

BRIDGE FOR DEVELOPMENT ORGANIZATION

BDO STRATEGIC PLAN

(2024 – 2028)



May 2024

Table of Contents

S/N	Topics	Pages
1	Executive summary	1
2	Background and Introduction	2-3
3	Organization Overview	3-4
4	Vision, Mission, and Core Values	4
5	Geography of Service Provision	5
6	Beneficiary Landscape	5
11	SWOT, and PESTEL analysis	5-6
12	Organization Priorities and Goals	6-7
13	Method of the SP Process	8
14	Strategic Plan	8-13
15	Implementation Strategies	13
16	Action Plan	14
17	Implementation Timeline	14
18	Management and collaboration	14
19	Updated organogram	15
20	Resources Required	15-16
21	Sustainability Strategies	16-17
22	Monitoring and Evaluation	17
23	Technical Assistance Required	17-18
24	Assumptions, risks and constraints	18

Acronyms

Acronyms	Descriptions
ACSO	Agency of Civil Society Organization
BDO	Bridge for Development Organization
BDS	Business development skills
CDC	Communicable Disease Control
CCRDA	Consortium of Christian Relief and Development Association
COVID 19	Corona Virus Disease 2019
CSR	Corporate social responsibility
DEI	Diversity, Equity and Inclusiveness
DQA	Data quality assurance
GGF	Global Giving Foundation
GBV	Gender Based Violence
ECE	Early Child Education
EPI	Expanded Program on Immunization
KPI	Key performance indicator
LSE	Life Skills Education
MoE	Ministry of Education
NGO	Non - Governmental Organization
ICT	Information communication technology
INGO	International nongovernment organization
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
SEO	Search engine optimization
SDG	Sustainable development goal
SRH	Sexual and Reproductive Health
SP	Strategic plan
SWOT	Strength Weakness Opportunity Threat
WASH	Water, sanitation and Hygiene

Acknowledgment

We extend our heartfelt gratitude to all those who played a crucial role in developing the BDO strategic plan.

- **To our dedicated staff and board members:** Your unwavering commitment and tireless efforts have been instrumental in shaping our vision and direction. Your insights and hard work have laid a strong foundation for our future.
- **To the leaders of our partner organizations:** Thank you for your invaluable collaboration and support. Your expertise and contributions have enriched our planning process and strengthened our strategic goals.
- **To our expert friends:** Your guidance and knowledge have been indispensable. Your willingness to share your expertise has greatly enhanced the quality and depth of our strategic plan.

Together, your collective efforts and dedication have been pivotal in creating a strategic plan that will guide us toward a prosperous and impactful future. Thank you for your partnership and unwavering support.

Executive Summary

Strategic planning is integral to the success of every nonprofit organization. These plans serve as road maps that guide nonprofits, ensuring actions align with an organization's mission and goals.

The strategic plan is designed to be a living document, guiding BDO's efforts to achieve its mission and vision. Also it is aimed for BDO and its stakeholders, donors, board members, supporters, and other interested parties to understand the strategic priorities and goals and serves as a communication tool to seek support for its execution and accomplishment of its mission.

The strategic plan was developed through the processes of research and review of strategic plans from other nonprofits available on the web, consultation with staffs and board members, feedback from nonprofit leaders and stakeholders, and customization of the planning process through a collaborative and iterative process involving internal and external stakeholders.

The major contents of the SP include background information on local and international humanitarian situations, the methods and processes of the SP, analysis of internal and external situation of BDO, an overview of the organization, the organizational priorities and goals, program and leadership goals and objectives, service locations and target beneficiaries, sustainability strategies, monitoring and evaluation strategies, resource required, implementation strategies and management cooperation and collaborations, new organogram and assumptions and risks of the SP. Implementing the strategic plan of BDO requires a robust framework for organizational management, coordination, and external collaboration. Here's the ideal process in short:

- Strong leadership is crucial for driving the implementation process.
- Foster a culture of transparent communication within the organization.
- Allocate resources (financial, human, and technological) in a strategic manner to support the implementation of the strategic plan.
- Encourage collaboration across different departments or teams within the organization.
- Forge strategic partnerships with other non-profits, government agencies, businesses, and community organizations.
- Establish mechanisms for monitoring progress towards strategic goals and evaluating the effectiveness of implemented strategies.
- Embrace a culture of continuous learning and adaptation.
- Develop robust methods for measuring the impact of the organization's programs and activities.

Implementing a strategic plan successfully in small non-profits often requires various forms of technical assistance to address specific needs and enhance overall effectiveness. Therefore, the following key areas of technical assistance are required: Technology and IT support, fundraising and financial management support, training and capacity building support and evaluation and monitoring system support.

