

# *Friendship*

## **STRATEGY 2016 - 2018**

**NURTURING DIGNITY AND HOPE IN VULNERABLE  
COMMUNITIES IN BANGLADESH**

## **FRIENDSHIP'S VISION**

*"A world where people, especially the hard to reach  
and unaddressed, will have equal opportunity  
to live with dignity and hope."*



*"Runa Khan is a woman with a dream  
and we are proud to be a part of that dream"*  
Emirates Airline Foundation

# FROM RUNA KHAN

FOUNDER AND EXECUTIVE DIRECTOR

## FOREWORD TO THE 2016-2018 EDITION

Our continuous Strategic Planning process began in 2014 and resulted in a plan for the three-year period 2015 – 2017. The initial plan has now been built upon and refreshed to cover the period 2016 – 2018, taking into consideration changes in external circumstances, as well as the experience we have gained and our achievements during the year.

The Strategic Plan enables us to:

- ♦ Plan ahead to identify our specific goals and how to achieve them
- ♦ Build and develop the platform and infrastructure necessary to ensure that we can continue to deliver our services successfully in the long term
- ♦ Secure well in advance the financial and other resources required to support and deliver our planned activities
- ♦ Respond to the questions of partners, sponsors and donors, who need to know:
  - ♦ What are your plans?
  - ♦ Where do you expect to be in three (or more) years?
  - ♦ What are your needs, and how can we help?
- ♦ Ensure that we maintain the fundamental values that have guided us on so far on our journey

Since our first Strategic Plan was established, tangible progress has been achieved in further strengthening our organisation and improving our management processes. A programme to stimulate awareness of the behavioural changes that must accompany these improvements has

also been instigated. As Friendship grows, however, we constantly remind ourselves that our mission is not to build a bigger organisation, but to strengthen the communities in which we work and help our beneficiaries gain control over their lives.

**LONG TERM STRATEGY** - In developing the Strategic Plan this year, Friendship's management team spent time to reflect at length upon our longer term strategy, as well as the goals necessary to achieve its success.

**Scaling up of the Friendship model** - We concluded that, beyond continuing to respond to the immediate needs of marginalised communities, we should be planning to demonstrate that our needs-based integrated multi-sectoral approach to development is an effective means of enabling remote communities to gain strength and stand on their own feet. As a result, we seek to scale up our operations to the extent necessary to demonstrate the credibility of the Friendship model – not simply to achieve growth for growth's sake. The Friendship model (or elements of it as required) can then be replicated and applied on a much larger scale by governments and other NGOs to achieve more widespread impact. To help achieve this, we need to continue and extend our communications and cooperation with the government at all levels be it local, regional or national.



**Focus on quality** - Throughout its years of experience of field operations, Friendship has found that gaining the trust of the communities in which it operates is a key component of project success. That trust can only be built up over time by providing consistent and reliable services of good quality. It follows, therefore, that consistent and reliable quality of service is also one of our strategic goals.

**FUNDRAISING CHALLENGES** - 2015 brought with it new challenges in terms of funding. The donor funding environment has become increasingly demanding and competitive. Cutbacks by some governments following the global financial crisis and high-profile campaigns for funding to meet the effects of elements such as climate change, conflicts and the refugee crisis are pulling resources away from development aid for countries like Bangladesh. In addition the exchange rate of the Euro against the Taka has declined by 20 % over the last two years so that our funding sourced in Euros has to grow correspondingly merely to stand still in terms of its impact in Bangladesh. Friendship is constantly seeking to allocate and use donor funds in the most effective manner, and remains sensitive to the need for cost control and efficiency. However cost cutbacks have their limits if our goal of consistent and reliable quality of service is to be maintained, and Friendship is conscious of the need to plan to meet the risk that some funding needs may, at a given point of time, not be met.

*“We have been believers in Friendship from the very beginning. Bringing free healthcare to remote areas of Bangladesh is not an easy task and it is one that Friendship does with professionalism, care and dignity. We have seen lives saved, uplifted and transformed by this work.”*

*Emirates Airline Foundation*

**OUR NETWORK AND PARTNERS** - Friendship has also been innovative in setting up new models of partnership. 10 years ago Friendship International was set up in Luxembourg with a view to avoiding, and indeed bypassing, long chains of partnerships which tend too often to dilute relationships and the projects they support. 10 years on, it is fair to say that the concept has been proved successful. Friendship entities in several European countries now provide the operations in Bangladesh with significant financial resources and also a growing capacity and network in terms of expertise. They also allow Friendship in Bangladesh to remain faithful to its guiding principle – to be led by the needs it has identified at grassroots level. Friendship has, however, also been successful, where it works with organisations that are not part of its own network, in engaging in long-lasting and genuine partnerships which have been beneficial to both partners and, above all, the intended beneficiaries in the field.

*“During more than 10 years of our partnership, we have seen strategies develop to reach the marginalized char communities with services of Health, Education and Awareness of Rights and Good Governance. It is a privilege and joy for us to join hands with Friendship to bring a brighter future to the children of the chars.”*

*Erikshjalpen*

**FROM DREAM TO REALITY** - Friendship has by now been working for nearly fifteen years to help address the needs of the remote and marginalised communities of Bangladesh.

Over that period, Friendship has grown from being a distant dream to become an organisation delivering integrated services in six Sectors: Health, Education, Disaster Management and Infrastructure Development, Good Governance, Sustainable Economic Development and Cultural Preservation. These services are delivered by over 1,600 people, including Friendship employees, community-based support staff and volunteers. All this is made possible by the commitment of a network of partners, sponsors and donors from around the world.

On behalf of Friendship, I would like to thank all our partners, sponsors and donors. The trust, commitment and understanding we continue to receive from them enable us to design and implement efficient and sustainable projects to help meet the needs of the people we strive to serve. We look forward to many more years of such partnership and support. ♦



**RUNA KHAN**

*March, 2016*



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**FRIENDSHIP'S  
MISSION**

*To contribute to an environment of justice  
and equity to empower people to reach  
their full potential through a sustainable,  
integrated development approach.*

# FRIENDSHIP'S GOALS

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- ✦ Throughout Friendship's working areas in Bangladesh (which are those with the most unaddressed and remote communities) ensure that the full range of services required for integrated development is made available, either by Friendship itself or through linkages with government or other NGO service providers
- ✦ Constantly improve the level of quality of Friendship's services
- ✦ Advocate and promote the integration of Friendship's working patterns and service delivery models, or relevant elements thereof, into the national public service delivery system of Bangladesh, particularly in Health and Education
- ✦ Communicate nationally and internationally about the effectiveness and sustainability of a needs-based, integrated development model in order to promote its adoption by the wider community of public and private development actors.



# **NURTURING DIGNITY AND HOPE**

## **IN THE HARD TO REACH AND UNADDRESSED COMMUNITIES IN BANGLADESH**

### **In the poorer regions of Bangladesh:**

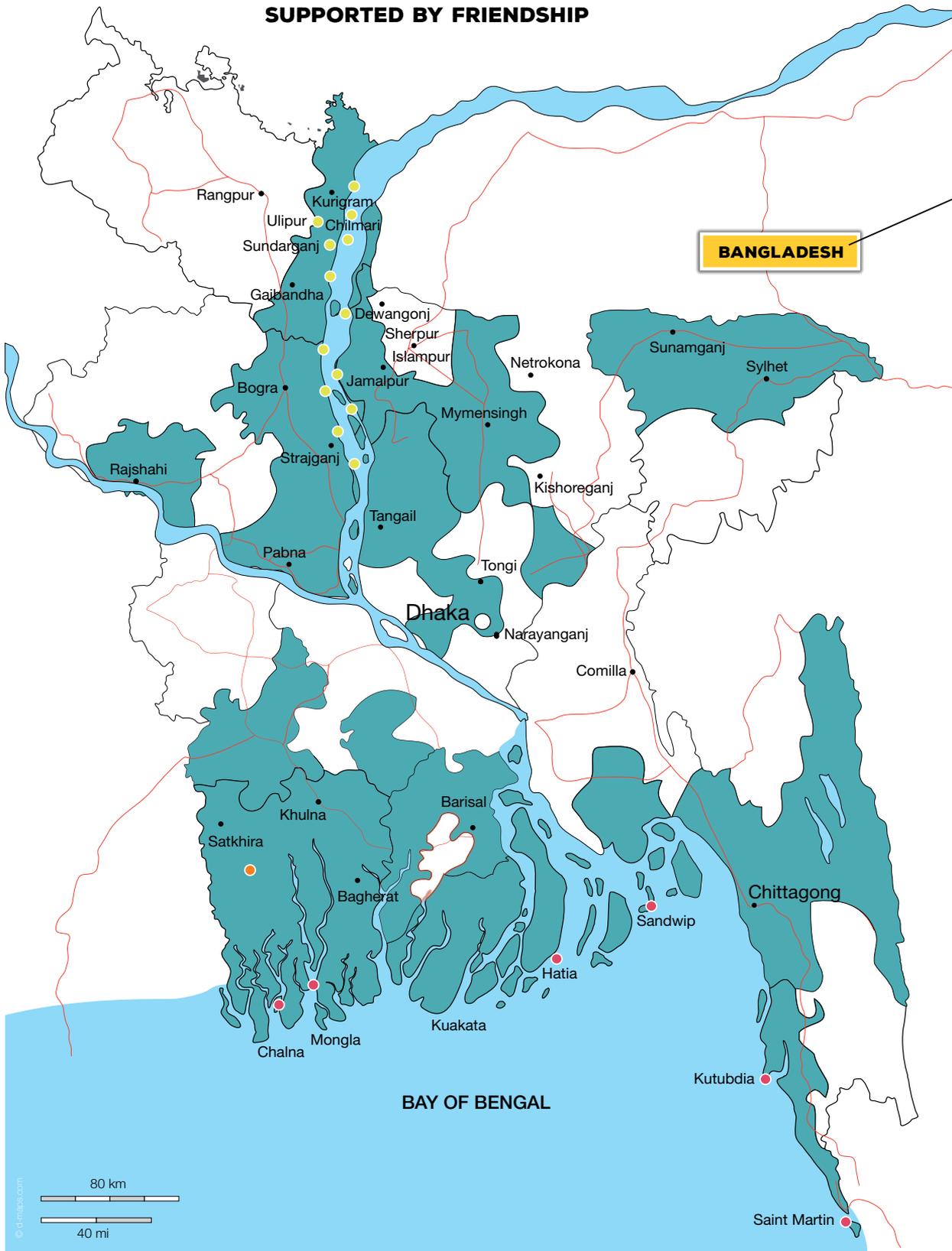
- ✦ Many families do not have access to a doctor
- ✦ Many children do not have access to school education
- ✦ Many communities do not have the resources needed to build a sustainable existence
- ✦ Many areas face natural disasters on a regular basis.

