

FRIENDSHIP STRATEGY 2018 – 2020

NURTURING OPPORTUNITY, 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 2018-2020 EDITION

When we started operating our first hospital ship in 2002, I had no ambition other than just to do something to ease the suffering of a forgotten population living in extreme poverty. I had no comprehensive development plan or organisational structure in my head. As the organisation grew, we needed to streamline and adjust our plans year by year, managing growth step by step. By 2014, the organisation had expanded to an extent that it needed a more comprehensive and structured approach to growth and expansion. Thus our Strategic Planning process began in 2014 and since then has helped us to evolve, as we develop and coordinate our work and strengthen our organisation, taking into consideration the experience we have gained over the years.

Friendship is now an organisation delivering integrated services in six Sectors: Health, Education, Climate Change Adaptation and Disaster, Management, Inclusive Citizenship, Sustainable Economic Development and Cultural Preservation. These services are delivered by over 1,900 people, including full-time employees, staff recruited from within the beneficiary communities and volunteers. As Friendship grows, however, we constantly remind ourselves that our mission is not to build a bigger organisation, but is, as it has been since the beginning, to find ways of providing opportunity and hope to poor and remote communities and help them stand on their own feet.

Our Strategic Planning process enables us to operate with the efficiency and effectiveness of a modern business, and at the same time to ensure that we retain throughout our organisation the same culture of compassion and humanitarian values that motivated us in the early years of Friendship's existence. The planning process enables us to:

- Ensure that the actions we plan to undertake are coherent and aligned with our goals
- Ensure that we maintain the fundamental values that have guided us so far on our journey
- Build and develop the platform and infrastructure necessary to ensure that we can continue to deliver services successfully in the long term
- Secure 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 do you hope to achieve?
 - What exactly are your plans?
 - Where do you expect to be in three (or more) years?
 - What are your needs, and how can we help?



In 2017, our planning process also provided a platform which enabled us to contribute promptly and significantly to the relief effort for the unprecedented humanitarian crises faced by Bangladesh during the year, namely:

- The severe flooding, attributed to the effects of climate change, that hit the people in the North of the country, not once but twice during the monsoon season in July and September, and
- The influx of more than 700,000 refugees from Myanmar after August, described by António Guterres (UN Secretary General) as “the world’s fastest developing refugee emergency and a humanitarian and human rights nightmare”.

I take this opportunity to thank all our staff who showed outstanding commitment and dedication in shouldering the burden of additional work imposed by these crises, both those who worked directly in the field in difficult and sometimes heartrending conditions, and those who ensured that our other day-to-day work in all sectors continued without a break.

Possibly the biggest strength of our organisation lies in the way we pay particular attention to encouraging our staff to adhere so strongly to the values of respect, dignity and integrity that need to

underlie all our actions that we are fully up to the mark of exemplarity we aspire to. In times when additional work causes us to recruit significant numbers of new staff, we shall be particularly attentive not to compromise in any way the standards which we have adhered to over many years.

I want to thank the Board of Friendship in Bangladesh, which has been active and whose cooperation has been of great help to the work in the field. Their trust and acceptance of new ideas and visions of projects which are not always within the existing norms, has been of importance in Friendship’s being able to deliver much-needed services at the right time.

I also wish to thank the team of Friendship International, which has been a source of guidance and encouragement, motivation and financial help, and without whose immense trust and support we could not have reached the quality of output and scale that we achieve today.

In developing the Strategic Plan, Friendship’s management team reflects at length upon our longer term strategy, as well as the immediate goals and action necessary to achieve its success.

“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



The core elements of our strategy for the next three years are:

Focus on delivering access to essential services to remote and hard-to-reach communities

It has been our consistent policy to focus on those who live in the most remote and hard-to-reach regions of Bangladesh where basic services are lacking; this will continue to be a core element of our strategy.

Maintain quality and reliability

Friendship has built a reputation for delivering effective, dependable and quality services. We shall continue to emphasize a high degree of reliability and continuous improvement in quality of service delivery over growth.

Engage with local authorities

Over the years, Friendship has gained a high level of trust of the communities in which it operates. By engaging on this basis with local authority office-bearers responsible for delivering public services on a day-to-day basis, we shall seek to create opportunities for extending and improving services to hard-to-reach areas.

A replicable and scalable model

It is time to increase our efforts to share our experience of Friendship's integrated multi-sectoral development model so that it can inspire public and private stakeholders to achieve more widespread impact.

In 2017, a major step forward in demonstrating that this objective is more than simply a theoretical aspiration was achieved when the Fael Khair Program (through the Islamic Development Bank) commissioned the construction of five new hospital ships and their management and operation by Friendship over a period of five years using our Three Tier healthcare model. Furthermore, the Government of Bangladesh has approved the programme and has undertaken to take it over after five years as part of the national healthcare delivery system.

Our work would not be possible without the commitment of a network of partners, sponsors and donors from around the world. On behalf of Friendship, I would like to thank them for the trust, commitment, understanding and help we continue to receive from all of them, enabling 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, 2018



CONTENTS

7	Nurturing Opportunity, Dignity and Hope
8	Friendship's Areas of Intervention
11	The Story of Friendship
15	The Friendship Way
16	A Participative Approach
18	An Integrated Development Model
19	An Entrepreneurial Mindset and Sustainability
26	Ethics Driven
29	Friendship's Strategic Plan 2018-2020
34	Health
38	Education
42	Climate Change Adaptation and Disaster Management
46	Inclusive Citizenship
48	Sustainable Economic Development
50	Cultural Preservation
53	Central Service Units and Organisational Strengthening



NURTURING OPPORTUNITY, DIGNITY AND HOPE

FRIENDSHIP WORKS TOGETHER WITH VULNERABLE PEOPLE IN REMOTE COMMUNITIES TO HELP THEM TRANSFORM THEIR LIVES

In the remote regions of Bangladesh:

- Millions of people still live in extreme poverty
- 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 sustainable livelihoods
- Many areas face natural disasters on a regular basis.

Friendship is a non-governmental organisation (NGO) which aims to bring about lasting change to break the cycle of poverty. To drive this change, it works together with communities, training them and undertaking programmes that match their specific needs.