BDO remains committed to its mission and invites all stakeholders to join in supporting the implementation of this strategic plan. Through strategic focus and collaborative efforts, BDO aims to make a lasting impact on the lives of women, children, and young people in Ethiopia. Hence, in pursuing its mission, BDO believes it can contribute to the successes of SDGs. Therefore, BDO calls to stakeholders, supporters, donors and partners to collaborate and support for effective and efficient implementation of this strategic plan.

1. Background & Introduction

1.1. The Context of Ethiopia

Geography: Ethiopia is the second-most populous country in Africa, featuring diverse landscapes such as highlands, plateaus, and lowlands. It borders Eritrea to the north, Djibouti and Somalia to the east, Kenya to the south, South Sudan to the west, and Sudan to the northwest.

History: With a history spanning thousands of years, Ethiopia is one of the world's oldest nations and one of the few African countries to resist European colonization during the Scramble for Africa. Its historical roots trace back to the Aksumite Kingdom and the Solomonic dynasty.

Culture: Ethiopia's rich cultural heritage includes various ethnic groups, each with unique customs, languages, and traditions. The Ethiopian Orthodox Church has significantly influenced the nation's cultural and traditional landscape.

Economy: Agriculture, particularly coffee production, is the backbone of Ethiopia's economy, though the country is also experiencing growth in manufacturing and services. Despite this, poverty and food insecurity are widespread issues.

Politics: Ethiopia has seen substantial political changes, especially after the dissolution of the Ethiopian People's Revolutionary Democratic Front (EPRDF) coalition in 2018 and subsequent reforms under Prime Minister Abiy Ahmed. Nevertheless, ethnic tensions and political divisions remain significant challenges.

Conflict: Ethiopia faces various internal and external conflicts, such as the recent Tigray conflict that caused widespread displacement and humanitarian crises. Border disputes and tensions with neighboring countries further complicate the situation.

1.2. Humanitarian Situation in Ethiopia

- **Global Context:** Humanitarian needs are driven by conflicts, natural disasters, socio-economic inequalities, and health crises.
- **Displacement:** Hundreds of thousands of Ethiopians are displaced, seeking refuge both within and outside the country due to conflicts and disasters.
- **Food Insecurity:** Conflict has disrupted food production and distribution, leading to widespread hunger, with millions in urgent need of food assistance.
- **Access Challenges:** Humanitarian organizations face difficulties in reaching affected populations due to security issues and resource constraints.
- **Atrocities:** Reports indicate widespread atrocities, including extrajudicial killings, sexual violence, and forced displacement.
- **Infrastructure Damage:** Healthcare facilities, schools, and infrastructure have been damaged or destroyed, exacerbating the crisis.

1.3. Global Charity Landscape

- **Competition:** Charities compete with other nonprofits and for-profit entities engaged in CSR activities.
- **Donor Preferences:** Donors increasingly support causes that align with their values, necessitating charities to differentiate themselves effectively.
- **Digital Platforms:** The rise of digital platforms and crowd funding offers new opportunities and challenges in reaching and engaging donors.
- **Global Operations:** Operating globally presents opportunities for collaboration and impact but also introduces complexities related to cultural, legal, and logistical factors.

1.4. The Context of NGOs in Ethiopia

- **CSOs in Ethiopia:** Civil Society Organizations (CSOs), including NGOs, Trusts, Foundations, and Faith-Based Organizations, play a crucial role in promoting social welfare and improving economic and physical circumstances.
- **Regulatory Environment:** The Charities and Societies Proclamation No. 621/2009, revised in 2019, facilitates the functioning of NGOs but challenges remain, particularly in mobilizing and utilizing resources.
- **Funding Constraints:** NGOs face financial insecurity due to regulatory restrictions and a preference among donors to fund organizations from their own countries.
- **Opportunities:** The revised law permits NGOs to engage in income-generating activities, presenting opportunities to diversify funding sources and enhance competitiveness.

2. Organizational Overview

2.1. Establishment

Bridge for Development Organization (BDO) was established to complement the community and social welfare service and development gaps that the government can't address. Our community at large is in crisis because of the effects of corona, the ongoing war, population growth, and long-term poverty.

Bridge for Development (BDO) is a board-led, non-governmental community service organization. It was established in October 2019 and licensed by the Federal Civil Society Agency under Registration No. 4509.

BDO have existed for the past four year and through our journey we have seen progress in terms of our capacity to fundraising, partnerships, increasing supporters, getting more experiences and being credible in the community.

