INTRODUCTION

Dhaka Ahsania Mission (DAM) since its establishment in 1958 has been serving for social and spiritual development of the human community in general and the disadvantaged community in particular. As it enters into post-2015 era, in line with the global, regional and national trends of development, DAM based on its past experience planned to formulate its future strategic directions.

This strategy plan intends to provide possible future directions and help as a guiding framework for developing individual plans in different segments of DAM. It is strongly believed that, through the collective works of all, DAM will be able to further strengthen its footing to extend need-based quality service efficiently to the target population groups. The Milestones 2020, incorporated in the strategy plan, are expected to solidify further the ground for a collective journey to the rest of the century ensuring an enlightened society for generations to come.
DAM MANDATE

Motto and Founding Aims

Motto
Divine and Humanitarian Service

Founding aims
- Develop the social and spiritual life of the entire human community
- Annihilate the distinction between human beings
- Cultivate unity and brotherhood and inspire divine love
- Teach one one’s insignificance and shun one’s pride
- Enable one to recognize and realize the relation between the Creator and the creation
- Enable one to realize the duty of man to his Creator and to his fellow beings
- Render all possible help to the suffering humanity at large.

DAM’s Vision and Mission

Vision: DAM visualizes a society that fosters humanity, spirituality, humility, equality and caring the nature, thereby realizing the duty of mankind to his Creator and his fellow beings.

Mission: DAM provides high quality services towards unity, peace and development of social and spiritual life for the human community in general and for the disadvantaged and suffering humanity, in particular.

DAM’s distinctiveness
- Founding divinity values that combine service to humanity and the Creator
- Humanitarian services through both field based and institutional interventions
- Works for unlocking human potential
- Unique 4-stroke program strategy
- Unity in Diversity
- Ensure qualitative output in all segments of its activities
- Dedicated and committed workforce
- Area based approach of work

Core values & Operating Principles

Core values
- Humanity - Caring and serving the disadvantaged and suffering humanity at large
- Spirituality - Service to creation is to serve the Creator
- Humility - Value one’s insignificance and shun one’s pride
- Equality and equity - All human beings are equal to maintain equity in the society
- Caring for nature - No human progress can be sustained if the nature is not cared for
- Honesty and morality - People demonstrate their utmost sincerity in discharging duties

Operating Principles
- Excellence and Quality - DAM strives to achieve excellence and quality in everything it does
- Research and Innovation - DAM creates space for learning by encouraging research, innovation and creativity
- Transparency and accountability - DAM implements its activities in transparent manner and is accountable to its members and programme participants
- Sustainability - DAM plans its activities targeting long-term sustainable results
STRATEGIC DIRECTIONS

Strategic goal for 2015-2025

- Reinforce DAM’s identity as a ‘mission for change’ in living conditions integrating divine values & providing high quality services
- Strengthen leadership capacity across DAM
- Two sets of priority objectives:
  - Articulate common strategic framework across DAM
  - Focus programmatic approach

Change Objectives

1. Integrate DAM’s founding aims and core values in the programmes and services offered by Institutions, Divisions and Units
2. Strengthen DAM’s identity, branding and visibility nationally, regionally & globally
3. Develop an institutional framework that connects and unites all parts of DAM
4. Strengthen networking and partnership at global, regional and national level
5. Diversify resource mobilization and income
6. Invest in people — leadership, staff development and career path
7. Develop capacity for research, innovation, advocacy and knowledge management
8. Improve governance to increase functional efficiency and effectiveness

PROGRAMMATIC FOCUS (FIELD BASED PROGRAMMES)

Programmatic Change Objectives

1. Set priorities of sector-based programmes with specific focus, results and implementation strategies
2. Scale up the services and care of DAM programmes/institutions to divisional cities, districts and upazilas, in order to meet the specific needs of different regions within the country
3. Implement region-based thematic field programmes addressing specific local needs in the regional geographic context
4. Ensure integration and connectivity of the DAM services in the same community
5. Programmes/projects implemented in the region are consistent with the regional strategy papers
6. Regional level programme coordination and implementation set-up is developed
7. Collaboration framework is developed at Upazilla level supported by a Upazilla based database of DAM services
8. Union level collaboration mechanism is developed to complement services supported by household level information
9. Automated household database is developed at union level to track complementarity of services

Strategic targets (Programmatic)

1. Sector strategy papers are revised specifying sector-wise objectives, strategies and priority programmes based on national needs and global context
2. Innovative models are developed to cater the needs of specific target groups in line with the sector strategy and set priorities
3. Strengthened regional offices with more efficient functioning and programme implementation
4. Expanded network of institutional services with locally relevant programming
5. Regional strategy papers are revised based on the contemporary needs and priorities on the geographic regions
MILESTONES 2020