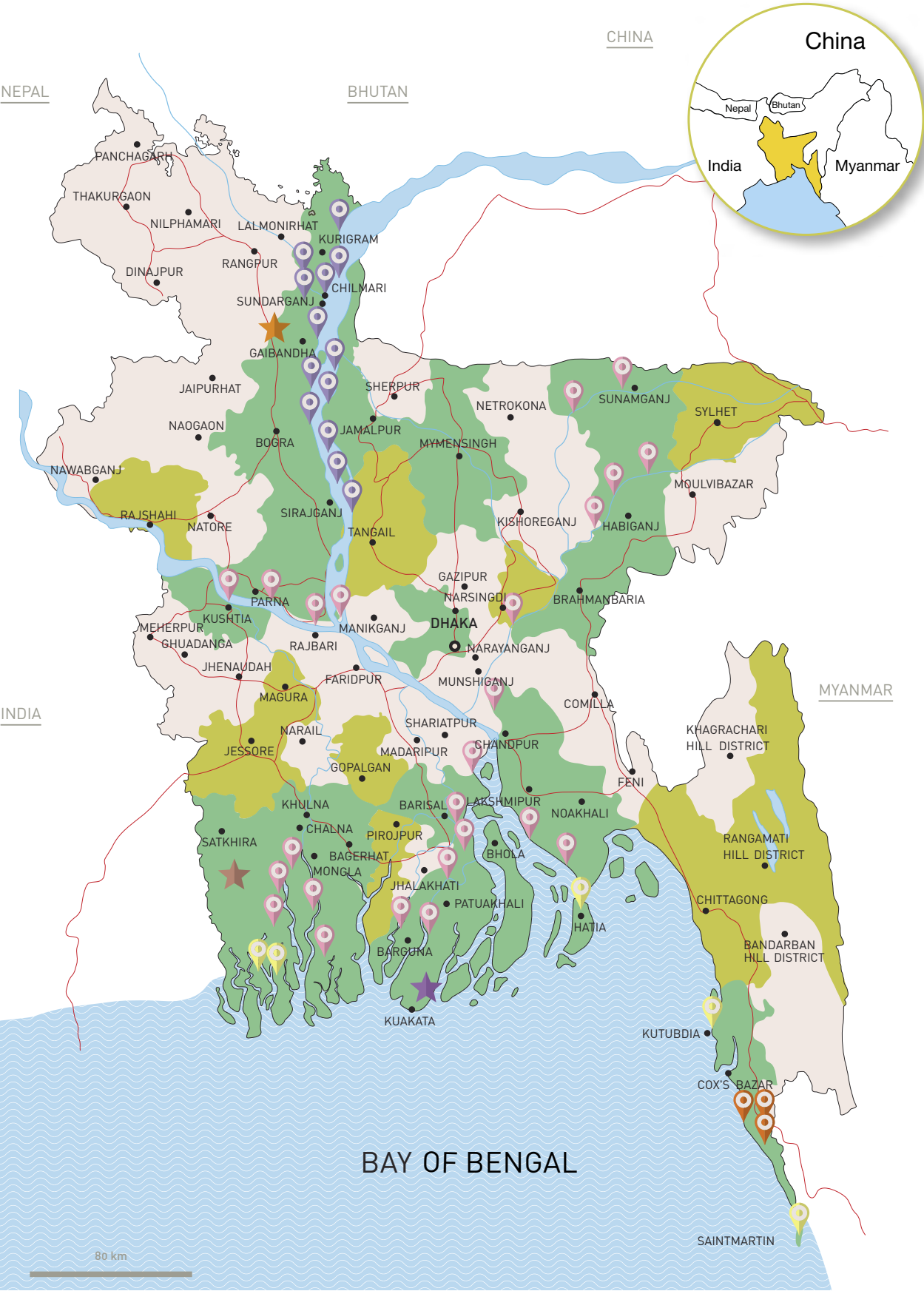
How Friendship makes a difference

The services and support offered by Friendship include:

- Providing free or affordable healthcare through its hospital ships, clinics and community health workers
- Providing access to primary, secondary and adult education
- Empowering women through training in agriculture, weaving, tailoring and embroidery
- Helping fishermen improve their business
- Advising and training farmers on how to improve production yields
- Distributing, installing and maintaining adapted low cost solar-powered lighting
- Ensuring families have access to safe drinking water
- Providing legal advice to those in need and facilitating access to public services
- Preparing communities to adapt to climate change and mitigate the effects of natural disasters
- Providing food and emergency medical aid when disasters strike.

Far from being delivered in a scattered or uncoordinated manner, Friendship's programmes are aimed systematically at strengthening the targeted communities as a whole, thereby nurturing opportunity, dignity and hope and allowing them to move towards greater wellbeing and autonomy.

FRIENDSHIP'S AREAS
OF INTERVENTION
IN BANGLADESH



COMMUNITIES OF BANGLADESH SUPPORTED BY FRIENDSHIP

Friendship supports communities mainly in the shifting northern river islands, known as “Chars”, of the Brahmaputra and in the coastal areas of the Bay of Bengal. Friendship is active in 41 Upazilas* over 23 Districts* of Bangladesh. Today, its operations are most intense and multi-sectorial in the districts of Kurigram and Gaibandha in the North, and Pathuakali and Satkhira in the South.

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

The 4,554 Union Parishads of Bangladesh are grouped together in 492 Upazilas (administrative sub-units of a District) within 64 administrative Districts in eight Regions.

BANGLADESH A MODEL OF ADAPTATION

Bangladesh is a country that is being forced, because of its environment, to find practical solutions now to some of humanity’s most pressing challenges – Demographics, Migration, Poverty and Climate Change. Over the last ten years, it has made remarkable economic and social progress, frequently thanks to innovative low-cost solutions implemented by local NGOs such as Friendship. Working with vulnerable communities in the remotest areas, building on their local knowledge and spreading awareness, Friendship helps implement life-changing solutions to address people’s vital needs.

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 to the North 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 global climate change.

LEGEND

-  Friendship Outreach, LFH and EFH intervention areas
-  Friendship Outreach and IDB intervention areas
-  Friendship Coastal Belt Outreach intervention areas
-  Friendship Rohingya crisis interventions
-  Shyamnagar Friendship Hospital and Outreach area
-  Friendship Training Centre
-  Friendship Cyclone Shelter
-  Friendship all sectors current intervention areas
-  Friendship - relief distribution



THE STORY OF FRIENDSHIP

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 then 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 health education 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 development model, which includes:

- **HEALTH**
- **EDUCATION**
- **CLIMATE CHANGE ADAPTATION AND DISASTER MANAGEMENT¹**
- **INCLUSIVE CITIZENSHIP²**
- **SUSTAINABLE ECONOMIC DEVELOPMENT**
- **CULTURAL PRESERVATION**

Based upon the experience gained through its successes and continuous challenges in all of these six 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.