2.2. Address and Contact Information

- **Name of Organization:** Bridge for Development Organization
- **Address:** Ethiopia, Addis Ababa; Nefas Silk Lafto Subcity; District 14

- Contact Info: bridgedevlopment4com@gmail.com; (+251) 911685306
- Website: bridgefordevelopment.com

2.3. Major Milestones:

- Able to fundraise from individuals locally and through crowd funding to carry the day-to-day operational activities and for community support activities.
- Recruited staffs and board members with voluntary positions and fulfilled the need of office equipment and furniture.
- Based on its capacity and support from donors BDO has supported public libraries with reference books; supported orphanages with clothing; and supported displaced women in the Northern Ethiopia with hygiene and sanitation kits.
- Approached renowned and experienced NGOs and developed partnerships
- BDO has got recognition certificate of best national startup charity of the year 2023 from Abyssinia Prize Award.
- Developed strategic plan for the year 2024 -2028

3. Vision, Mission, and Core Values

3.1. Vision Statement: BDO envisions a future where women, children, adolescents, and young people in Ethiopia live healthy, happy, and decent lives.

3.2. Mission Statement: BDO's mission is to enable women, children, and young people in need to receive health, education, and employability support, fostering their capacity and self-sufficiency.

3.3. Core Values:

- **Accountability/Trust:** Ensuring BDO maximizes its impact and adheres to its commitments.
- **Cooperation/Collaboration:** Leveraging partnerships for greater resources and innovation.
- **Equal Opportunities:** Ensuring non-discriminatory access to resources.
- **Empathy:** Understanding and addressing diverse perspectives and experiences.
- **Innovation:** Continuously improving approaches to meet modern needs.
- **Inclusivity:** Providing opportunities for diverse individuals to achieve their potential.
- **Nonviolence:** Committing to peaceful actions and accountability.
- **Respect:** Treating all individuals with dignity and compassion.
- **Transparency:** Maintaining a positive culture through openness.
- **Justice and Equity:** Affirming dignity and combating structural inequalities.

4. Geography of Service Provision

- As a dynamic and growing organization, BDO plans to expand its geographic reach over time. Currently, priority is given to Addis Ababa, Amhara, Oromia, and Tigray for thematic program implementation. Additionally, BDO will intervene in any location during emergency disasters using locally available and overseas resources.

5. Beneficiary

- **Beneficiary Landscape**

BDO's beneficiaries are primarily women, children, and youth who are underserved and lack access to literacy, early education, basic and universal health, livelihood supports, and skills necessary for empowerment and thriving. In disaster response activities, the focus is on providing assistance to all affected individuals.

- **Targets/ Output**

	Targets	2024	2025	2026	2027	2028	Total
1	Emergency Response	25K	20K	15K	10K	5K	75K
2	Early childhood quality education	5K	10K	15K	15K	20K	65K
3	School rehabilitations	1	2	3	4	5	15
4	Student learning kit provision		3750	3750	3750	3750	15K
5	WASH	5K	10K	15K	15K	20K	65K
6	Youth sexual and reproductive health/#HC	10	20	30	50	50	160
7	Skills development for youth livelihoods	1K	2K	3K	4K	5K	15K
8	Health and safety for girl students	100	500	1000	1000	1000	3600
9	DQA and immunization awareness (#HC)	15	15	15	15	15	75

6. SWOT, PESTEL, and Stakeholder Analysis

6.1. SWOT Analysis

- **Strengths:**
 - Legal compliance and clear organizational structure.
 - Well-defined vision and mission.
 - Written terms and conditions for board, staff, and volunteers.
 - Annual budget preparation and financial management.
 - Capacity to solicit and secure resources and partnerships.
- **Weaknesses:**
 - Limited and varied resource base.
 - Lack of written policies for strategic management processes.
 - Low visibility in the geographic area and media.
 - Limited involvement in networks and umbrella organizations.

6.2. Opportunities and Challenges

- **Opportunities:**
 - Embracing technology to streamline operations and enhance transparency.
 - Collaborating with other organizations to amplify impact.
 - Being responsive to evolving societal needs.
- **Challenges:**
 - Excessive donor restrictions and resource constraints.
 - Compliance with regulatory bodies, especially for smaller organizations.

6.3. PESTEL Analysis

- **Political:** Significant political challenges and ongoing conflicts.
- **Economic:** Economic challenges include high inflation and foreign exchange shortages.
- **Social:** Diverse population with increasing demand for social services.
- **Technological:** Progress in technology, but infrastructure and digital skills remain limited.
- **Environmental:** Challenges such as droughts, flooding, deforestation, and climate change.
- **Legal:** Issues regarding human rights, freedom of expression, and rule of law.

6.4. Stakeholder Analysis

GROUP	EXPECTATION	PRIORITY
Primary Stakeholders		
Beneficiaries	Access/Quality Services	1
Staff	Professional Development/Safe Work Environment	1
Board Members	Compliance/Mission Alignment/Governance	1
Local Government	Transparency/Collaboration	1
Volunteers	Appreciation/Training/Clear Communication	1
Donors and Funders	Transparency/Impact/Accountability	1
Secondary Stakeholders		
Partners (NGOs, INGOs)	Expertise Sharing/Collaboration/Recognition	1
Community/Public	Impact/Transparency/Trust	2
Media	Transparency/Newsworthiness	1
Suppliers and Service Providers	Collaboration/Partnerships	2

7. Organizational Priorities and Program Goals

7.1. Broad Goals

- **Goal 1:** Empower women, children, and young people by providing health, education, and employability support to foster independence and resilience.