Friendship Bangladesh is a Bangladeshi non-governmental organisation (NGO) which aims to help people in remote and unaddressed communities to reach their full potential.

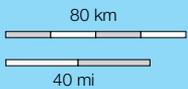
### **Friendship does this inter alia through:**

- ✦ Offering healthcare
- ✦ Providing education to children and adults
- ✦ Enabling people to acquire skills
- ✦ Making communities aware of their rights and strengthening their ability to reach out to public services
- ✦ Building infrastructure to mitigate the effects of natural disasters
- ✦ Preserving and spreading awareness of the heritage and technology of traditional Bengali crafts.

## COMMUNITIES OF BANGLADESH SUPPORTED BY FRIENDSHIP



© d-maps.com



- Friendship all sectors intervention areas in Bangladesh
- Friendship Outreach, LFH and EFH intervention areas
- Friendship Outreach and Satkhira Land Hospital intervention areas
- Friendship Outreach and RFH intervention areas



SUPPORT FOR THE HARD TO REACH AND UNADDRESSED IN BANGLADESH

Friendship supports communities mainly in the shifting northern river islands, known as “Chars”, of the Brahmaputra and Jamuna rivers and in the coastal areas of the Bay of Bengal. Friendship is active in 22 Upazilas\* over 12 Districts\* of Bangladesh.

Today, its operations are most intense and multi-Sectoral in the districts of Kurigram and Gaibandha in the North, and Pathuakali and Satkhira in the South.

*Due to its geographical location, dominated by the huge and fertile Bengal delta, Bangladesh frequently suffers from natural disasters.*

*The coastal South of the country is particularly vulnerable to cyclones and tropical storms which enter the Bay of Bengal and make landfall in the coastal regions, frequently with catastrophic results.*

*The country’s many rivers which originate in the Himalayas bring frequent floods in the annual monsoon season, eroding or destroying the many river islands inhabited by the rural poor who are regularly forced to migrate to new homes. The char dwellers count among the most underprivileged communities in the world.*

*More than half the country lies less than 6 metres (20 feet) above sea level making Bangladesh one of the countries which is first and most affected by the changing world climate.*

\* The smallest rural administrative unit in Bangladesh is the Parishad (Union).

The 4,550 Parishads of Bangladesh are grouped together in 488 Upazila (administrative sub-units of a District) within 64 administrative Districts in seven Regions.



# THE STORY OF FRIENDSHIP

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Friendship started operating in 2002. It was founded by Runa Khan, now Executive Director, supported by a group of well-wishers and advisors who believed in the vision of carrying healthcare to the ultra-poor in the remote communities of the rivers of Bangladesh.

Friendship began with the innovative concept of a floating hospital. Yves Marre sailed a river barge from France to Bangladesh to donate it for use by the people of Bangladesh. The concept was realised when the river barge was converted to a fully equipped floating hospital, the Lifebuoy Friendship Hospital.



Since then, Friendship has developed a structured three-tier healthcare system to provide comprehensive quality healthcare and information to the remote river-based communities of northern and southern Bangladesh.

Recognising that the broader goal of enabling these communities to improve their living conditions and gain control over their lives requires more than healthcare support alone, Friendship has progressively built its distinctive integrated community development model, which includes:

- ✦ **HEALTH**
- ✦ **EDUCATION**
- ✦ **DISASTER MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT**
- ✦ **GOOD GOVERNANCE**
- ✦ **SUSTAINABLE ECONOMIC DEVELOPMENT**
- ✦ **CULTURAL PRESERVATION**

Based upon the experience gained through its successes and continuous challenges in all of these Sectors, Friendship has been constantly shaping its interventions over many years to meet the diverse and evolving needs of the communities it serves and to assist them with long-term solutions to improve their lives.

## FRIENDSHIP IN 2015

Friendship is active in six Sectors.

The following are some key figures from each Sector:

- ✦ 4.2 million people have access to Friendship's Health services, and 215,000 patients receive healthcare each month through the 3-tier healthcare system
- ✦ Friendship's Education programme benefits 15,800 households in five Districts
- ✦ 4,800 children attend Friendship primary schools in 78 communities
- ✦ Friendship's Disaster Management Teams are active in 63 communities covering 90,000 inhabitants
- ✦ The Good Governance programme is active in 35 Chars in two Districts, hosting 105,000 people
- ✦ Friendship supports Sustainable Economic Development services to more than 4,500 beneficiaries
- ✦ 11 national and international exhibitions of traditional Bangladeshi boatbuilding have been arranged with over 400,000 visitors

Friendship has grown to become an organisation

which directly employs over 900 people. It also supports, supervises and coordinates 525 Friendship Community Medic Aides, 60 Friendship Good Governance Aides and Paralegals as well as an annual average of 30 visiting teams of medical volunteers and interns.

In total, therefore, Friendship Bangladesh now manages over 1,600 people working from the Dhaka Head office and 14 regional offices, in the three hospital ships and in the beneficiary communities.





## THE FRIENDSHIP INTERNATIONAL NETWORK

Only three years after Friendship went into operation in Bangladesh, its founder took steps to set up a network of supporting organisations in Europe in order to establish the closest possible contacts with private and public donors.

As a result, Friendship Bangladesh is able to continue to act according to its own principles and objectives, relying upon intermediary organisations only when there is a close match of goals and agendas.

## DIVERSE DONOR COMMUNITY

Friendship's donors include private individuals, civil society organisations (NGOs and foundations), public development agencies and major corporates. This diversity of the community of Friendship donors has enhanced the sustainability of the organisation. Friendship is not excessively dependent on a single donor or donor category.

The international network is not only a source of financial resources, but constitutes a unique platform for exchanging skills and ideas, bringing Friendship forward in harmony with its fundamental values. Its personnel and partners currently contribute their time and expertise almost exclusively on a voluntary basis, so that its administrative or overhead costs are minimal.

By becoming familiar with the varied needs of different types of donors, Friendship has gained the experience necessary to address those needs largely to their satisfaction.

In many cases, the relationship goes much further: the one-to-one approach often enables Friendship and its donors to become partners, working together towards common goals.