¹ Previously known as "Disaster Management and Infrastructure Development"

² Previously known as "Good Governance"



**FRIENDSHIP
IN 2018**

The following are some key figures from each of Friendship’s six Sectors at the beginning of 2018:

- 4.2 million people have access to Friendship’s Health services, and 125,000 patients receive healthcare each month through the Three Tier healthcare system
- 4,800 children attend Friendship primary and secondary schools in 78 communities
- Friendship’s Climate Change Adaptation and Disaster Management Teams are active in 143 communities covering 147,900 inhabitants
- The Inclusive Citizenship programme is active in 83 Chars, hosting 250,000 people
- Friendship supports Sustainable Economic Development services to more than 13,000 beneficiaries
- 87 replicas of traditional Bangladeshi boats have been built and preserved; 8 Friendship schoolbooks to introduce students to traditional boatbuilding and other aspects of their cultural heritage have been launched with support from the Minister for Culture
- Friendship has contributed very significant resources from all its sectors to aiding the Rohingya people in the region of Cox’s Bazar.

Friendship has now grown to become an organisation which manages 1,900 people in Bangladesh, working from the Dhaka Head office and 14 regional offices, in the three hospital ships and in the beneficiary communities. Of these 1,900 people, more than 50% are recruited directly from within the beneficiary communities and trained by Friendship as teachers (230), Friendship Community Medic Aides (525), Inclusive Citizenship Aides and Paralegals (69), and Para-Solar Technicians (152). Also included are an annual average of 90 people in visiting teams of medical volunteers and interns.





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, now under the banner of Friendship International, 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.

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.

DIVERSE DONOR COMMUNITY

Friendship's donors include private individuals, civil society organisations (NGOs and foundations), public development agencies and 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.

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.



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

RUNA KHAN



THE FRIENDSHIP WAY

Friendship’s strategy is built upon its core values of Integrity, Dignity, Justice, Quality and Hope, and on the following pillars which support and guide all its actions across its six sectors of activity:

- A Participative Approach
- An Integrated Development Model
- An Entrepreneurial Mindset and Sustainability
- Ethics Driven

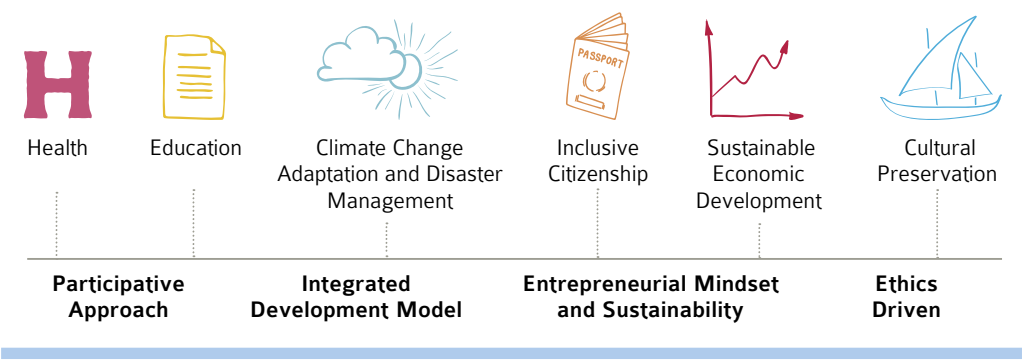
OUR VISION

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

OUR MISSION

To strengthen marginalised communities and empower people to reach their full potential through a sustainable, integrated development approach

STRATEGIC PLAN



OUR VALUES

- Integrity
- Dignity
- Justice
- Quality
- Hope



A PARTICIPATIVE APPROACH

Friendship works in close interaction with the local communities in order to identify their needs. Its objectives and agenda are defined in accordance with those needs which are agreed together with the representatives and members of the local communities.

The participative approach aims to:

- Promote ownership and effective collaboration: the local communities have ownership of the decisions made about the services to be provided, including the selection process for individual beneficiaries
- Facilitate effective collaboration: Friendship is able to work together with the local community to deliver services to meet the identified needs
- Build on the grass-roots knowledge and experience of local people to identify solutions that are suitable to their circumstances
- 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: participation makes projects more likely to be adopted by the community, and to flourish in the long term
- Engage local authority office-bearers by making them aware that essential services can be delivered even in hard-to-reach areas.

This genuinely participative 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 donors' defined use of funds.

Above all, the participative approach respects the dignity of the beneficiaries.

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.

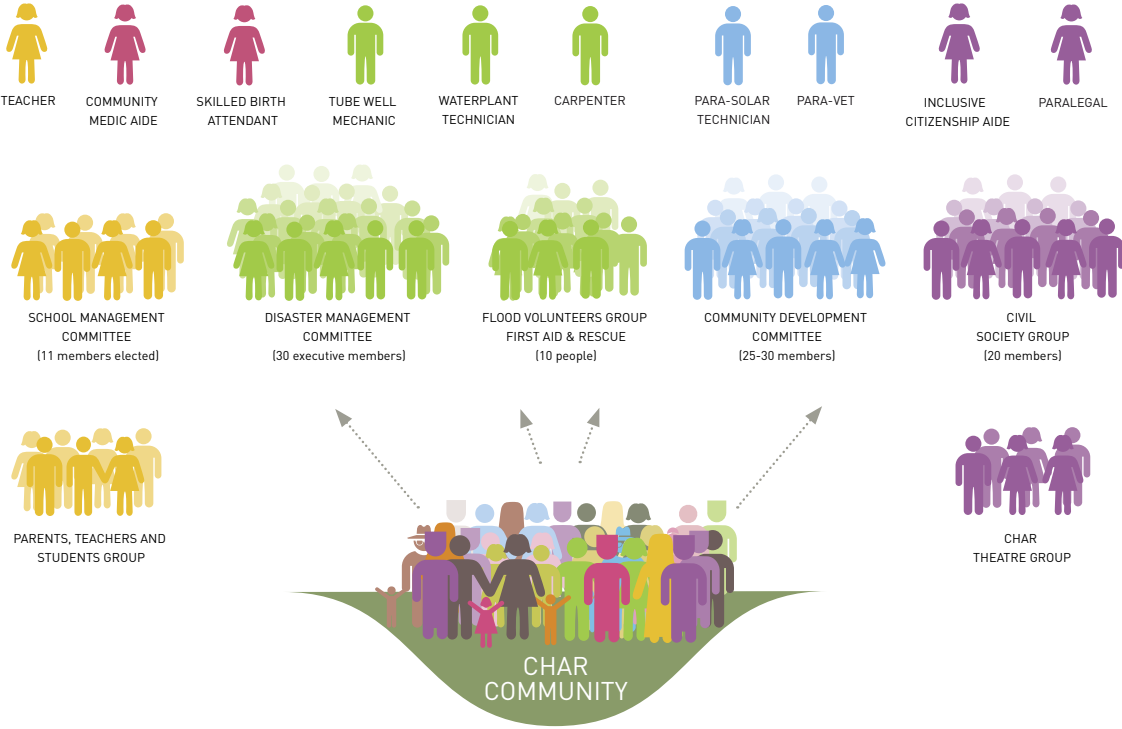
Community groups enable an effective two-way communication of information and advice, and open discussion on the implementation of projects.