- 22 institutions; 2-8 milestones/ target set by each institution
- 9 Divisions/ Units; 3 – 7 milestones / targets set by each division/unit

Institutions, Division and Unit-wise milestones are available in the full strategy plan

GEOGRAPHICAL FOCUS

In the coming decade, DAM will maintain its current geographical focus but within this, it will further concentrate investment in areas with high climatic and environmental risk, smaller growth centres and towns with limited services and care, and existing locations with high disaster risk. It will continue to monitor the changes in current east-west divide in the distribution of poverty and wealth. DAM will utilize this dominant macro-analysis as it is very likely to have pockets of poverty within relatively well-off regions. Geographical remoteness such as river and offshore islands, areas affected by salinity intrusion, biodiversity loss and chronic slow onset disaster such as drought, in selected locations, based on the needs and feasibility, the DAM institutional services will be expanded through needs analysis, action research and/or satellite mode of delivery.

IMPLEMENTATION

Key Steps
- External contexts and Recommended areas of improvement be consulted
- Specific activities should be there in the annual plan for each strategic objectives/results (both organizational & programmatic)
- Required budgetary allocation should be made for the planned actions
- The annual plans should be aligned with the targets set as Milestones 2020
- Avenues of collaboration with other segments of DAM be specified in the annual plan

Work Plan
- Dissemination across DAM : February 2015
- Internal sharing within the teams : March 2015
- Half-yearly review : January 2016
- Annual assessment : July – August 2016
- Annual reflection workshop : September 2016
- Mid-decade milestone tracking : Late 2020
- End-decade evaluation: Late 2025

Institutional Arrangements
- A strategy plan implementation coordination body
- Result-based focal point divisions
- Executive management board at DAM HO
- Core sector advisory bodies (Education, Health & Economic development)
- Core sector lead institutions
EXPECTED RESULTS AND STRATEGIC TARGETS  
(ORGANIZATIONAL)

Result 1
DAM founding aims and core values are unpacked and appropriately reflected in the programmes, services and activities of its Institutions, Divisions and Units.

**Strategic Targets**

a) Reorienting the image of the programmes and activities reflecting the spirit of DAM and integration of the core values in policies, guidelines, programmes, courses, curriculum, and publications.

b) DAM core values are manifested in the attitude, behaviour and communication of the employees across the organization.

c) Formal and systematic mechanism of monitoring and evaluation in place across DAM demonstrating integrated practice of key principles.

Result 2
The unique identity of DAM is uniformly communicated through relevant IEC materials and modes by all entities of DAM to the national and international audiences.

**Strategic Targets**

a) A common branding, visibility and communication strategy of DAM is developed to institutionalize Unity in Diversity.

b) The branding and visibility devices of DAM divisions, institutions and programmes provide consistent and coherent reflection of the core values and key principles of the organization.

c) All publications and communication materials reflect ‘One DAM’ identity that connects all organically.

Result 3
A macro level management framework is functional at the DAM head office level bringing unity in diversity, providing policy guidance and connecting all segments of DAM.

**Strategic Targets**

a) Developed a steering team at the level of Directors to provide coordinated leadership on major issues of development and collective interests and facilitate synergic collaboration among DAM institutions and programmes.

b) At technical and mid-managerial levels, strategies are developed for collaboration among DAM’s various programmes and institutions to leverage synergy.

c) Periodic documentation and reporting to DAM Executive Committee on progress, inter-segment collaborative works, challenges and potentials.

Result 4
DAM’s current level of partnership and collaboration at global, regional and national level is further expanded to make the connections more visible and effective.

**Strategic Targets**

a) Developed policy and strategy on partnership with other organizations and institutions for policy advocacy and technical cooperation at in-country and international levels.

b) Strengthened institutional capacity in DAM and its institutions to facilitate and manage partnership and collaboration.

c) Set up of Ahsania Mission Global Development Network through establishment of country offices, franchising DAM model and/or by expanding partnership with corporate sector, government bodies, UN system, spiritual development organizations and civil society organizations at international level.
Result 5
The sources of fund for meeting core expenses, development programmes and institutional expansion encompass domestic resources, corporate funding and foreign aids.

Strategic Targets
a) Developed resource mobilization strategy diversifying source of fund and with increased focus on domestic fund raising from individuals, charities and corporate sectors and optimizing effective use of resources through rational allocation and investments.

b) Increased resource inflow from fees, service charge, contribution from DAM social enterprises.

c) Increased capacity of the DAM overseas entities to mobilize resources.

Result 6
Specific plan and increased budgetary allocation on annual basis in all segments of DAM for staff development, promoting leadership and career path.