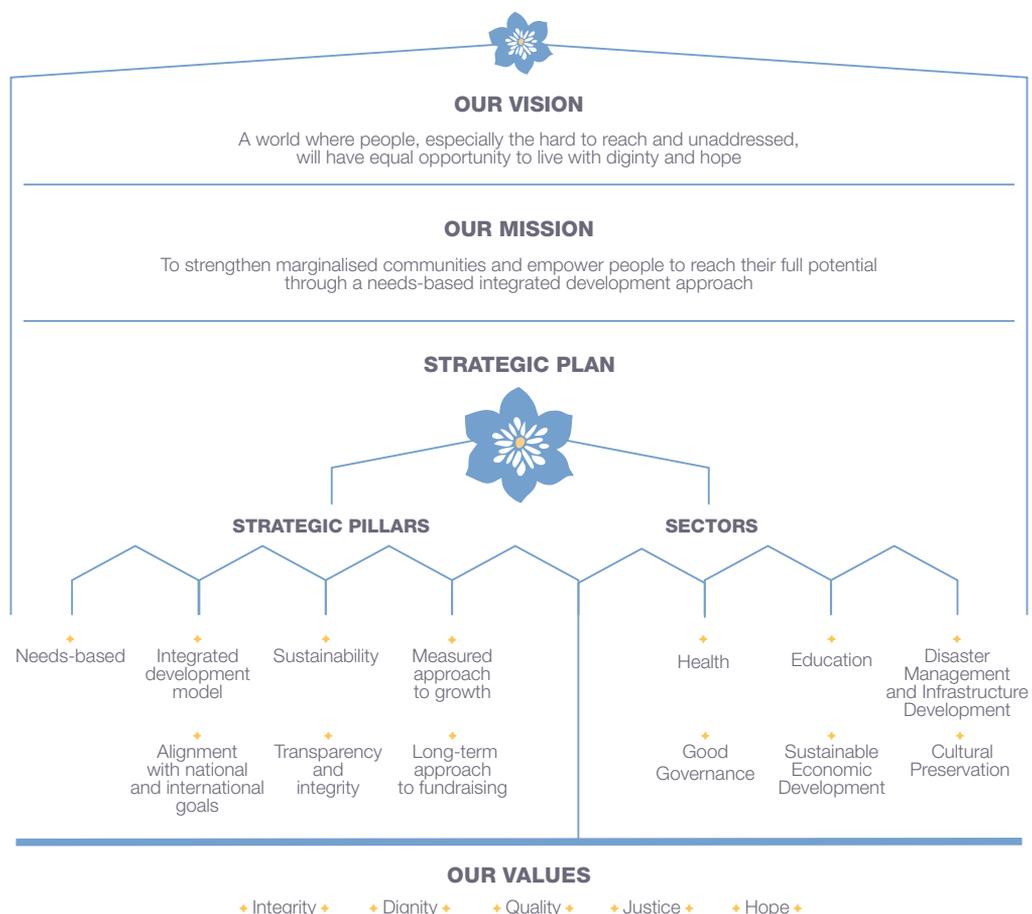
# THE FRIENDSHIP WAY

*"People can live with poverty, but they cannot live without dignity and hope"*

**RUNA KHAN**

Friendship's strategy is built upon its core values of Integrity, Dignity, Justice, Quality and Hope, and on the following pillars across its six sectors of activity:

- ✦ A needs-based approach to development
- ✦ An integrated development model
- ✦ Sustainability
- ✦ A measured approach to growth
- ✦ Alignment with national and international goals
- ✦ Transparency and integrity
- ✦ A long-term approach to fundraising



*“There’s no point in trying to teach people the importance of washing their hands if they have to walk three miles to get water. Their first need is for access to clean water nearby.”*

**RUNA KHAN**

## **A NEEDS-BASED APPROACH TO DEVELOPMENT**

Friendship begins by working in close collaboration with the local communities which it serves in order to identify their needs. Its objectives and agenda are defined in accordance with those needs which have been identified together with the representatives and members of the local community.

The needs-based approach aims to:

- ✦ Promote ownership by the local communities: local communities have ownership of the decisions made about the services to be provided, and even the selection of individual beneficiaries
- ✦ Facilitate effective collaboration: Friendship is able to work together effectively with the local community to deliver services to meet the identified needs
- ✦ Ensure efficient use of resources: time and money are not wasted on services that may be well-intentioned, or indeed might be effective elsewhere, but are not suitable to the circumstances of Friendship’s beneficiaries
- ✦ Improve sustainability of projects: truly needs-based projects are more likely to be adopted by the community, and to flourish in the long term.

This genuinely “needs-based” approach to the services Friendship provides is fundamental to Friendship’s strategy. It contrasts with a “donor-driven” approach, whereby activities are undertaken based upon the agenda of available donors and in compliance with such donor’s defined use of funds.

Above all, the needs-based approach offers hope to the beneficiaries of the services of Friendship, respects their dignity and promotes integrity.

### *Engaging with community groups*

*Friendship works in close collaboration with groups formed from the local communities in which it operates.*

*Community groups involve key members of the local community in the decisions made regarding the services to be provided to them. These groups vary in membership according to the services provided.*

*Community groups enable an effective two-way communication of information and advice, and open discussion on the implementation of projects.*

*The group consultation process also permits the retention and exchange of valuable indigenous knowledge.*

*The community-based groups include:*

- ✦ *Friendship Community Development Committees*
- ✦ *Friendship Civil Society Groups*
- ✦ *Friendship Disaster Management Committees*
- ✦ *Parent, Teacher and Student Groups*
- ✦ *School Management Committees.*



THE FRIENDSHIP WAY

## AN INTEGRATED DEVELOPMENT MODEL

Friendship's approach to helping the beneficiaries of its programmes gain control over their lives recognises that the problems to be solved are multi-faceted and interlinked.

For example:

- ✦ Economic welfare requires a population that has access to healthcare and education
- ✦ Successful healthcare relies upon knowledge and practice of basic hygiene and a sanitation infrastructure
- ✦ Skills training leading to work opportunities presupposes basic literacy and numeracy
- ✦ Education cannot be promoted successfully where the students suffer from bad health conditions or hunger
- ✦ Food production improvements and growth require access to training, financing and insurance
- ✦ Improvements achieved cannot be sustained if the results of people's efforts are regularly wiped out by natural disaster.

Through its day-to-day experience of breaking the cycle of poverty, Friendship has developed and continues to shape its integrated development model which combines a number of solutions on a long-term sustainable basis across its six Sectors of activity:

- ✦ Health
- ✦ Education
- ✦ Disaster Management and Infrastructure Development
- ✦ Good Governance
- ✦ Sustainable Economic Development
- ✦ Cultural Preservation.

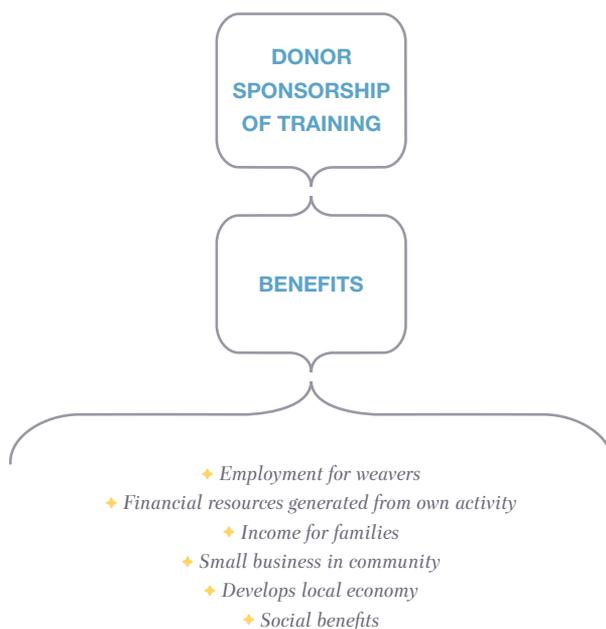




## SUSTAINABILITY

Friendship’s approach to supporting the communities in which it works requires its programmes to be sustainable in the long term. “Sustainability” is assessed primarily in terms of the ability to provide the service or support for as long as required in order to create a long lasting impact on the community.

Friendship’s concept of sustainability goes well beyond the increasingly popular – but too narrow – concept of independent “financial sustainability”, and recognises that, at least initially, donor funds or other resources may be necessary to help achieve sustainability.



### *An illustration of Friendship’s vision of sustainability*

*Friendship’s weaving centres manufacture products which can be sold to generate income. However, costs such as those incurred for the training of new weavers cannot be absorbed fully by the income from the centres, at least initially. The strict application of the requirement for “financial sustainability” would mean that the centres would not be considered sustainable.*

*However, thanks to a combination of income generating activity and focused donor support for training, the centres can be sustainable and even in time generate funding for growth from own resources. In this way, the project continues to provide employment for the weavers, contributing social as well as economic benefits to the community, and reducing the overall amount of donor funding that would otherwise be required to support the community.*

## A MEASURED APPROACH TO GROWTH

Friendship aspires to a world where its services and support would no longer be required. Although growth has been a feature of Friendship's nearly fifteen years of existence, continued growth merely for growth's sake is not Friendship's goal.

However, there are many communities not yet served by Friendship which need support to meet their basic needs, and communities already served in which Friendship would like to implement more fully its integrated development model to help the people gain control over their lives.

Friendship's growth strategy is designed to effectively mobilise the resources necessary to meet the needs of these local communities while at the same time:

- ✦ Respecting Friendship's fundamental values
- ✦ Remaining aligned with Friendship's needs-based agenda
- ✦ Focusing on expanding programmes which have reached maturity and proved that they produce significant impact on the targeted communities
- ✦ Cooperating with government at all levels in order to avoid duplication of efforts and maximise impact

Beyond responding to the immediate needs of marginalised communities in the remote areas in which it has chosen to work, Friendship's long-term goal is to demonstrate, by operating a proven model, that its integrated multi-sectoral approach to development is the most effective means of enabling unaddressed communities to gain strength and stand on their own feet, so that the model (or elements of it) can be replicated on a larger scale by governments and other NGOs. Growth and a certain scale of operations are necessary to achieve credibility, but consistent and reliable quality of service is Friendship's preferred immediate goal.

*"Our mission is not to build a bigger organisation, but to strengthen the communities in which we work and help our beneficiaries gain control over their lives"*

Marc Elvinger,  
Co-Chair Friendship International



## ALIGNMENT WITH NATIONAL AND INTERNATIONAL GOALS

In its Strategic Planning process Friendship acknowledges its responsibility as an NGO to ensure the coherence of its actions with the policies pursued and the services provided by the Government of Bangladesh, and to align its efforts to contribute to the achievement of the Global Goals for Sustainable Development (which, with effect from 2016, supersede the Millennium Development Goals).