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
- Parents, Teachers and Students Groups
- School Management Committees
- Flood Volunteers Groups (First Aid and Rescue)
- Char Theatre Groups.

**WE WORK TOGETHER
WITH THE COMMUNITY**





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 addressed 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 disasters.

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.

"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

"I work mostly with the health team and MIS, but I can also see the effect of the other sectors' hard work, showing that Friendship is like a body. All parts are different, but they are all vital and can only function if working together with other parts."

Frida Aronsson,
Erikshjälpen



AN ENTREPRENEURIAL MINDSET AND SUSTAINABILITY

AN ENTREPRENEURIAL MINDSET

Friendship increases the chances of success and sustainability of its programmes by applying an entrepreneurial approach to finding solutions to development challenges and training its people to be professional and reliable. Working in true partnership with people from the corporate world, sharing best practices and high standards of corporate management has been a key success

factor. It has allowed Friendship to be innovative, to design quality solutions, services and economic models that can be replicable and sustainable in the long term.

Friendship's entrepreneurial approach also helps to build the confidence of donors, as it produces efficient solutions, optimises the use of resources and maximizes the impact of their donations.

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.

Thus, Friendship's concept of sustainability goes beyond the concept of "financial sustainability" and is not necessarily compatible with the requirement of financial sustainability as largely understood. In major parts of Friendship's working areas, poverty is so extreme that only very nominal costs can be borne by the beneficiaries. In other areas, the beneficiaries may have the capacity to pay for services. Some employment opportunities that create broad social benefits for the community may not be fully financially sustainable. Friendship is committed to diversifying its income sources, while recognising that for the foreseeable future, donor funds or other resources will be necessary to achieve operational 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.



**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 with the global Sustainable Development Goals.

**Examples of successful cooperation between Friendship
and the Government of Bangladesh or other NGOs**

- In 2017, the Fael Khair Program, through the Islamic Development Bank, commissioned a **major health programme to be managed and operated by Friendship** using its Three Tier healthcare model. The Government of Bangladesh has approved the programme and has undertaken to take it over after five years as part of the national healthcare delivery system.
- **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, receiving training support for service providers, logistics and other technical assistance.
- The teaching of **Friendship's Inclusive Citizenship Education** curriculum is implemented in 16 State schools in Kurigram District.
- In cooperation with BRAC University and Open Society Foundations, Friendship has developed a **Paralegal Manual** which it uses for its own Inclusive Citizenship program while contributing to its promotion for use by Paralegals throughout several countries in South East Asia in cooperation with the Centre for Peace and Justice.

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 Guideline for Rural Housing in Disaster Prone Areas of Bangladesh.**



**ALIGNMENT OF FRIENDSHIP’S GOALS
WITH THE SUSTAINABLE DEVELOPMENT GOALS**

The UN introduced its seventeen Sustainable Development Goals (SDGs) in 2015, with a view to addressing the root causes of poverty and the universal need for sustainable development that works for all people and extends to all counties. 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***



* Goal 14 is only partially applicable (although Friendship supports fishermen to enable them to operate sustainably at sea). 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.



**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 seventeen years of existence, continued growth merely for growth’s sake is not Friendship’s goal. Growth is nevertheless important, as there are many communities which need support to meet their basic needs. In those communities which already have access to certain services, Friendship would like to fill in the service gaps and implement more fully its integrated development model to help as many vulnerable people as possible gain control over their lives.

Beyond responding as far as possible to meet the beneficiaries’ immediate needs, Friendship’s longer-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. As a result, the model (or such elements of it that may be necessary to complement services that are already partially available) can be replicated on a larger scale by governments and other NGOs. In this context a certain scale of operations is necessary to achieve credibility.

In 2017, it was shown that this aspiration is well-founded when Friendship tendered successfully for a major expansion of its Three Tier healthcare delivery model to be funded by the Fael Khair Program (through the Islamic Development Bank). The project, which involves the construction of five additional hospital ships (one large and four smaller) and which expands Friendship’s healthcare system into five new regions, was approved by the Government of Bangladesh which is moreover committed to take over the programme after five years of operation by Friendship.

“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



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 use the resources effectively.

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 in development aid have been implemented by some governments; high-profile international campaigns for funding to meet the effects of elements such as conflicts are redirecting resources away from other essential aid programmes.

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
- Building its Partnership Development department in Bangladesh
- Ensuring that appropriate feedback and information is provided to donors
- Actively encouraging donors and potential donors to visit the programmes
- 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

Activities for expansion and pilot projects offering innovative solutions to existing or new 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:

2016 – Aga Khan Award for Architecture

For Friendship Centre, Designed by architect Kashef Mahboob Chowdhury.

2011 - 2017 – Best Performing NGO Award (in multiple Upazilas of Gaibandha/ Kurigram/ Shyamnagar Districts)

Awarded by Upazila Health and Family Planning Administration, Government of Bangladesh.

2016 – Green Award by Positive Planet Foundation

For making solar energy accessible in disadvantaged areas in Bangladesh.

2014 – World Craft Council Award of Excellence for Handicrafts

For the work with weaving products of Friendship's vocational training centres.

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

This award was received for work in preserving the ancient boat-building heritage of Bangladesh.

1994 – Ashoka Fellowship

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

ETHICS DRIVEN

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 Inclusive Citizenship programmes.





FRIENDSHIP'S CODE OF ETHICS

Integrity, Dignity, Quality, Justice and Hope form the foundation of Friendship's strategy. These strong values are communicated consistently throughout the organisation and applied at all levels of Friendship's activities. To remain an ethics-driven NGO, Friendship promotes a Code of Ethics and trains people on its importance, be it internally in all Sectors and Central Service Units, at Head Office or in the remotest Field Offices as well as in all Friendship's schools, clinics, hospitals and beneficiary groups. Valuing and treating each person with respect is also a fundamental and permanent driving force at Friendship.