- **Goal 2:** Provide immediate assistance to women, children, and young people in emergencies, ensuring their safety and well-being.

7.2. Program Priorities (2024-2028)

BDO's programmatic areas align with several Sustainable Development Goals (SDGs) to address the needs of vulnerable populations:

7.2.1. Education

- **Learning Material Provision:** Supporting children's education by providing necessary materials and teacher training.
- **Early Childhood Education (ECE):** Implementing standardized pre-primary education in government schools through pilot projects.

7.2.2. Health and Safety

- **Sexual Health:** Targeting youth family planning.
- **Mental Health:** Supporting children and adolescents with a focus on addressing substance abuse and mental health conditions of migrants and displaced communities
- **Maternal and Child Health:** Prioritizing the health and well-being of mothers, newborns and infants.
- **School Health:** Enhancing knowledge on reproductive health, life skills and rights

7.2.3. Employability and Entrepreneurship

- **Economic Empowerment:** Supporting young people, women, and persons with disabilities in accessing work and entrepreneurship opportunities.
- **Innovation:** Utilizing technology to innovate and advance youth employment initiatives.
- **Jobs and Career Information:** Guidance and skill development for pre and post career needs

7.2.4. Emergency Relief

- **Immediate Response:** Providing vital support to women, children, and young people during emergencies, including access to basic necessities such as water, food and shelters.

7.2.5. Cross-Cutting Themes

- **Community Engagement:** Involving local communities in program planning and implementation.
- **Sustainability:** Ensuring programs are designed with long-term impact and sustainability in mind.

8. Methodology of the Strategic Plan Process

BDO developed its strategic plan through:

1. **Research and Review:** Studying strategic plans from other nonprofits to understand effective frameworks and best practices.
2. **Consultation with Staff and Board:** Gathering input from BDO staff and board members to ensure a comprehensive approach.
3. **Feedback from Nonprofit Leaders and Stakeholders:** Seeking external perspectives to enhance the strategic plan.
4. **Customized Planning Process:** Tailoring the planning process to BDO's specific needs and goals.
5. **Strategic Plan Development:** Collaboratively developing the strategic plan with input from internal and external stakeholders.

9. Strategic Plan

9.1. Strategic Plan as a Tool for Organizational Sustainability and Growth

This strategic plan aims to identify BDO's long-term goals and objectives, guiding the organization's direction. Strategic planning is essential for aligning actions with BDO's mission and goals, ensuring programmatic actions support the organization's vision.

In conclusion, the strategic plan is crucial for BDO's fundraising efforts, sustainability, capacity building, and mission fulfillment. BDO calls on stakeholders, supporters, donors, and partners to collaborate and support the effective implementation of this plan.

9.2. Program and Leadership Goals and Objectives

9.2.1. Program Goals and Objectives

Promoting Quality Education

9.2.1.1. Early Childhood Quality Education

- This project supports SDGs: Goal 4, Goal 3, Goal 5, Goal 10, and Goal 17.

Goal 1: Improve parental and educational care in 10 public preschools for children aged 4-6 years by 2026.

1. **Objective 1:** Enhance the learning environment by providing material support and classroom buildings.
2. **Objective 2:** Increase parent-school engagement and improve after-school/home learning environments.
3. **Objective 3:** Update the program content to include more skill-building strategies.

4. **Objective 4:** Enhance school staff and teacher skills through professional development.
5. **Objective 5:** Improve health and safety in schools to create optimal learning environments.
6. **Objective 6:** Increase fund development and resource mobilization for school system improvements.
7. **Objective 7:** Improve information and data recording systems.

9.2.1.2. Access to Educational Materials for Children

This project supports SDG 4.

Goal 1: Ensure access to quality education for children in internal conflict zones and marginalized populations by 2028.

1. **Objective 1:** Provide educational materials to 150 schools in conflict-hit zones of Amhara, Oromia, and Tigray regions.

9.2.2. Health and Safety

9.2.2.1. Improving the Demand for Youth Sexual and Reproductive Health Services

- This project supports SDGs: Goal 3, Goal 5, Goal 10, and Goal 17.

Goal 1: Improve sexual health care quality for young people.

1. **Objective 1:** Train healthcare providers on youth-friendly service delivery.
2. **Objective 2:** Monitor and evaluate service quality through client feedback and audits.

Goal 2: Empower young people to make informed decisions about their sexual and reproductive health.

1. **Objective 1:** Provide comprehensive sexuality education in various settings.
2. **Objective 2:** Facilitate peer support groups and youth leadership programs.
3. **Objective 3:** Strengthen partnerships with youth organizations.