### *Examples of successful cooperation between Friendship and the Government of Bangladesh*

- ✦ *The Expanded Programme on Immunization is a World Health Organisation (WHO) initiated programme to immunize children against eight potentially fatal diseases. Friendship's health network in remote working areas provides the infrastructure, staff and logistical support to the government health staff responsible for implementing the programme.*
- ✦ *In implementing the Cervical Cancer Screening and Treatment project, Friendship works in partnership with Bangabandhu Sheikh Mujib Medical University, a tertiary level government institution, receiving training support for service providers, logistics and other technical assistance.*
- ✦ *The teaching of Friendship's Good Governance and Civic Education curriculum is implemented in 16 State schools in Kurigram District.*

- ✦ *Friendship collaborates with the Department of Disaster Management and other institutions and NGOs:*

- *To contribute towards disaster risk reduction and adaptation to climate change programmes within Friendship's working areas and nationally*
- *To develop the National Rural Housing guideline for disaster-prone areas*

*Ahead of the Sustainable Innovation Forum 2015 (the 21st Conference of Parties – COP21), Friendship collaborated with Palli Karma-Sahayak Foundation (PKSF), the government apex agency for sustainable poverty reduction to organize a preparatory seminar.*

## ALIGNMENT OF FRIENDSHIP'S GOALS WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The UN's seventeen Global Goals for Sustainable Development introduced in 2015, build on the previous Millennium Development Goals (MDGs), including eight anti-poverty targets adopted in 2000 that aimed at addressing extreme poverty in its many dimensions – income poverty, hunger, lack of adequate shelter, and exclusion – while promoting gender equality, education and environmental sustainability.

The UN considers that the new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for sustainable development that works for all people and extends to all countries. The goals, whose main aim is to eradicate poverty by 2030, also reflect basic human rights – the rights of each person on the planet to health, education, shelter, and security. Friendship's activities are completely aligned with these goals to the extent they are applicable

## THE SUSTAINABLE DEVELOPMENT GOALS

- Goal 1 *End poverty in all its forms, everywhere*
- Goal 2 *End hunger, achieve food security and improved nutrition and promote sustainable agriculture*
- Goal 3 *Ensure healthy lives and promote well-being for all at all ages*
- Goal 4 *Ensure inclusive and equitable education and promote life-long learning opportunities for all*
- Goal 5 *Achieve gender equality and empower all women and girls*
- Goal 6 *Ensure availability and sustainable management of water and sanitation for all*
- Goal 7 *Ensure access to affordable, reliable, sustainable and modern energy for all*
- Goal 8 *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*
- Goal 9 *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*
- Goal 10 *Reduce inequality within and among countries*
- Goal 11 *Make cities and human settlements inclusive, safe, resilient and sustainable.*
- Goal 12 *Ensure sustainable consumption and production patterns*
- Goal 13 *Take urgent action to combat climate change and its impacts*
- Goal 14 *Conserve and sustainably use the oceans, seas and marine resources for sustainable development*
- Goal 15 *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss*
- Goal 16 *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels*
- Goal 17 *Strengthen the means of implementation and revitalize the global partnership for global development.\**

\* The applicable goals are highlighted in italics.

Whereas Goal 17 applies solely to countries and global institutions, Friendship with its international network is, at a civil society level, promoting new models of partnership. Goal 14 is only partially applicable (although Friendship supports fishermen to enable them to operate sustainably at sea).

## TRANSPARENCY AND INTEGRITY

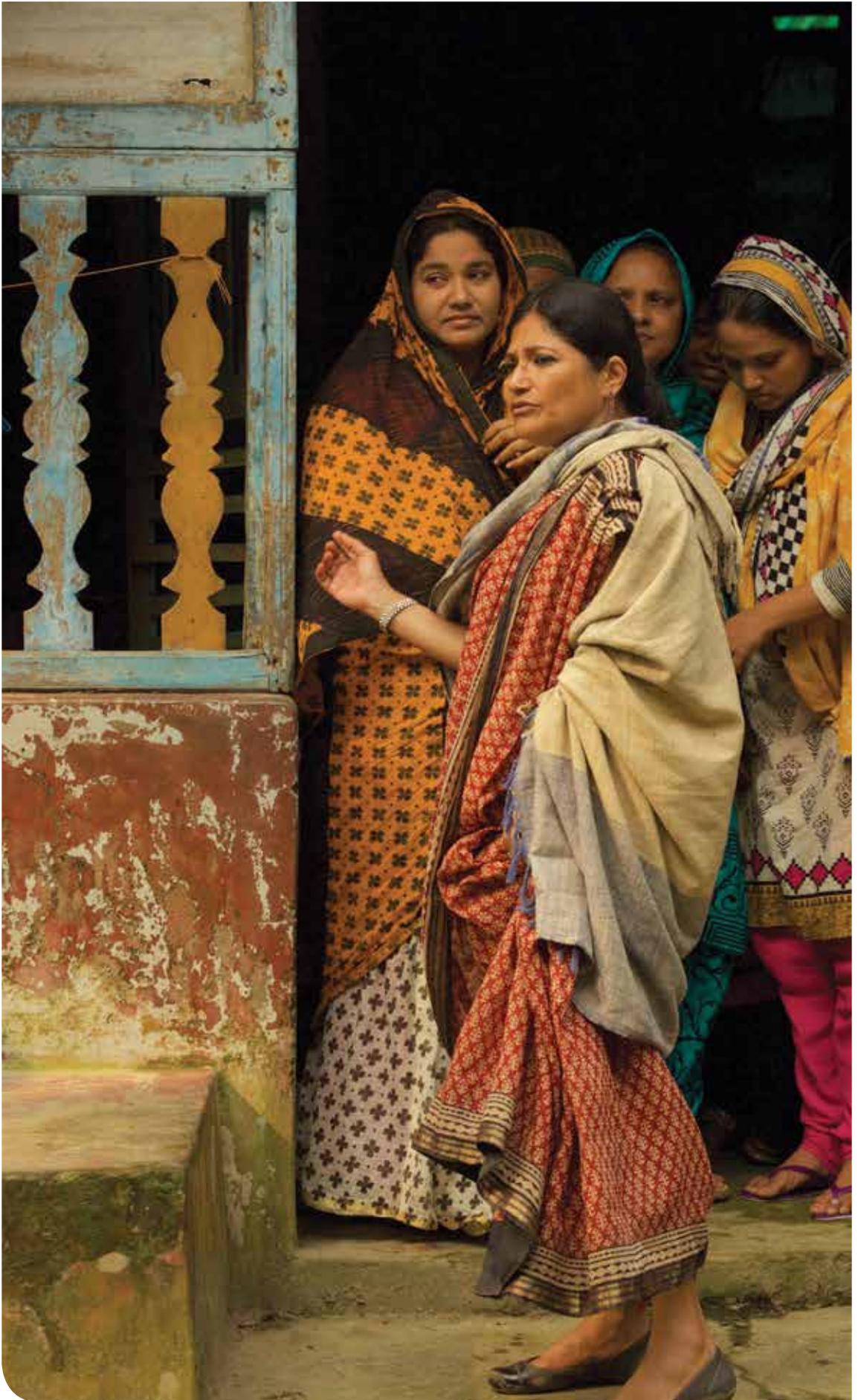
In a country where the lack of transparency and integrity can be issues, Friendship strives to be exemplary in all matters, in keeping with its values.

Friendship's commitment to transparency is evidenced by:

- ✦ Open communication through the website
- ✦ Publicly available annual activity reports
- ✦ Annual financial statements, which are subject to independent audit
- ✦ Openness to audit of project financing and external evaluation of programmes by the sponsors
- ✦ An intense programme of visits by donors to operations in the field

Friendship has zero tolerance of corruption, and has adapted its approach and implemented procedures in order to mitigate the risk of corruption. Promotion of integrity is an essential element of the Education programme and intrinsic to the Good Governance programmes.







## A LONG-TERM APPROACH TO FUNDRAISING

The ability of an NGO such as Friendship to pursue its activities and implement its Strategic Plan is dependent on its capacity to access adequate funding and resources, and then its ability to effectively mobilise the resources.

Friendship is funded primarily in the form of grants or donations from long-term partners. Over the years, a wide range of donors, including corporates, foundations, institutional donors and private individuals have contributed to, and continue to support Friendship's activities. Friendship actively seeks to retain and develop such relationships; it therefore recognises and seeks to respond to the differing needs of the various types of donor.

The donor funding environment has become increasingly demanding and competitive in recent years. Cutbacks by some governments as a result of the global financial crisis and high-profile campaigns for funding to meet the effects of elements such as climate change, conflicts and the refugee crisis are pulling resources away from development aid to countries like Bangladesh.

While constantly seeking to allocate and use donor funds in the most effective manner, Friendship is conscious of the need to meet the risk that some funding needs may, at a given point of time, not be met, and seeks to mitigate this risk by:

- ✦ Continuing to diversify its donor base, seeking new long term relationships (and continuing those already in place) with institutional and other major donors, particularly those who permit flexibility in their use of funding
- ✦ Expanding and strengthening its international network of fundraising entities, thereby further diversifying risk
- ✦ Establishing a Fundraising and Donor Relations department in Bangladesh
- ✦ Ensuring that appropriate feedback and information is provided to donors
- ✦ Carefully managing the timing of major projects, and the extent of services offered
- ✦ Building free reserves to act as a buffer in case of liquidity needs
- ✦ Closely integrating the different components of its programmes, thereby allowing certain components to continue running alongside others even when a temporary funding gap occurs in one programme.