A monthly ethics topic is presented and discussed at the beginning of all Friendship meetings with community groups and included in the curriculum of Friendship's schools.

The regular annual programme of monthly topics is as follows:

- January > Compassion
- February > Confidence
- March > Courage
- April > Rights
- May > Empathy
- June > Honesty
- July > Patience
- August > Justice
- September > Tolerance and Non-violence
- October > Dignity
- November > Humility
- December > Commitment

Communication of Friendship's monthly Code of Ethics programme now extends to other organizations within Bangladesh and internationally.



FRIENDSHIP'S MISSION

To strengthen marginalised communities and empower people to reach their full potential through a sustainable, integrated development approach.

FRIENDSHIP'S STRATEGIC PLAN 2018 – 2020

STRATEGIC PLANNING AND THE TRANSFORMATION CYCLE

Friendship's Strategic Planning process was first developed in 2014 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 cycle designed to put in place and constantly review the changes necessary to implement the long-term strategy.

The four elements of the Transformation Cycle 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 information systems, 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 strengthening the Friendship organisation and improving management processes, and management will continue its regular review of the transformation cycle.



**FRIENDSHIP'S STRATEGIC
DIRECTION**

The core elements of Friendship's strategic direction for 2018 - 2020 are to:

- Retain the overall focus on delivering access to essential services to remote and hard-to-reach communities (by Friendship or by others) where none are otherwise available
- Maintain quality and reliability in service delivery
- Engage further with local authorities to obtain maximum cooperation and access to services by beneficiaries
- Establish and document a replicable and scalable model for Friendship's services to extend its application by Government and private stakeholders.





**FOCUS ON DELIVERING ACCESS
TO ESSENTIAL SERVICES TO REMOTE AND
HARD-TO-REACH COMMUNITIES**

It has been Friendship’s consistent policy to focus on serving those who live in the most remote and hard-to-reach regions of Bangladesh. Over all the years of its existence, Friendship has never departed from this policy, which will continue to be a core element of its strategy.

In some areas, without Friendship’s intervention there would be no effective essential services at all, so that Friendship’s full integrated service model needs to be applied. In other areas some services are already available from other sources whereas others are absent. In these cases, Friendship will work to fill in the gaps.

**MAINTAIN QUALITY AND
RELIABILITY**

Friendship has built a reputation for delivering effective, dependable and quality services. Quality and reliability in turn generate trust and belief that hope in a long-term solution is well-founded. Friendship will continue to emphasize quality and reliability in service delivery over growth.

Friendship’s growth, both in terms of activities undertaken and geographic areas covered, has been in response to needs identified at grassroots level; its ambition is not to build a bigger organisation but to strengthen the communities in which it works.

**ENGAGE
WITH LOCAL AUTHORITIES**

The tangible demonstration that services can be delivered effectively to remote communities greatly facilitates the process of engaging at grass-roots level with local authority office-bearers and enables the right of the people in remote communities to receive essential services from those office-bearers to be recognised more widely.

**A REPLICABLE AND
SCALABLE MODEL**

Friendship’s strong track record over many years provides a persuasive narrative for the adoption of its methods by others. Friendship will increase its efforts to demonstrate the effectiveness of its integrated development model so that it (or elements of it) can be replicated on a larger scale and integrated into the systems of public service delivery by Government and private stakeholders such as Development Agencies, other NGOs or Foundations.



ORGANISATIONAL FRAMEWORK

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 13 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 2020 is determined.

Friendship's total budget for 2018 is estimated at approximately US\$ 11.5 million (at current exchange rates)* of which around 60% is allocated to the Health Sector. The budget includes some US\$ 1.2 million for long-term investment in infrastructure (such as the completion of the Shyamnagar Friendship Hospital, the Static Clinics and the Cyclone Shelter), US\$ 2.7 million attributed to the Rohingya crisis and US\$ 7.6 million for other on-going operational programmes.

*These figures do not include the costs of construction of five new hospital ships, their operation and management by Friendship, and the supporting healthcare network. This five-year project, fully funded by the Fael Khair Program through the Islamic Development Bank, has a total budget of US\$ 17.4 million.





ORGANISATIONAL STRENGTHENING

In line with the commitment to continue to strengthen the Friendship organisation and to improve management processes, Friendship is undertaking a comprehensive review of its Information Systems with the assistance of specialist consultants. The previous IT and MIS units have been consolidated into an Information Systems department under the leadership of a Chief Information Officer. A roadmap, designed to achieve greater efficiency in the processes of data gathering, analysis and reporting as well as the modernisation of IT hardware and systems has been developed and is being implemented.

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

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. In response to the requirements of management, donors and other stakeholders, work continues on the review and development of relevant quantitative and qualitative Key Performance Indicators (KPIs), particularly in the Health, Education and Inclusive Citizenship sectors.

"Some challenges require creative and out-of-the-box solutions. Friendship's staff are aware that they might not have the perfect idea instantly, but some ideas will be tested in small scale, then evaluated and adjusted accordingly. This is for me a sign of great maturity, humility and a realistic mindset.

I also appreciate the team spirit that I feel among the staff. It seems as if all are using each other's knowledge and resources and that together they try to find the best solutions for the sometimes extremely demanding conditions."

Frida Aronsson,
Erikshjälpen

HEALTH

THE CHALLENGE

Millions of people living in marginalized communities in remote areas of Bangladesh do not have access to any healthcare.

FRIENDSHIP'S 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.



"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)





CURRENT STATE HIGHLIGHTS 2017

- 4.2 million people have access to Friendship's health services
- Around 125,000 patients receive healthcare per month
- 3 floating hospitals are in operation and equipped with satellite communication
- 338 clinic days per month are delivered by Satellite Clinics and 120 days by Static Clinics
- 525 Friendship Community Medic Aides are in place
- 150 Friendship Community Medic Aides use mHealth, our smartphone based telemedicine program, serving more than 48,000 beneficiaries.
- 16 Skilled Birth Attendants are active in 2 districts
- 6,594 children were immunized through 304 immunization camps organized each month in collaboration with the government
- 1,352 nutrition demonstration sessions were conducted
- More than 18,000 women were screened and 132 women were treated under the Cervical Cancer Programme.

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 and land hospital

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 each hospital ship, 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).

The Shyamnagar Friendship Hospital will be added to Friendship's Tier 1 resources, when it becomes operational once construction is completed in 2018.