9.2.2.2. Improving Child Immunization Program in High-Density Populations

This project supports SDGs: Goal 3, Goal 10, Goal 16, and Goal 17.

Goal 1: Enhance vaccine acceptance and demand.

1. **Objective 1:** Conduct communication campaigns to address vaccine hesitancy.
2. **Objective 2:** Implement innovative strategies to improve vaccine acceptance.
3. **Objective 3:** Promote culturally sensitive communication materials.
4. **Objective 4:** Engage community health workers to promote immunization.

Goal 2: Integrate Data Quality Assessment (DQA) into routine practice.

1. **Objective 1:** Increase data monitoring frequency using DQA tools.
2. **Objective 2:** Improve immunization focal persons' knowledge and skills through training.
3. **Objective 3:** Enhance data report completeness and timeliness.
4. **Objective 4:** Improve data management systems.
5. **Objective 5:** Prepare and act on quarterly action plans.
6. **Objective 6:** Conduct quarterly review meetings to evaluate progress.

9.2.2.3. Health and Safety Education for Young Girls in Junior High School

This project supports SDGs: Goal 3, Goal 4, Goal 5, Goal 10, and Goal 17.

Goal 1: Enhance safety and health development skills for girls.

1. **Objective 1:** Develop and deliver safety education programs.
2. **Objective 2:** Promote health and hygiene practices.
3. **Objective 3:** Empower girls to advocate for their safety and well-being.

9.2.2.4. Promoting Mental Health in Conflict Settings

This project supports SDGs: Goal 3, Goal 16, Goal 1, Goal 10, and Goal 17.

Goal 1: Improve mental health and well-being for displaced individuals.

1. **Objective 1:** Provide psychosocial first aid to 4800 patients.
2. **Objective 2:** Increase linkages to social and economic services.
3. **Objective 3:** Enhance family support for patients.
4. **Objective 4:** Follow up with patients to reduce mental health stigma.
5. **Objective 5:** Conduct community outreach to raise mental health awareness.
6. **Objective 6:** Organize workshops to promote mental health acceptance.

9.2.3. Enhance Livelihood and Employment Opportunities for Vulnerable Youth

9.2.3.1. Skills Development for Unemployed Youth

This project supports SDGs: Goal 1, Goal 8, Goal 4, Goal 10, and Goal 17.

Goal 1: Enhance entrepreneurial skills.

1. **Objective 1:** Provide training and mentorship in entrepreneurial skills.
2. **Objective 2:** Facilitate access to microfinance and startup support.
3. **Objective 3:** Establish peer learning platforms for young entrepreneurs.

Goal 2: Promote technical and vocational skills development.

1. **Objective 1:** Expand access to vocational training programs.

2. **Objective 2:** Provide practical work experience opportunities.

Goal 3: Foster digital literacy and innovation.

1. **Objective 1:** Integrate digital literacy training into educational curricula.

9.2.3.2. Increasing Employment Opportunities through Access to Resources and Labor Market Information

This project supports SDGs: Goal 1, Goal 4, Goal 8, Goal 10, and Goal 17.

Goal 1: Build digital literacy and ICT skills among vulnerable youth.

1. **Objective 1:** Enhance ICT skills for employability in Addis Ababa.

Goal 2: Promote financial inclusion and access to financial services.

1. **Objective 1:** Advocate for youth-friendly banking products.
2. **Objective 2:** Provide financial management training.

Goal 3: Increase labor market information for unemployed youth.

1. **Objective 1:** Raise awareness about job opportunities and career pathways.
2. **Objective 2:** Improve access to labor market information.
3. **Objective 3:** Match unemployed youth with suitable job opportunities.
4. **Objective 4:** Empower youth to make informed career decisions.
5. **Objective 5:** Facilitate networking and peer support.

9.2.4. Responding to Disasters in the Country

9.2.4.1. Implementing WASH Program in Conflict Stricken Zones

This project supports SDGs: Goal 3, Goal 6, Goal 11, Goal 16, and Goal 17.

Goal 1: Ensure access to safe water for displaced people.

1. **Objective 1:** Provide safe drinking water in shelters.
2. **Objective 2:** Establish water treatment systems.
3. **Objective 3:** Train community members on water handling practices.

Goal 2: Enhance sanitation facilities and practices.

1. **Objective 1:** Construct or upgrade sanitation facilities.
2. **Objective 2:** Promote safe sanitation practices.
3. **Objective 3:** Provide menstrual hygiene management facilities.

Goal 3: Distribute hygiene materials and promote hygiene education.

1. **Objective 1:** Distribute hygiene kits.
2. **Objective 2:** Conduct hygiene promotion sessions.
3. **Objective 3:** Train community health volunteers.

9.2.4.2. School Rehabilitation in Conflict Stricken Zones

This project supports SDGs: Goal 4, Goal 6, Goal 3, Goal 10, and Goal 11.

Goal 1: Improve education infrastructure in conflict areas.