## FRIENDSHIP'S FUNDING PRIORITIES

In seeking funding, Friendship's priorities are:

- ✦ Maintain and sustain
- ✦ Improve and strengthen
- ✦ Scale and expand in due time only
- ✦ Review new opportunities

### **PRIORITY 1**

#### **MAINTAIN AND SUSTAIN**

As a first priority, Friendship proactively seeks to secure the financial resources required to pursue its existing programmes when these have shown to produce the desired impact. Friendship remains committed to its projects and communities, and its needs-based approach. Hence, Friendship does not accept funding opportunities merely for the sake of "seizing" attainable financial resources.

### **PRIORITY 2**

#### **IMPROVE AND STRENGTHEN**

Friendship seeks first to optimize the effectiveness of its programmes and to produce a long-lasting impact on the communities it is working in, by constantly improving and deepening its interventions.

Resources are then mobilised and allocated accordingly.

### **PRIORITY 3**

#### **SCALE AND EXPAND IN DUE TIME ONLY**

When Friendship feels that a programme has reached maturity and shown that it produces a significant impact on the communities, it may seek to scale-up a programme or expand it to further areas, and seek the required supplementary resources. Friendship does not expand programmes until they have been tried and tested.

### **PRIORITY 4**

#### **REVIEW NEW OPPORTUNITIES FOR EXPANSION AND INNOVATIVE SOLUTIONS TO EXISTING PROBLEMS**

Activities for expansion and pilot projects offering innovative solutions to existing problems which were not initially included in Friendship's Strategic Plan and for which a funding opportunity arises will be reviewed and taken on board only when they are expected to effectively serve the overall goals underlying the Plan.

### *International awards granted to Friendship*

*The work of Friendship has been recognised by the following awards:*

2014 — Business Excellence Award from Arthakantha & Bangladesh Chamber of Commerce of Singapore.

2014 — Social Innovation Leadership Award from the World CSR Congress.

2012 — Social Entrepreneur Award from the Schwab Foundation. Runa Khan, representing Friendship, was one of twenty-six global social entrepreneurs to receive this prestigious award.

2008 — Islamic Development Bank Award for contribution to Women in development in recognition of Friendship's efforts to improve healthcare for women in Bangladesh.

2006 — Rolex Award for Enterprise. The Rolex Awards support exceptional men and women who are breaking new ground in areas which advance human knowledge and well-being. This award was received for preserving the ancient boat-building heritage of Bangladesh.

2003 — Women Entrepreneurship Award by Arthakantha. This Arthakantha Business Award 2003 was received mainly in recognition of Friendship's contribution to providing medical help to marginalised communities through the unique floating hospital – Lifebuoy Friendship Hospital.

1994 — Ashoka Fellowship Runa Khan was elected to the Ashoka Fellowship for her development of innovative user-friendly school textbooks.



# FRIENDSHIP'S STRATEGIC PLAN 2016 - 2018

## INTRODUCTION

### STRATEGIC PLANNING AND THE TRANSFORMATION PROGRAMME

Friendship's Strategic Planning process began in 2014 and resulted in a plan for the three-year period 2015 – 2017. The initial plan has now been built upon and refreshed by the leaders of the Sectors and Central Service Units and their teams, under the guidance of the Executive Director and with the support of Friendship Luxembourg.

The preparation of the initial Strategic Plan led Friendship's Management team to reflect upon other aspects of the organisation, resulting in a transformation programme designed to put in place the changes necessary to implement the long-term strategy.

The four elements of the Transformation Programme are :

#### STRATEGIC PLANNING

Establishing the long-term goals of the organisation and the actions and mechanisms necessary to achieve them

#### ORGANISATIONAL DESIGN

Restructuring the management organisation, clarifying and delegating management responsibilities and decision-making processes

#### MANAGEMENT SYSTEMS

Streamlining the structure of internal management meetings and reporting processes at all levels

#### BEHAVIOURAL CHANGE

Identifying and implementing the individual and collective behavioural changes necessary to equip the organisation for the future

As a result, tangible progress has been achieved in 2015 in further strengthening the Friendship organisation and improving management processes, and the process will be continued in 2016.



### **THE SECTORS**

Friendship plans to accomplish its overall strategy, by implementing the Strategic Action Plans of the six Sectors.

The Strategic Action Plans set out in detail how Friendship will, in a controlled manner over the next three years, grow and replicate the services provided by the Sectors.

### **CENTRAL SERVICE UNITS**

The success of the Strategic Plan is dependent on the essential support of Friendship's 15 Central Service Units. For each Central Service Unit, a detailed Strategic Action Plan has also been prepared.

### **BUDGETS AND FUNDING**

On the basis of the Strategic Action Plans estimates of the costs of the planned actions are included in a comprehensive budget, upon which the estimate of Friendship's funding needs for the period of three years to 31 December 2018 is determined.

Friendship's total budget for 2016 is estimated at approximately USD 8.2 million (at current exchange rates) of which some 60% is allocated to the Health Sector. The budget includes some USD 1.9 million for long-term investment in infrastructure (such as the Land Hospital, Static Clinics and the Cyclone Shelter) and USD 6.3 million for operational programmes.

*The Foundation visited the chars in Northern Bangladesh in 2014 and was deeply impressed by the much-needed work of Friendship in an area struck by poverty and natural disasters and where no other organizations are active.*

*Friendship runs its programs like smart businesses resulting in positive impact for the local communities.*

*GSRD Foundation*

*“We were very much impressed by the organization, its human capital and the quality of the service that Friendship delivers to its beneficiaries in very remote locations. An out of the box way of thinking and flawless project implementation makes Friendship a unique partner to learn from and foster collaboration.”*

*Maria Matteo,  
SES, Project Manager SATMED*

### **IMPACT MONITORING AND EVALUATION**

In parallel with the development of the three-year Strategic Plan, mechanisms and measures are being put in place, with the assistance of external specialists, to monitor and evaluate the impact of Friendship's activities over the long term. The results of the impact evaluation will be taken into account in the implementation of the Strategic Plan and in future versions of the Plan.

In 2015, an independent external evaluation of Friendship's work was commissioned by the Luxembourg Ministry of Cooperation under the Framework Agreement covering funding provided for the period 2013 – 2015. The general objective of the evaluation was to verify Friendship's capacity to ensure the efficient and effective implementation of development projects as well as the sustainable impact of the projects in terms of fighting poverty. The results of the evaluation were highly satisfactory – an Executive Summary (in English) and the full report on the evaluation (in French) are available on the Friendship Luxembourg website<sup>1</sup>.

A new Framework Agreement covering funding to be provided for the period 2016 – 2018 was signed with the Luxembourg Ministry of Cooperation in January 2016.

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<sup>1</sup> [www.friendship.lu](http://www.friendship.lu) – See the News section entitled Actualités

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# HEALTH

## OBJECTIVE

To implement a comprehensive healthcare system in marginalized communities of hard-to-reach areas and maintain strong interaction with government and other partners to take forward the national healthcare agenda.

## CURRENT STATE HIGHLIGHTS 2015

- ✦ 4.2 million people have access to Friendship's health services
- ✦ 215,000 patients receive healthcare per month
- ✦ 3 floating hospitals are in operation, serving 150,000 patients in 2015
- ✦ 525 clinic days per month are delivered by Satellite and Static clinics
- ✦ One new static clinic was constructed in the southern coastal belt
- ✦ 525 Friendship Community Medic Aides are in place
- ✦ M-Health: 100 Friendship Community Medic Aides have been trained in use of the smartphone based telemedicine programme, serving more than 60,000 beneficiaries in 2015
- ✦ 16 Skilled Birth Attendants are now operating in 2 districts
- ✦ 9,500 children were immunized in 2015 under the Expanded Programme on Immunization in collaboration with the government
- ✦ Cervical Cancer Programme: 370,000 women received awareness training in 2015, 15,900 women were screened, 265 women were treated.



### *Friendship's Three Tier healthcare delivery model*

*Friendship's Three Tier healthcare delivery model is adapted to the needs of the ultra-poor in remote communities.*

#### **Tier 1: Hospital ships**

*Comprehensive healthcare is provided in Friendship's 3 fully-equipped hospital ships to patients referred from the field. The care is offered through a medical team serving permanently on the hospital ships, complemented by an expert pool of local and visiting foreign doctors for specialised "health camps" dealing with complex procedures (for conditions such as cataracts, burns, cleft palate and general surgery) and sharing expertise.*

#### **Tier 2: Clinics**

*Friendship Clinics include Satellite Clinics, mobile paramedical health teams which visit communities on a fortnightly or monthly basis, and the Static Clinics, established in the Southern areas served by the Rongdhonu Friendship Hospital. The Clinics deliver general primary healthcare services and information, distribute basic medicines and family planning tools and support the government in the implementation of its immunisation programmes. Importantly, they maintain health records and refer patients to the hospital ships, and, where necessary, to other public and private hospitals.*

#### **Tier 3: Community Medic Aides**

*Friendship Community Medic Aides are women living in the local communities, trained by Friendship in basic medical services such as hygiene, nutrition and diagnostics, ante-natal, safe delivery and post-natal care, and family planning. They also mobilise their communities for the Satellite Clinics, participate in the sessions as part of the Satellite Clinic team, and distribute over the counter medicines and essential health commodities supplied by Friendship.*