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 immunization 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 STRENGTHEN THE EXISTING THREE TIER HEALTHCARE SYSTEM

- Maintain and operate Friendship's floating hospitals to provide quality health services in 9 districts
- Complete construction and launch of Shyamnagar Friendship Hospital, a 50-bed land hospital in Satkhira District; to be fully operational from June 2018
- Operate 7 Static Clinics (fixed location clinics):
 - 1 existing Static Clinic will continue to operate from Friendship-owned premises in Hatiya on a full operating cost-recovery model
 - 4 additional Static Clinics will be built to replace those currently offering limited services from rented locations
 - 2 Static Clinics will continue to operate for the Cervical Cancer See and Treat (CCST) program in the working areas of Emirates Friendship Hospital (Gaibandha and Kurigram Districts)
- Ensure that Friendship's integrated Three Tier healthcare delivery model and information programme is operating effectively in all chosen areas of intervention:
 - Increase the number of monthly Satellite Clinic Days from 338 to 558
 - Increase the number of Friendship Community Medic Aides from 525 to 675
 - 16 Skilled Birth Attendants will continue to cover 16,000 households in total in the northern intervention areas
- Strengthen and ensure quality of Nutrition Demonstration Sessions in all Friendship areas
- Increase the number of Friendship Community Medic Aides trained on mHealth from 150 to 350 to provide services for remote diagnosis of certain conditions/diseases
- Maximise the use of SATMED's capabilities and eHealth platform.

INTRODUCE ELEMENTS OF FINANCIAL SUSTAINABILITY

- Apply service fees where appropriate at FCM level, Satellite and Static Clinic and Shyamnagar Friendship Hospital
- Bring mHealth to a stage where it is marketable.



IMPLEMENT FAEL KHAIR/ISLAMIC DEVELOPMENT BANK PROJECT AND DELIVER SUCCESSFUL OUTCOME ON PROJECT COMPLETION

Launch and operate 5 new hospital ships with support from the Fael Khair Program through the Islamic Development Bank. They will be located in:

- Hospital 1: Bhola, Barisal, Patuakhali, Barguna
- Hospital 2: Sunamganj, Habiganj, Sylhet
- Hospital 3: Khulna, Bagerhat, Pirojpur
- Hospital 4: Kushtia, Pabna
- Hospital 5: (large secondary care ship): Chandpur, Lakshimpur, Bhola.

Apply Friendship's Three Tier healthcare model to the project through the recruitment and training of new Paramedics and Friendship Community Medic Aides.

PROMOTE AND SHARE THE MODEL

- Ensure effective collaboration and networking with Government and other NGOs that provide health services
- Promote and share the Friendship Three Tier healthcare delivery model through research, publications and seminars
- Work with the Government of Bangladesh to include Friendship's healthcare model (or parts of it) in their hard-to-reach area programmes.

Friendship Mobile-based Healthcare solution – mHealth

mHealth is a primary healthcare diagnosis methodology for common medical conditions which is delivered by Friendship Community Medic Aides using a smart-phone application at the local community level. A network link is in place to Friendship's doctors centre in Dhaka.

Satellite Enhanced Telemedicine – SATMED

SATMED is a development in telemedicine in which Friendship is one of the 4 NGOs participating in the pilot or test stage. SATMED uses the capacity of a satellite of the Luxembourg-based SES (Société Européenne des Satellites) to provide satellite enhanced internet access to eHealth 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 integrates 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.

EDUCATION

THE CHALLENGE

People of the northern river islands and coastal areas of Bangladesh have either very limited or no access at all to education.

FRIENDSHIP'S 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 2017

PRIMARY EDUCATION

- 4,568 children attend Friendship primary schools in 78 communities
- 78 School Management Committees are functioning
- Children from Friendship schools have consistently 100% pass rate in national exams and achieve well above average results
- 128 local community members have been trained as teachers by Friendship and are active as such
- A Digital School Information System is in use to administer 5 Friendship schools
- Schools promote innovative projects such as “Listen2Learn”, children-led Wall Magazine, environmental garden projects, etc
- Code of Ethics, Children’s Rights and Environmental Studies are mainstreamed in all the Friendship schools.

SECONDARY EDUCATION

- 226 students are enrolled in Friendship’s innovative remote Secondary schooling system which has been successfully piloted in 7 schools
- 56 students have completed Grade VIII program and succeeded with 100% pass rate at Junior School national exam
- Over 60% of students are girls.

ADULT EDUCATION

- 1,460 adolescents and adults attend functional literacy classes in 73 Adult Learning Centres
- Adult graduates are being linked with income generating activities.



PLAN
HIGHLIGHTS

**MAINTAIN ACCESS
TO HIGH QUALITY EDUCATION**

- Prepare schools to continue schooling during emergencies
- Improve training in basic spoken English through the Listen2Learn voice recorded programme
- Maintain the highest standards of video-recorded lessons for Secondary School distance learning
- Ensure curriculum at all levels includes awareness of:
 - Basic rights
 - Moral and ethical behaviour
 - Basic hygiene
 - The need for environmentally friendly practices
- Organise continuous programme of training and capacity building for teachers and staff.

**EXTEND THE PRIMARY AND SECONDARY EDUCATION AND
ADULT FUNCTIONAL LITERACY PROGRAMMES**

- Increase the number of primary schools from 78 to 92
- Increase the number of secondary schools from 7 to 10
- Increase the number of Adult Learning Centres from 73 to 83
- Include the Clean Home and Clean Environment programme in the Adult Functional Literacy 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 (Inclusive Citizenship)
- 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.



EXTEND OPPORTUNITIES FOR FURTHER EDUCATION AND EMPLOYMENT

- Liaise with Government offices and other NGOs to offer vocational training to graduates
- Open a girls boarding house on the mainland to give them access to further education opportunities
- Provide Adult Literacy graduates with Vocational Training and livelihood development opportunities.

PROMOTE AND SHARE THE MODEL

- Prepare manuals for teachers to permit replication by other organisations
- Work with Government to include Friendship's methodology (or parts of the methodology) in their hard-to-reach area programmes
- Facilitate the introduction of Code of Ethics teaching in government schools in Friendship working areas by 2020.

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.

CLIMATE CHANGE ADAPTATION AND DISASTER MANAGEMENT

THE CHALLENGE

89 million people live in areas of Bangladesh that are subject to floods and cyclones of increasing regularity and intensity as a result of global climate change.

