons	January-March, 2023
14	Evaluation of sub-committee and allocate budget	Skilled persons should be given to the appropriate tasks	December, 2026