1. **Objective 1:** Secure funding for school rebuilding.
2. **Objective 2:** Reconstruct 15 primary schools by 2028.

9.2.4.3. Improving Food Security and Nutrition in Conflict Stricken Regions

This project supports SDGs: Goal 2, Goal 3, Goal 16, and Goal 17.

Goal 1: Ensure access to nutritious food for individuals affected by conflict.

1. **Objective 1:** Provide emergency food assistance and establish distribution networks.
2. **Objective 2:** Promote breastfeeding and address micronutrient deficiencies.
3. **Objective 3:** Foster partnerships for effective coordination.
4. **Objective 4:** Provide agricultural support to farmers.

9.2.2. Organizational Leadership and Management Goals and Objectives

Goal 1: Strengthen resource and financial position.

1. **Objective 1:** Develop effective financial management systems by 2028.
2. **Objective 2:** Execute efficient fundraising strategies by 2028.
3. **Objective 3:** Build cash reserves for financial stability by 2028.
4. **Objective 4:** Diversify income streams by 2028.
5. **Objective 5:** Improve operational efficiency by 2028.

Goal 2: Enhance organizational and operational excellence.

1. **Objective 1:** Improve employee skills and capacities by 2028.
2. **Objective 2:** Establish KPIs to track and improve organizational performance by 2028.
3. **Objective 3:** Increase donor and beneficiary satisfaction through feedback mechanisms by 2028.
4. **Objective 4:** Implement new software systems to enhance efficiency by 2028.
5. **Objective 5:** Integrate sustainability principles into operations by 2028.

Goal 3: Develop and scale up programs to meet beneficiary needs.

1. **Objective 1:** Conduct needs assessments to identify beneficiary needs.
2. **Objective 2:** Measure program effectiveness using key performance indicators.
3. **Objective 3:** Expand program reach to new populations or areas.
4. **Objective 4:** Develop new programs in response to identified needs.
5. **Objective 5:** Strengthen partnerships to enhance program delivery.

Goal 4: Elevate organizational capacity and strengthen leadership.

1. **Objective 1:** Improve communication and collaboration across departments.
2. **Objective 2:** Increase diversity and inclusion within the organization.
3. **Objective 3:** Implement performance management systems to evaluate leadership.
4. **Objective 4:** Develop KPIs for leadership development and capacity building.

Goal 5: Increase awareness, support, and engagement.

1. **Objective 1:** Increase social media and website followers.
2. **Objective 2:** Boost event and webinar attendance.
3. **Objective 3:** Form new partnerships or collaborations.
4. **Objective 4:** Secure media mentions and features.

Goal 6: Enhance partnerships and networking for collaboration.

1. **Objective 1:** Establish new partnerships annually.
2. **Objective 2:** Create strategic alliances and joint ventures.
3. **Objective 3:** Engage with existing partners through joint initiatives.
4. **Objective 4:** Share resources with partners.
5. **Objective 5:** Generate revenue through partner support.

10. Implementation Strategies

1. **Detailed Work Plan:** Create a detailed implementation work plan.
2. **Communication:** Ensure all employees and stakeholders are aware of the strategic plan and their roles.
3. **Resource Allocation:** Allocate necessary resources, including budget, manpower, and technology.
4. **Training:** Conduct training for staff, board members, and volunteers.
5. **Stakeholder Engagement:** Identify and involve stakeholders for collaboration and support.
6. **Regular Reviews:** Undertake regular reviews and monitor progress, taking corrective actions when needed.
7. **Communication Plan:** Design a plan for communicating progress, updates, and issues to stakeholders.
8. **Adaptation:** Make adjustments based on feedback and changing conditions.
9. **Celebrating Milestones:** Acknowledge and celebrate achievements to keep employees motivated.

11. Action Gantt chart
12. Implementation Timeline

N	ACTIVITIES	Y1	Y2	Y3	Y4	Y5	Responsible
1	Launching and orientation	X					Staffs, board, SH, partners
2	Establishing governance	X					Staffs, board, SH, partners
3	Initiating key	X					Staffs, board, SH, partners
4	Executing quarterly operational tasks	X	X	X	X	X	Staffs, board, SH, partners
5	Executing quarterly program tasks	X	X	X	X	X	Staffs, board, SH, partners
6	Monitoring and evaluation	X	X	X	X	X	Staffs, board, SH, partners
7	Review and refine progress	X	X	X	X	X	Staffs, board, SH, partners
8	Document and share information and reports	X	X	X	X	X	Staffs, board, SH, partners
9	Celebrate success	X	X	X	X	X	Staffs, board, SH, partners
10	Prepare for transition to next SP					X	Staffs, board, SH, partners

Year One (2024)

- **Quarter One - Two:** Launch and orientation, establish governance structure, initiate key projects, monitor progress, mid-year review.
- **Quarter Three - Four:** Address challenges, continue execution.