FRIENDSHIP'S 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 2017

- Friendship Disaster Management Committees (FDMC) are active in 143 communities covering 147,900 inhabitants in nine districts
- 3,475 people were trained in disaster risk reduction, climate change adaptation and relevant capacity building activities
- 316 flood volunteers were trained on First Aid, drowning prevention, search and rescue operations during emergencies
- 13 Friendship plinths give shelter and security to the surrounding communities during periods of flooding
- Alternate facilities to continue education during emergencies were developed and tested
- The Cyclone Shelter in Patuakhali District is nearing completion
- 6 water treatment plants are in operation, providing safe water in Southern coastal areas where soil salinity is an increasing issue
- Standard Operating Procedures for emergencies are now in place
- Collaboration with the Government and other NGOs:
 - Contributed towards the Government's disaster risk reduction and adaptation to climate change programmes within Friendship's working areas and nationally
 - Supported the development of the National Guideline for Rural Housing in Disaster Prone Areas of Bangladesh.

Friendship Disaster Management Committees

Friendship Disaster Management Committees consist of around 30 executive members from the communities in which the Friendship Climate Change Adaptation and Disaster Management programme is active. These committees help Friendship staff in running disaster risk awareness programmes, and practical workshops on disaster preparedness and take responsibility for custody of the local disaster plan documentation.

PLAN
HIGHLIGHTS

ENGAGE IN AND PROMOTE CLIMATE
CHANGE ADAPTATION INITIATIVES

- Provide training and assistance on climate change resilient livelihoods to 3,780 families
- Two Friendship community plinths to be completed each year
- Pilot test a mangrove plantation over 40 hectares to reduce land erosion, protect population and develop biodiversity.

BUILD DISASTER RESILIENCE CAPACITY

- Extend Disaster Risk Reduction coverage to 113 communities in eight districts
- Complete construction of Cyclone Shelter to be operational in Patuakhali District by April 2018
- Prepare 45 Friendship and government schools to be able to continue Education in Emergency situations
- Provide WASH (Water Access, Sanitation and Hygiene) services in 200 communities
- Provide capacity building and livelihood grants to 1,590 families.



"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)



IMPROVE EMERGENCY RESPONSE MECHANISM WITH EMPHASIS ON WOMEN AND CHILDREN

- Strengthen Standard Operating Procedures including contingency planning and the assignment of 600 staff
- Conduct periodic meetings with local government administrations to share communities' requests, coordinate efforts and ensure access to public services during emergencies.

DEVELOP DOCUMENTATION AND PUBLICATIONS ON COMMUNITY INITIATED DISASTER RISK REDUCTION (CIDRR)

- Support the publication of the National Guideline for Rural Housing in Disaster Prone Areas of Bangladesh
- Develop support material for knowledge dissemination on Climate Change Adaptation and Disaster Management to 20 Schools.

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.



INCLUSIVE CITIZENSHIP

THE CHALLENGE

In remote communities, people are often unaware of their most basic rights or their responsibilities. They often have no access to the legal system, and local authorities may not be able to deliver justice consistently and reliably.

FRIENDSHIP'S 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 2017

- The Inclusive Citizenship programme is active in 83 Chars communities hosting 250,000 people
- 83 Friendship Civil Society Groups are functioning with 1,660 active participants
- 35 Parents, Teachers and Students Groups are functional
- 35 Friendship Community Paralegals are actively running Legal Information booths
- 35 Friendship Inclusive Citizenship Aides are in place
- 3,500 adults received the Inclusive Citizenship curriculum in 2017
- Inclusive Citizenship curriculum is taught in 35 schools (24 State schools and 11 Friendship schools) to 2,590 students
- 226 Char Theatre shows were held and broadcast repeatedly on television
- 63 child marriages were directly stopped and many others avoided through awareness raising
- 495 birth registrations were completed, ensuring recognition of these children's rights.

Friendship Civil Society Groups (FCSG)

These groups are formed with 20 members in all communities where the Inclusive Citizenship programme is active. They meet to discuss social issues (such as 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.).

Parents, Teachers and Students (PTS) groups

Participants meet monthly in each of the chars where Friendship's Inclusive Citizenship 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 tackling social issues such as early marriage and dowries.



PLAN HIGHLIGHTS

PROMULGATE AWARENESS OF RIGHTS

- Extend the coverage of the Inclusive Citizenship programme to 100 communities by 2020
- Establish a legal booth and train a community based paralegal in each Char covered by the Inclusive Citizenship programme – 100 legal booths in total by 2020
- Organise awareness based activities for 10 youth groups
- Establish 1 floating Legal Support Unit, making legal services directly available to 45,000 beneficiaries
- Further develop the current 3 functional theatre groups and arrange 690 cultural programmes for creating mass awareness of legal rights and education in Friendship's working areas
- Develop a source of income from theatre shows.

ACCESS TO PUBLIC SERVICES

- Conduct 80 advocacy meetings with local Union Parishads
- Achieve Friendship's membership of 4 District Legal Aid committees.

PROMOTE AND SHARE THE MODEL

- Promote the paralegal manual in use at Friendship as a model for use throughout Bangladesh
- Organise two Advocacy seminars and one seminar on Paralegalism at National level
- Further introduce Friendship's Inclusive Citizenship programme in all government schools throughout both Kurigram and Gaibandha districts and for all Friendship schools within Friendship's working areas.

Paralegal Manual

In 2016, Friendship was invited by The Centre for Peace and Justice and The Open Society Foundations to contribute to the establishment of a standard manual and training process leading to formal recognition of paralegals in Bangladesh and other countries in the wider region.

The Friendship model of community based paralegals was an important component of this project. Friendship's existing paralegal manual was used to contribute to the development of the new manual. Discussions with the Government of Bangladesh are planned to obtain approval for this new manual to be recognised as the standard for paralegals.

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 social stigmas and malpractices, 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

THE CHALLENGE

In remote communities, where the physical environment is unstable and huge numbers of people live in extreme poverty, building a sustainable livelihood is a challenge.

FRIENDSHIP'S OBJECTIVE

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

CURRENT STATE HIGHLIGHTS 2017

WEAVING, TAILORING AND SEWING CENTRES

- 79 women are employed on a continuous basis
- 87 women were trained in weaving, dyeing or printing at 5 Weaving Centres
- 20 women were trained in the Tailoring Centre.