## PLAN HIGHLIGHTS

- ✦ Maintain and operate Friendship's 3 floating hospitals to provide quality health services in 12 districts.
- ✦ Build a 50 bed land hospital in Satkhira District by 2017; to be fully operational by 2018
- ✦ Establish 7 new **Static Clinics** (fixed location clinics) to become fully operational by 2018:
  - ✦ 5 new Static Clinics at the regular anchoring points of Rongdhonu Friendship Hospital (southern coastal belt)
  - ✦ 2 new Static Clinics in the working areas of Emirates Friendship Hospital (Gaibandha and Kurigram Districts)
- ✦ Ensure that Friendship's integrated Three Tier community healthcare delivery and information programme is operating effectively in all chosen areas of intervention:
  - ✦ **Expand Satellite Clinics** and introduce trained **Friendship Community Medic Aides** to 3 new Districts serviced by Lifebuoy Friendship Hospital (Jamalpur, Bogra, Sirajgonj)
  - ✦ **Extend inclusion of all components of the integrated health programme** (including Expanded Programme on Immunization, Cervical Cancer and mHealth) to all intervention areas by 2018
  - ✦ Grow the number of monthly **Satellite Clinic Days** from 405 to 450 and the number of monthly **Static Clinic Days** from 120 to 160 by 2018
  - ✦ Increase the number of **Friendship Community Medic Aides** from 525 to 625
  - ✦ 16 **Skilled Birth Attendants** continue to cover 16,000 households in total in the northern intervention areas
- ✦ Establish and operate Friendship's **mobile health programme (mHealth)** for remote diagnosis of certain conditions/diseases. **200 Friendship Community Medic Aides** are to be trained and equipped supported by a Resource Centre based in Dhaka. The programme is to be launched nationally in 2016 and internationally in 2017
- ✦ Participate in the development of a pilot **satellite-based medical consultation programme (SATMED)**
- ✦ Ensure effective linkages, collaboration and networking with government and other NGO private health service providers
- ✦ **Promote** and share the Friendship Three Tier healthcare delivery model through research, publications and seminars
- ✦ **Work with Government** to include our healthcare system (or parts of the system) into the hard to reach area programmes of the Government.



### *Friendship Mobile-based Healthcare solution – mHealth*

*mHealth is a primary healthcare diagnosis methodology for common medical conditions which will be delivered by Friendship Community Medic Aides using a smart-phone application at the local community level.*

*A network link to a pool of national and in future, international doctors, is planned. After successful completion of the pilot phase, the mHealth intervention will now be expanded for use by 200 trained and qualified Friendship Community Medic Aides providing primary health care services using this methodology at the community level.*

### *Satellite Enhanced Telemedicine – SATMED*

*SATMED is a new development in telemedicine in which Friendship is one of the 4 NGOs participating in the pilot or test stage. SATMED will use the capacity of a satellite of the Luxembourg-based SES (Société Européenne des Satellites) to provide satellite enhanced internet access to e-Health tools and services linking hospitals, medical universities and non-governmental organizations that are active in resource poor or remote areas in which no internet is available.*

*The multilayer SATMED platform will integrate various eHealth applications permitting its participants to have access to international medical learning and consultation opportunities as well as improved management of patient records, pictures, scans and X-rays, while retaining medical confidentiality.*

*"When I became pregnant at the age of 21, none of my family members knew anything about health check-ups. After much persuasion, I visited a Friendship satellite clinic, who referred me to a local government hospital. It was found that I was going to have twins and that I had advanced anaemia and oedema. When I gave birth, the twins immediately received much needed medical attention. The whole process was monitored and followed-up by Friendship Community Medic-aides and the local paramedic, and after the birth, Friendship staff provided information on nutrition and an immunization schedule. Thanks to Friendship, both my twins and I now lead a healthy life."*

*Shantona Begum (21)*

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# EDUCATION

## OBJECTIVE

To enable the children of the chars and coastal areas of Bangladesh to develop their potential through quality education, teaching them character building and awareness of their rights and obligations, and also to provide functional literacy for adolescents and adults.

## CURRENT STATE HIGHLIGHTS 2015

### PRIMARY EDUCATION

- ✦ 4,800 children attend Friendship primary schools in 78 communities
- ✦ Friendship's Education Programme benefits 15,800 households in five Districts
- ✦ 78 School Management Committees are functioning
- ✦ Children from Friendship schools have 100% pass rate in national exams and achieve well above average results (99.8% of the graduates received A+, A and A- grades)
- ✦ 195 teachers have been trained by Friendship and are active
- ✦ For the first time a former student has become, a Friendship school teacher
- ✦ Listen2Learn program has been introduced in all Friendship schools
- ✦ Code of Ethics, Dignity, Child Rights and Environmental Studies are mainstreamed in all the Friendship schools

### SECONDARY EDUCATION

- ✦ Friendship's innovative remote Secondary schooling system successfully piloted in 5 schools
- ✦ 63 students have completed Grade VI program
- ✦ Over 60% of students are girls

### FUNCTIONAL LITERACY

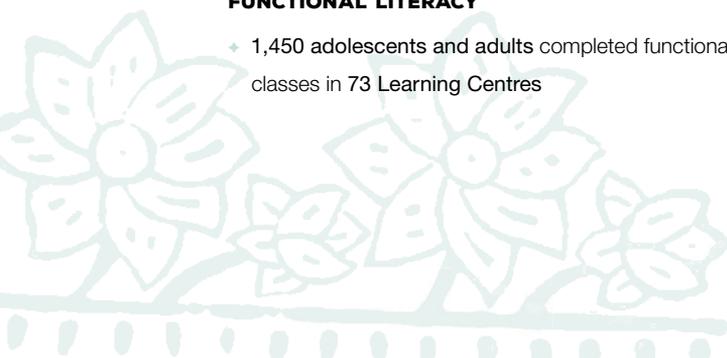
- ✦ 1,450 adolescents and adults completed functional literacy classes in 73 Learning Centres

### *School Management Committees*

*School Management Committees consist of 11 members elected directly from the communities in which Friendship's education programme activities are undertaken. They ensure participation of the community in education related activities, protect all existing school assets, work towards reducing school dropout rates, and contribute to school maintenance and improvement through discussion with local government and non-government entities.*

### *Early Childhood Development Programme*

*The Early Childhood Development Programme is a government promoted programme for the gradual emergence and development of capacities in young children (prenatal-8 years).*





## PLAN HIGHLIGHTS

### EARLY CHILDHOOD DEVELOPMENT

- ◆ Initiate the Early Childhood Development Programme (3-5 year olds) to reach 400 children in a pilot phase

### PRIMARY EDUCATION

- ◆ Increase the number of primary schools from 78 to 100
- ◆ Actively research and manage dropouts and reduce dropout rate over the primary school cycle from 40% to 20%
- ◆ Prepare schools to continue schooling during emergencies
- ◆ Improve training in basic spoken English in all schools through the Listen2Learn voice recording based programme
- ◆ Ensure curriculum includes awareness of:
  - ◆ Basic rights
  - ◆ Moral and ethical behaviour
  - ◆ Basic hygiene
  - ◆ The need for environmentally friendly practices
- ◆ Facilitate the integration of the aforementioned subjects in the curricula of National schools in all the Education working areas of Friendship by 2018
- ◆ Prepare manuals for teachers to permit replication in other organisations
- ◆ Work with government to include Friendship's methodology (or parts of the methodology) into the hard to reach area programmes of the government

### SECONDARY EDUCATION

- ◆ Implement a pilot project for distance learning secondary education in five chars for 75 students per year per grade

### FUNCTIONAL LITERACY

- ◆ Increase number of Adult Learning Centres from 73 to 100
- ◆ Assist Adult Literacy graduates with Vocational Training and livelihood development opportunities
- ◆ Include Code of Ethics, Dignity, Clean Home and Clean Environment in the curriculum

### *Educate one child – help the whole family*

*Friendship does not have enough resources to educate all the children in the Districts where it operates. Friendship has therefore adopted a fair and beneficial policy to select as far as possible one child per family to benefit from primary education. That child will often pass on what has been learned at school to siblings and other members of the family.*

*The impact of this policy extends well beyond the school and is complemented by other Friendship programmes, for example:*

- ◆ *The schoolchild may be able to help the family in situations of need, such as when a letter needs to be written to defend legal rights (Good Governance)*
- ◆ *The parents may be stimulated to attend Friendship's Adult Functional Literacy classes*
- ◆ *If a Solar Home System is acquired, it can permit the extension of the learning day beyond daylight hours for siblings or friends.*

### *Listen to Learn (L2L)*

*L2L is a project designed to improve spoken English, using recorded material accessed by teachers and pupils using cost-efficient mobile-phone based technology.*

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# DISASTER MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT

## OBJECTIVE

To enable vulnerable families and communities to mitigate the impact of natural disasters through advance preparation, risk reduction techniques and infrastructure development and to provide emergency relief in times of crisis.