Strategic Targets
a) Undertake orientation programmes for the staff members to create value, respect and ownership on the founding aims and core values of DAM.

b) A leadership and management development framework based on common core competencies and embedding best practices in managing human resources is in place to support all leaders and managers in continuously developing their capacity.

c) Put in place a comprehensive performance management system including performance based incentive schemes at all levels, providing opportunities for continuous learning, growth and development of staff at all levels.

Result 7
Across DAM, in head office and in institutions, institutional arrangement and budgetary allocation are made for research and knowledge management.

Strategic Targets
a) Mechanisms and tools are developed, tested and used to facilitate horizontal learning and knowledge management across DAM.

b) Making research for development as integral part of planning and budgeting across DAM.

c) Evidence based policy advocacy strategies are developed in the sectors DAM works for.

Result 8
Audit, monitoring and corporate governance ensures increased functional efficiency and effectiveness of the administrative and financial systems of DAM in head office and in institutions.

Strategic Targets
a) Delegated administrative and financial responsibility balanced with accountability at various levels across DAM.

b) Automated financial management system and management information system with provision for information communication across DAM.

c) Ensure accountability and transparency at all levels at the head office, regional/area offices and institutions.

Result & target wise indicators and possible action points are available in the full Strategy Plan.
SECTOR PROGRAMME FOCUS

Core sectors
- Education
- Health
- Economic development.

Complementary sectors
- TVET
- WASH
- Agriculture

Cross-cutting sectors
- Rights and Governance
- Climate change and DRR

Causal model

SECTOR PRIORITIES

Education sector priorities:
- Increased coverage of extended primary education (ranging from pre-primary to JSC) of national standard by the children from disadvantaged groups of population in both rural and urban setting;
- Universal access of the parents and caregivers in the targeted family to literacy, life skills and market-oriented livelihood skills compatible with the Equivalency Framework and the National Technical Vocational Qualification Framework (NTVQF);
- School improvement in terms of teachers’ professional development, community engagement and providing competency based inclusive education to the children in the target areas

To complement education sector, following would be priorities of the TVET sector:
- Standardization of all DAM courses in line with NTVQF and BTEB requirements.
- Diversifying TVET courses based on market needs (expanding to agriculture technology, information technology, etc.)
- Developed online database and tracking system for the trainees and graduates

Health sector priorities:
- Ensure essential service delivery (ESD) package for women and children through field based programmes and institutional services (hospital, maternity centres, etc.)
- Scale-up addiction management, non-communicable diseases (NCD) care programmes, specially cancer, hypertension, diabetics and mental health.
- Providing services through e-health and m-health (including tele-medicine) across DAM service areas.
- Expanding preventive and curative services for HIV/AIDS, TB and other communicable diseases.

To complement health sector, WASH sector priorities will be:
- Increased access to safe water for household use by diversifying hardware technology and promoting water enterprises at the local level;
- Intensifying hygiene promotion and cleanliness campaign in the schools, communities and townships;
- Gradual expansion in WASH programmes in new urban settlements, secondary towns, and growth centres.
PROGRAMMATIC STRATEGIES

DAM’s ongoing four-stroke strategy of programme implementation at the field level will be continued having Community capacity building, Institutional capacity building, Policy advocacy and Direct services as four distinct but complementing wings of the strategy.

The inter-woven wings of the four stroke strategy will facilitate enhanced accountability and good governance ensuring quality services and access of the citizens to the public services for which they are entitled.

Economic development sector priorities:
• Intensifying small and micro enterprise development and increased engagement of youths in diversifying productivity and marketing of both agro and off-farm sectors;
• Promoting and diversifying IT based earning (IT Enabling Services) at the local level through skills enhancement and networking of services;
• Facilitating safe migration of the aspirant youths from poor and middle income group population for overseas skills based employment and extending possible support through networking for their living with dignity in the country of destination.

To complement economic development Agriculture sector will have following priorities:
• Diversifying productivity focusing on value chain crops through input and supply chains as well as capacity enhancement of the agriculture extension services;
• Promoting fair price devices enabling the producers to get justified return from the sale of products in the in-country and international markets;
• Partnership development with green economy and safe food campaigns to develop an integrated approach for sustainable agriculture.

Rights and Governance as a cross-cutting sector will pursue following priorities:
• Improved governance and increased community engagement in monitoring of inclusive public services to the poor and disadvantaged population;
• Promoting active citizenship in reduction of violence against women and children and increased access to public information;
• Community and institution based services to the victims of violence and vulnerable people for sustainable livelihood and living with dignity.

Climate change & DRR as a cross-cutting sector will have priority areas:
• Enhancing adaptation capacity of the communities;
• Strengthening mitigation measures; and
• Intensifying disaster preparedness and rehabilitation schemes