MUSHTI MICROFINANCE FOR SUSTAINABLE AGRICULTURE, FISHING AND ELECTRIFICATION

- The agricultural project is run in 93 Northern chars, through 236 Friendship Community Development Committees with 5,704 direct beneficiaries
- 3,060 beneficiaries received agricultural training and orientation
- Rice crop yield increased by 4,3 % and chili production by 6,7%
- The fishermen's project is run in 75 communities in the South, through 182 Friendship Fishermen Groups with some 1,600 direct beneficiaries
- 2,213 Solar Home Systems (SHS) were installed in off-grid areas
- 96 young people were trained as Para-solar Technicians
- Basic training on maintenance of Solar Home Systems was provided to 605 beneficiaries
- Ownership of 275 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 SEWING CENTRES

- Provide training to 562 women and adolescent girls by 2020
- Achieve financial sustainability of weaving centres.

MUSHTI MICROFINANCE FOR SUSTAINABLE AGRICULTURE, FISHING AND ELECTRIFICATION

- Obtain a definitive licence from the Microfinance Regulatory Authority
- Operate Mushti as a legally independent microfinance entity working towards the same goals as Friendship
- Expand Mushti activities into 13 new areas.

AGRICULTURE PROJECT

- Have 390 Friendship Community Development Committees functional by December 2020 for the Agriculture project with 11,700 direct beneficiaries
- Extend the introduction of appropriate technological improvements for agriculture
- Provide training to 80% of the agricultural beneficiaries and increase crop yields by 5% each year.

FISHERMEN'S PROJECT

- Have 266 Friendship Community Development Committees functional by December 2020 for the Fishermen's project, with 3,990 direct beneficiaries
- Provide training to the beneficiaries and help increase yields by providing technical support.

ELECTRIFICATION SYSTEMS

- Install and provide maintenance for 5,000 Solar Home Systems by 2020
- Provide basic maintenance training to 3,000 Solar Home Systems beneficiaries and train 192 Para-solar Technicians by 2020
- Develop a training centre and workshop in 2018.

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 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 International) which generates employment and income for Friendship beneficiaries through its management of the weaving centres' production and sales. 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 2018.

CULTURAL PRESERVATION

THE CHALLENGE

The art of building the numerous types of traditional wooden boats used on the waterways of Bangladesh is being lost as the boats are replaced by modern vessels and the skills hitherto passed by word of mouth from generation to generation are undocumented.

FRIENDSHIP'S OBJECTIVE

To preserve the traditional heritage of Bangladesh by establishing a sustainable business model for craftsmen and promoting their art and technology.

CURRENT STATE HIGHLIGHTS 2017

- Our team of carpenters currently has the know-how of traditional boat building skills to create 87 different models of boats
- National and international exhibitions have been arranged – with a specific event on Bengali Heritage organised with the Government of Bangladesh for the World Heritage Day
- Handmade replica boats are sold nationally and internationally to provide a sustainable livelihood for the carpenters who retain knowledge of the riverine wooden boats of Bengal
- Research on traditional sailmaking techniques has been conducted, documented and tested
- 8 school books have been published on boats and cultural elements of Bangladesh are ready for national distribution pending government approval.





PLAN HIGHLIGHTS

- Establish and run the “Living Museum”
- Retain a working team of carpenters who can preserve and share the skills of traditional Bangladeshi boatbuilding
- Develop a sustainable model for the carpenters through exhibitions and sales of model boats
- Teach Cultural Heritage awareness in schools
- Build awareness of Bangladeshi culture locally and internationally
- Share knowledge and experience of cultural preservation on social media
- Produce a video of boat building as a record, and for communication and sales support
- Publish academic documentation on 2 specific boats
- Participate in the organisation of the World Heritage Day Event
- Promote the concept and hold exhibitions mainly in Europe and Asia, focusing on the need to save an almost extinct heritage for posterity.

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.



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 Bangladesh calculates, monitors and controls the costs of Central Services using a methodology which is transparent and applied consistently from year to year. These costs, most of which are directly linked to the implementation of Friendship's programmes in the field, are generally allocated directly to specific project budgets.

These all-in central costs of Friendship Bangladesh, a fully operational NGO, are 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.

PARTNERSHIP DEVELOPMENT

Works closely with Sectors to:

- Maintain effective communications with existing and potential donors
- Coordinate fundraising activities
- Ensure quality of reporting to donors and partners.

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.

INFRASTRUCTURE AND DEVELOPMENT

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

EVALUATION AND RESEARCH

- Assesses the overall impact of Friendship's programmes over time, 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.

HUMAN RESOURCES AND 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.



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

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.

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.

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.





FRIENDSHIP INTERNATIONAL – GOVERNING BODIES:

Friendship International

Board members:

Runa Khan (Co-Chair), Marc Elvinger (Co-Chair), Kenneth Hay, William Lebedel, Dorothee ter Kulve.

Friendship Bangladesh

Board members:

M.Khalid Shams (Chair), HQ Chowdhury (Vice-Chair), Runa Khan (Secretary and Executive Director), Shamim Ahmed Khan (Treasurer), Enayet-e-Rabbi, Syed Afzal Hasan Uddin, Syed Nasim Manzur.

Friendship Belgium

Board members:

HRH Princess Esmeralda of Belgium (Chair), Pierre Schmitz (Secretary), Marc Elvinger (Treasurer), Runa Khan, Roland Vaxelaire, Paolo Pellizzari.

Friendship France

Board members:

William Lebedel (Chair), Nicolas Depoorter (General Secretary), Runa Khan, Marine de Bazelaire, Marc Elvinger, Benoît Miribel, François Monard, Laure Vinçotte, Alain Cojean.



Friendship Luxembourg

Board members:

Marc Elvinger (Chair), Kenneth Hay (Secretary), Roger Spautz (Treasurer), Philippe Depoorter, Eilo Elvinger, Patrick Losch, Jane Wilkinson.

Friendship Netherlands

Board members:

Dorothee ter Kulve (Chair), Caroline Noordhoek Hegt (Secretary), Sander Nieuwland (Treasurer), Runa Khan, Henriette Lurvink, Olaf Litjens, Michiel van der Graaff.

Friendship UK

Board members:

Kenneth Hay (Chair), Marc Elvinger (Treasurer), Jean Peters (Secretary), HRH Princess Esmeralda of Belgium, Runa Khan.



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With thanks to Kenneth Hay, former Managing Partner of EY Luxembourg and Chairman of Friendship UK for leading the 2018 - 2020 strategic planning process, and to Claude Witry, Director ADA Microfinance, Luxembourg, for his highly valued contribution and support.

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Friendship wishes to thank BANQUE DE LUXEMBOURG for its contribution to the preparation and publication of this brochure.



<https://friendship.ngo>

Friendship is registered as a charity in Bangladesh. It is also registered as such in Belgium, France, Luxembourg, the Netherlands and the United Kingdom.