## CURRENT STATE HIGHLIGHTS 2015

- ◆ Friendship Disaster Management Committees (FDMC) are **active** in **63 communities** covering 89,800 inhabitants in five Districts
- ◆ **2,040 people** were trained in disaster risk reduction, climate change adaptation and relevant capacity building activities
- ◆ **12 Plinths** give shelter and security to the surrounding communities during periods of flooding
- ◆ **Cyclone Shelter** is under construction in Patuakhali District
- ◆ **6 water treatment plants** in operation, providing capacity for safe water to 80,000 people
- ◆ **Standard Operating Procedures** for emergencies are now in place
- ◆ **Collaboration with the Government and other NGOs**
  - ◆ Contribution towards **disaster risk reduction and adaptation to climate change** programmes within Friendship's working areas and nationally
  - ◆ Development of the **National Rural Housing guideline** for disasterprone areas

### *Friendship Disaster Management Committees*

*Friendship Disaster Management Committees consist of around 30 executive members from the communities in which the Friendship Disaster Management and Infrastructure Development programme is active. These committees help Friendship staff in running disaster risk awareness programmes, holding practical workshops on disaster preparedness and distributing information to the community, and take responsibility for custody of the local disaster plan documentation.*

### *Plinth*

*A plinth is a structure raised to a height such that, even at times of high floods it remains above water level; it is hydro-dynamically designed to channel the floods in a manner that minimizes erosion. A typical Friendship plinth is host to a settlement of at least 20 houses, a school and community centre, water and sanitation facilities and a central pond; it acts as a haven for the surrounding community in times of crisis and is host to other Friendship activities/programmes.*





## PLAN HIGHLIGHTS

- ◆ Extend Disaster Risk Reduction coverage from 63 to 83 communities in eight districts
- ◆ Train 5,200 people in knowledge, attitudes and practices of disaster risk reduction and climate change adaptation, benefitting more than 114,000 people directly and indirectly
- ◆ Complete construction of Cyclone Shelter to be operational in Patuakhali District by 2017
- ◆ Prepare 50 schools to be able to continue Education in Emergency situations
- ◆ One community plinth raising to be completed each year
- ◆ Implement Standard Operating Procedures including assignment of 600 staff, contingency plan and capacity building
- ◆ Develop standard guideline for rural housing in disaster prone areas in collaboration with the Department of Disaster Management, Housing and Building Research Institute and with other housing actors in Bangladesh
- ◆ Establish/extend procedures for relief preparedness within the organisation (in case of natural disasters in Bangladesh)
- ◆ Implement Relief, emergency and food security programmes during disasters in Bangladesh especially in Friendship working areas.

*"I used to know hardly anything about floods, river erosion, droughts and other possible disasters. By joining the Friendship Disaster Management Committee, I learned about preparation for disasters and how to minimize their impact. For example, I now know about dry food preparation and preservation for flood situations, ways of taking proper care of children, disabled and elderly people, cultivating vegetables after the floods, use of safe sanitation, and drinking water"*

*Rikta Begum (30)*

# GOOD GOVERNANCE

## OBJECTIVE

To create an enabling environment where citizens are ensured access to justice and services from government institutions and are aware of their rights and how to access those rights as citizens.

## CURRENT STATE HIGHLIGHTS 2015

- ◆ Good Governance Programme is active in 35 Chars hosting 105,000 people
- ◆ 35 Friendship Civil Society Groups are functioning with 700 active participants
- ◆ 35 Parent, Teacher and Student Groups are functional
- ◆ 35 Friendship Community Paralegals are active
- ◆ 35 Friendship Good Governance Aides are in place
- ◆ 44,700 adults received curriculum in 2015
- ◆ Good Governance Curriculum is taught in 35 schools (24 State schools and 11 Friendship schools) to 2,500 students
- ◆ 10 Advocacy meetings were held in 4 Upazilas in 2 districts
- ◆ 58 Char Theatre shows were held
- ◆ Baseline research report was published on “The Status of Knowledge of legal Rights, Government Structure and Education in the Northern Chars of Bangladesh”

### *Parent, Teacher and Student (PTS) meetings*

*Respective participants meet monthly in each of the chars where Friendship’s Good Governance Programme is active. These meetings work towards motivating the parents to admit their children to school, reminding the teachers and students of their responsibilities and rights, enrolling children at school, building awareness of different social issues, and discussing and tackling social issues such as early marriage and dowries.*

### *Friendship Civil Society Groups (FCSG)*

*These groups are formed with 20 members in all communities where the Good Governance programme is active. They meet to discuss social issues (such as the dowry, early marriage and domestic violence), state-related issues (e.g. registration of births, marriages and voting rights) and other contemporary issues (flood, river erosion etc.).*



## PLAN HIGHLIGHTS

- ◆ Extend the coverage of the Good Governance programme to 75 Chars by 2018
- ◆ Establish a legal booth and train a community based paralegal in each Char covered by the Good Governance programme – in total 75 legal booths to be set up in this way
- ◆ Develop Char theatre groups and arrange 840 cultural programmes for creating mass awareness of legal rights and education in Friendship's working areas
- ◆ Conduct 195 advocacy meetings with local Union Parishads
- ◆ Introduce Friendship's Good Governance and Civic Education programme of a total of 24 modules in all government schools throughout Kurigram District, and for all Friendship schools within Friendship's working areas
- ◆ Establish 2 Mobile (satellite) Legal Support Units, making legal services directly available to 225,000 marginalized beneficiaries

### *Advocacy*

*The underlying function of advocacy is to enhance the self-respect of vulnerable communities, to improve their self-confidence, to constitute integrity and promote mutual trust. It is often overlooked that NGO advocacy also entails a battle against cynicism and despair, to which powerless communities often tend to fall victim.*

### *Paralegals*

*Paralegals are recruited from the community and trained in the basics of the legal system. They are assigned to support their communities by providing an informed link to the formal and informal judicial systems of Bangladesh.*



# SUSTAINABLE ECONOMIC DEVELOPMENT

## OBJECTIVE

To help vulnerable communities improve their economic conditions by providing capacity development support and enhancing income generating and employment opportunities.

## CURRENT STATE HIGHLIGHTS 2015

### WEAVING, TAILORING AND EMBROIDERY CENTRES

- ◆ 133 women are employed on a continuous basis:
  - ◆ 104 women were trained in weaving, dyeing or printing in 2015 at 7 Training Centres
  - ◆ Of these 58 are now employed full time at the Weaving Centres and 35 are employed elsewhere in the garment industry thanks to Friendship's training
  - ◆ 97 women were trained in 2015 in 3 Tailoring Centres
  - ◆ Of these 48 have started their own microenterprises and receive continuous support from Friendship through market linkages
  - ◆ 10 women were trained in Embroidery in 2015, of whom 5 continue to be employed by Friendship

### MUSHTI MICROFINANCE

- ◆ The social micro-finance programme is conducted in 126 communities/chars
- ◆ The agricultural project is run in 58 Northern chars/communities, through 145 Friendship Community Development Committees with 3,900 direct beneficiaries
  - ◆ 2600 beneficiaries received agricultural training and orientation
  - ◆ Boro Rice crop yield increased by 12.85% from 2014
- ◆ The fishermen's project is run in 50 communities in the South, through 156 Friendship Fishermen Groups with some 1,400 direct beneficiaries

### ELECTRIFICATION SYSTEMS

- ◆ Solar Home Systems project:
  - ◆ 212 Solar Home Systems (SHS) were installed in off-grid areas in 2015
  - ◆ Basic training on maintenance of Solar Home Systems was provided to 180 beneficiaries
  - ◆ Ownership of 32 Solar Home Systems has been transferred to beneficiaries after successful completion of their lease payments.

### *Friendship Community Development Committees*

*Friendship Community Development Committees consist of 25-30 members each and are formed by Friendship field staff in every char/ community where Friendship income generation activities are undertaken. They work toward the overall development of their communities through such matters as beneficiary selection and motivation, coordination of development works and promotion of education. Each committee has an effective governing body with the president and the secretary being elected by direct vote of the members.*

### *Solar Home System*

*The Solar Home System is an environmentally friendly affordable solar-powered source of electricity designed to enable poor households to meet their home lighting needs.*





## PLAN HIGHLIGHTS

### WEAVING, TAILORING AND EMBROIDERY CENTRES

- ◆ Provide training to 400 women and adolescent girls by 2018

### MUSHTI MICROFINANCE

- ◆ Make Mushti fully operational as a legally independent microfinance entity working towards the same goals as Friendship
- ◆ Obtain a definitive licence from the Microfinance Regulatory Authority

### AGRICULTURE PROJECT

- ◆ Have 450 Friendship Community Development Committees functional by December 2018 for the Agricultural project, with 12,000 direct beneficiaries
- ◆ Provide training to 80% of the agricultural beneficiaries and increase crop yields by 5% each year

### FISHERMEN'S PROJECT

- ◆ Have 400 Friendship Community Development Committees functional by December 2018 for the Fishermen's project, consisting of a total of 6,000 direct beneficiaries
- ◆ Provide training to the beneficiaries and assist to increase yields (fish, crab, rice, and vegetables) by providing technical support

### ELECTRIFICATION SYSTEMS

- ◆ Install and provide maintenance for 3,300 Solar Home Systems by 2018
- ◆ Provide basic maintenance training to 50 % of Solar Home Systems beneficiaries.