Year Two - Four (2025-2027)

- **Implement Yearly Work Plans:** Utilize quarterly implementation cycles, execute action plans, monitor and evaluate, engage stakeholders, adapt and pivot.

Year Five (2028)

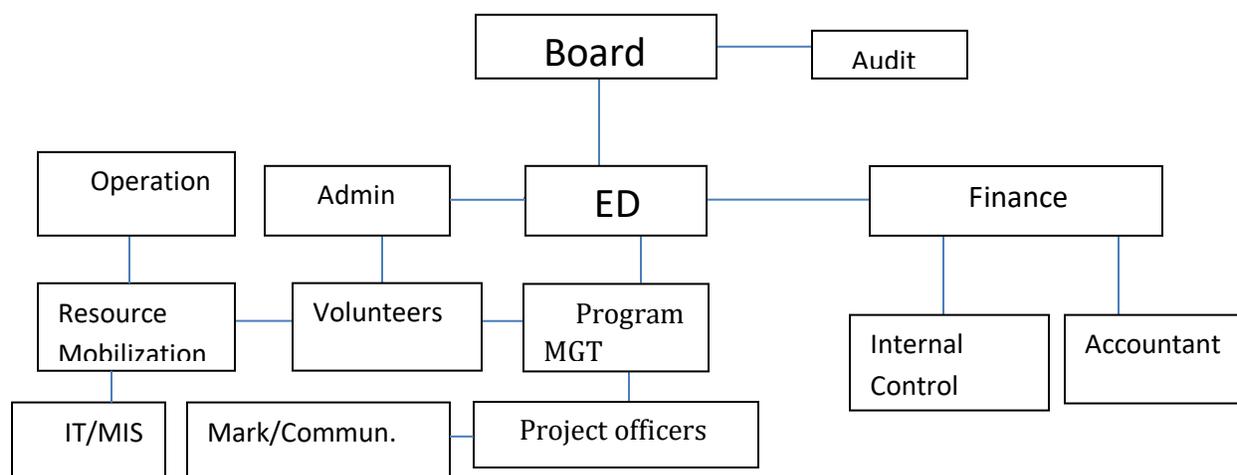
- **Accelerate Progress:** Intensify efforts, review and refine, prepare for transition, celebrate achievements.

13. Organization Management, Collaboration and Coordination for SP Implementation

1. **Leadership:** Strong leadership to drive the implementation process.
2. **Transparent Communication:** Foster a culture of transparent communication.
3. **Resource Allocation:** Allocate resources strategically.
4. **Collaboration:** Encourage collaboration across departments.
5. **Strategic Partnerships:** Forge partnerships with non-profits, government agencies, businesses, and community organizations.
6. **Monitoring Mechanisms:** Establish mechanisms for monitoring progress and evaluating effectiveness.
7. **Continuous Learning:** Embrace a culture of continuous learning and adaptation.
8. **Impact Measurement:** Develop robust methods for measuring the impact of programs and activities.

14. Updated Organizational Structure

The updated organizational structure reflects the expanding programs, increasing number of partners, and qualified personnel required to effectively implement planned activities and achieve intended outcomes.



15. Resources Required

15.1. Critical Resource Categories

- **Financial Resources:** Budgets allocated based on activities aligned to goals, sourced from fundraising, local and international grants.
- **Human Resources:** Staffs, board members, volunteers, and partners' personnel.
- **Physical Resources:** Equipment and facilities from BDO and partners.
- **Technological Resources:** IT infrastructure, hardware, software tools, and technology experts.
- **External Resources:** Partners, vendors, or service providers.

15.2. Budget Projections

Program	Program Cost	Admin Cost	Total
Education Sector			
Quality Early Childhood Education	1000000	300000	1300000
Access to Educational Materials	17500000	5000000	22500000
Health Sector			
Youth Sexual and Reproductive Health	2000000	500000	2500000
Improving Child Immunization Program	1000000	250000	1250000
Health and Safety Education for Girls	1000000	500000	1500000
Promoting Mental Health	5000000	1000000	6000000
Livelihood			
Empowering the Unemployed Youths	50000000	16000000	66000000
Increasing Employment Opportunities	10000000	3200000	13200000
WASH			
Implementing WASH program	25000000	7500000	32500000
Education Sector Infrastructure			

School Rehabilitations	1000000	500000	1500000
------------------------	---------	--------	---------

15.3. Total Required Budget

Program	Total
Education Sector	23800000
Health Sector	11250000
Livelihood	79200000
WASH	32500000
Education Infrastructure	1500000
Grand Total	148700000

15.4. Source of Budget for the SP Implementation

BDO's strategic plan implementation will largely depend on external funding, such as donor financing. However, given the adverse consequences of dependence on donors and the decline in external funding, BDO will also focus on institutional income-generating activities, donations from individuals and groups, and local resource mobilization as sources of finance for the next five years. The table below shows the sources of resources and the projected amount of resource from each source for implementing this strategic plan.

Fund Source	Y1	Y2	Y3	Y4	Y5
Grants	16,308,075	44,075,000	82,420,575	82,800,000	90,000,000
Major gifts	0	6,611,250	9,157,842	10,000,000	4,000,000
Individuals	5,436,025	24,760,000	18,315,680	16,100,000	4,000,000
Others	0	2,203,750	407,821	500,000	4,000,000
IGA	0	500,000	500,000	1,000,000	561,800
total	21,744,100	88,150,000	109,894,100	110,400,000	110,561,800

16. Sustainability Strategies

To ensure organizational sustainability, BDO will adopt the following strategies:

1. **Mission and Core Values Alignment:** Maintain organizational integrity and trustworthiness by ensuring all activities align with the mission and core values.
2. **Diverse Funding Sources:** Develop a sustainable funding model including donations, grants, sponsorships, earned income, and endowments to reduce reliance on a single source.
3. **Effective Fundraising:** Cultivate relationships with donors, supporters, and funding agencies through regular communication and stewardship.
4. **Governance and Leadership:** Ensure effective governance with an engaged board of directors providing strategic direction and oversight.
5. **Strategic Planning:** Engage in strategic planning to set clear goals, identify priorities, and allocate resources effectively while being adaptable to changing conditions.
6. **Program Effectiveness:** Demonstrate the effectiveness and impact of programs through rigorous monitoring and evaluation processes.

7. **Community Engagement:** Engage with communities to understand their needs, build trust, and foster collaboration.
8. **Volunteer Management:** Recruit, train, and retain volunteers to augment capacity and expand reach.
9. **Internal Systems:** Develop strong internal systems and infrastructure to support operations.
10. **Risk Management:** Identify and manage financial, operational, reputational, and external risks, developing contingency plans for unforeseen challenges.

Also BDO plans to diversify its revenue streams and develop a comprehensive business model that includes modern nonprofit income generation strategies and the use of appropriate technology.

17. Monitoring and Evaluation Mechanisms

To ensure effective implementation of the strategic plan, BDO will use the following mechanisms:

1. **Key Performance Indicators (KPIs):** Develop KPIs aligned with strategic objectives to monitor progress.
2. **Regular Progress Reporting:** Conduct quarterly and annual reviews to ensure accountability and enable timely adjustments.
3. **Baseline Data Collection:** Establish baseline data to evaluate progress and impact over time.
4. **Performance Reviews:** Conduct quarterly and annual reviews to assess the effectiveness and efficiency of strategies and activities, identifying strengths and weaknesses for improvement.

18. Technical Assistance Required

Implementing a strategic plan successfully in small non-profits often requires various forms of technical assistance to address specific needs and enhance overall effectiveness. The following are key areas where technical assistance should be provided by partners and technological experts:

18.1. Technology and IT Support

- **Website Development:** Technical help in creating or updating websites to ensure they are user-friendly, mobile-responsive, and optimized for search engines optimization (SEO).
- **Social Media Training:** Training on using social media management tools to effectively engage with supporters and increase online presence.

18.2. Fundraising and Financial Management Support

- **Grant Management Systems:** Assistance in selecting and using grant management software to streamline the application, reporting, and tracking processes.

- **Grant Writing:** Providing expertise in crafting compelling grant proposals.

18.3. Training and Capacity Building Support

- **Staff Training:** Providing training sessions for staff on new technologies, software applications, and best practices in digital marketing and data management.
- **Volunteer Management Systems:** Implementing and training staff on systems to recruit, schedule, and communicate with volunteers effectively.

18.4. Evaluation and Monitoring Systems Support

- **Performance Metrics:** Developing systems for tracking and reporting on key performance indicators (KPIs) to measure progress toward strategic goals.
- **Survey Tools:** Implementing online survey tools to gather feedback from stakeholders and beneficiaries for continuous improvement.
- **Documentation:** Creating technical manuals and documentation to support the use and maintenance of new systems and technologies.

19. Assumptions, Risks, and Constraints

19.1. Assumptions

- The appeal request will be accepted, enabling BDO to respond to the emergency and rehabilitation needs of the affected communities adequately.
- BDO supporters will remain committed and continue to support the organization's ongoing and new projects and programs.
- Sponsors will be willing to cover the cost of BDO's media campaign.
- The cost of participation in CCRDA and other NGO forums will be within BDO's financial capability.
- BDO will have the capacity and resources to attend local and international NGO bazaars.

19.2. Risks and Constraints

- Difficulties in accessing web-based appeals to respond to large-scale humanitarian and recovery support.
- Government policies may continue to be restrictive for local NGO fundraising activities.
- Sponsors may not be available to cover media campaign costs.
- The international donor community might not be interested in financing local NGOs.

Attachments:

1. KPIs