### *Friendship's Sustainable Economic Development Services*

*Friendship provides sustainable economic development services in 9 Upazilas in 5 Districts through its 3 operating entities:*

- ◆ *The internal Sustainable Economic Development department of Friendship Bangladesh interacts with the communities in Friendship's working areas to identify potential beneficiaries and their needs, and provides vocational training in dyeing, weaving, printing, embroidery and tailoring, as well as technical assistance and training to farmers and fishermen.*
- ◆ *Nodi is a separate commercial entity (owned 50% by Friendship Bangladesh and 50% by Friendship Luxembourg) which generates employment and income for Friendship beneficiaries through its management of the weaving centres' production and sales. Nodi took over the weaving centres from Friendship in November 2014. As a commercial operation, Nodi also purchases and sells goods supplied to beneficiaries (such as electrification equipment), and may render other services on behalf of Friendship.*
- ◆ *Mushti is a separate microfinance institution (working with the SED sector of Friendship) licensed by the Microfinance Regulatory Authority (MRA). It provides financing to the beneficiaries of the sustainable agricultural, fishing and electrification projects. Mushti presently still operates under a provisional licence, to be confirmed in the course of 2016.*

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# CULTURAL PRESERVATION

## OBJECTIVE

To preserve the traditional heritages of Bangladesh, to establish sustainable income for their craftsmen and to promote their art and technology nationally and internationally.



## CURRENT STATE HIGHLIGHTS 2015

- ✦ Team of carpenters currently has the know-how of traditional boat building skills to create 75 different models of boats
- ✦ Land has been acquired for the “Living Museum”
- ✦ 11 national and international exhibitions have been arranged – over 400,000 visitors since inception
- ✦ Handmade replica boats are sold nationally and internationally to provide sustainability and livelihood to the carpenters with knowledge of the riverine wooden boats of Bengal.

### *Living Museum*

*The Living Museum is a boat museum to be established in Bangladesh, where carpenters will work, preserving traditional techniques and skills for posterity, and where the model boats that they build will be exhibited.*





## PLAN HIGHLIGHTS

- ◆ Retain a working team of carpenters who can preserve the skills of traditional Bangladeshi boatbuilding
- ◆ Develop a sustainable model for the carpenters through exhibitions and sales of model boats
- ◆ Enter into new exhibition territories with the help and support of Friendship International
- ◆ Have the “Living Museum” fully operational in Bangladesh by 2018
- ◆ Establish process for temporary micro exhibitions to be held in offices and other outlets
- ◆ Promote the concept and hold exhibitions in countries such as Luxembourg, France, UK in Europe and Japan and China in Asia, focusing on the fact that an almost extinct heritage of humanity is being saved for posterity.



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# CENTRAL SERVICE UNITS AND ORGANISATIONAL STRENGTHENING

The success of Friendship's Strategy for each Sector is dependent upon the essential support of the Central Service Units.

The Strategic Planning process has strengthened the overall awareness within the organisation of the importance of the activities of Central Services, as well as the interdependence between the Central Service Units and Sectors, and between the different Central Service Units themselves.

The individual Strategic Action Plans of the Sectors and Central Service Units have therefore been developed in close cooperation and consultation with each other to complete a comprehensive Strategic Plan for Friendship as a whole.

The objective of Friendship's organisational strengthening programme is to ensure that the level of essential support from the Central Service Units meets the needs of the organisation as it grows to reach the goals and objectives targeted in the Sectors.

Friendship calculates, monitors and controls the costs of Central Services using a methodology which is transparent and applied consistently from year to year. These costs presently amount to approximately 17% of total expenditure, and are generally allocated directly to specific project budgets. It should be noted that most of these costs are directly linked to the implementation of Friendship's programmes in the field.

These all-in central costs of Friendship, a fully operational NGO, are therefore not comparable with those of a primarily fundraising and funding NGO which channels the funds it raises to other NGOs for implementation of programmes in the field, and which therefore does not, itself, incur the support costs necessarily associated with such implementation.

**THE MAIN ACTIVITIES OF THE CENTRAL SERVICE UNITS,  
WHOSE STAFF WORK FREQUENTLY IN THE FIELD  
AS WELL AS IN THE CENTRAL AND REGIONAL OFFICES, ARE:**

*Field operations*

- + Guides and assists programme staff in all aspects of the set-up, implementation and completion of projects
- + Builds working relationships with the community, including local government bodies
- + Provides crisis management in times of natural or man-made disasters.

*Communications*

- Responsible for all aspects of internal and external communications, including::
- + Development and implementation of the Friendship brand
  - + Management of the website and other social media platforms.

*Administration*

- + Maximises efficiency in administration of all Friendship projects
- + Manages and maintains Friendship's offices and Training Centre including their security.
- + Manages all fixed assets (including vehicles)
- + Manages all required transport arrangements for Friendship personnel, donors, volunteers and guests.

*Fleet management*

- + Maintains the hospital ships and equipment in compliance with all maritime regulations, ensuring safety of the ship, staff and visitors and taking into consideration preparation for emergencies.

*Monitoring and Research*

- + Assesses the overall impact of Friendship's programmes over time, and collates and distributes the findings of its assessments to stakeholders
- + Coordinates research work relevant to Friendship's activities and prepares dissemination of relevant reports and presentations.

*Information technology*

- + Manages all aspects of Friendship's IT infrastructure, including acquisition and maintenance of hardware, internet connectivity, firewalls, security and back-up systems.

*Infrastructure and development*

- + Responsible for the planning, supervision and implementation of all construction work undertaken by Friendship.

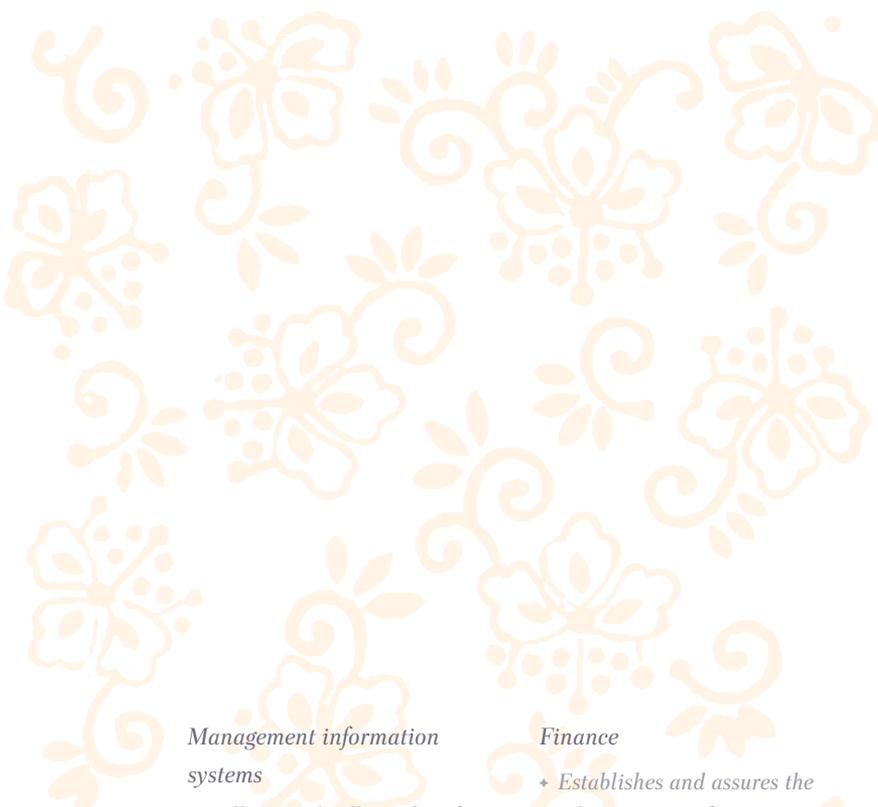
*Procurement and supply*

- + Manages and coordinates the purchasing activity of the organisation with a view to obtaining the required quality of goods on time and at the best available purchase conditions.

*Human Resources*

*& Organizational Development*

- + Guides and manages the provision of all Human Resource services to the organisation, including:
  - + Recruitment and retention of personnel
  - + Training and career development
  - + Compensation and benefits
  - + Employee relations.



#### **Management information systems**

- ✦ Collects and collates data from the Sectors and Central Service Units and generates reports for the use of Management and other stakeholders
- ✦ Develops and maintains certain specialist software
- ✦ Designs, develops and implements ICT projects prioritised by Management (currently M-Health and the SATMED projects)

#### **Internal Audit**

- ✦ Plans and implements a comprehensive programme of internal audits covering Friendship's regular activities and projects, such audits to include verification of compliance with all applicable laws, regulations and internal policies and procedures
- ✦ Carries out investigative or special audits as requested by the Executive Director.

#### **Finance**

- ✦ Establishes and assures the implementation of appropriate internal financial controls
- ✦ Provides instructions for and completes the preparation of budgets and financial reports, including the audited financial statements
- ✦ Assures compliance of all financial reports with the appropriate accounting standards
- ✦ Advises on the structure and delegation of financial authority for commitments and payments made.

#### **Government relations**

- ✦ Works with state and local government bodies to ensure that all phases of projects (documentation, authorisation, management and completion) are in compliance with applicable regulations and properly managed.

#### **Compliance and Legal**

- ✦ Reviews and advises on legal aspects of all significant contracts and internal policies
- ✦ Acts as depository for all internal policies and significant contracts
- ✦ Advises Sectors and Central Service Units on matters of compliance with internal policies
- ✦ Receives audit reports on compliance matters from Internal Audit and advises on resolution of any related issues
- ✦ Coordinates internal confirmations of compliance.

#### **Fundraising and Partnership Development**

- ✦ Established in early 2016, works closely with Sectors to:
  - ✦ Maintain effective communications with existing and potential donors
  - ✦ Coordinate fundraising activities
  - ✦ Ensure quality of reporting to donors and partners.





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