

STRATEGIC PLAN 2026-2030



Socio Health And Rehabilitation Program (SHARP)

SHARP Complex , Kazipur Road, Fokirtola, Khokshabari, Sirajgonj-6700.
Email: sharpbd1955@gmail.com

Strategic Plan of SHARP (2026-2030)

Published: April 2026



Socio Health And Rehabilitation Program (SHARP)
SHARP Complex, Fakirtala, Khokshabari, Sirajganj-6700
www.sharpbangladesh.org

Message from the Chairman

It is with great pleasure that I present the Strategic Plan 2026–2030 of Socio Health and Rehabilitation Programme (SHARP). This strategic plan reflects our shared vision, commitment, and determination to create meaningful and sustainable change in the lives of vulnerable and marginalized communities across Bangladesh.

The plan provides a clear direction for the next five years, focusing on strengthening our institutional capacity and expanding our work in priority areas such as climate change adaptation, youth employment, women’s empowerment, and sustainable community development. It is the result of a participatory process involving valuable inputs from our board members, management, staff, and stakeholders.

I sincerely appreciate the dedication and contributions of everyone involved in developing this strategic plan. I am confident that through collective effort, strong partnerships, and continued commitment, SHARP will successfully achieve its strategic goals and further strengthen its role as a trusted development organization.

I invite all our partners, well-wishers, and stakeholders to join us in this journey toward building resilient, inclusive, and empowered communities.

Md. Showkat Ali

Chairman

Socio Health and Rehabilitation Programme (SHARP)

Message from the Director

I am pleased to present the Strategic Plan 2026–2030 of Socio Health and Rehabilitation Programme (SHARP), which sets the direction for our organization over the next five years. This strategic plan reflects our commitment to responding effectively to the evolving needs of the communities we serve while strengthening SHARP’s institutional capacity and sustainability.

The development landscape is rapidly changing, bringing both challenges and opportunities. Through this strategic plan, SHARP reaffirms its focus on promoting climate resilience, youth employment, women’s empowerment, skills development, and inclusive community development. The plan has been developed through a participatory process, drawing on valuable insights from stakeholders, staff, and organizational assessments.

This document will serve as a practical roadmap for our actions, helping us achieve greater impact through innovation, partnerships, and efficient resource utilization. I extend my sincere gratitude to all who contributed to this process and express my confidence that together we will successfully implement this strategy.

We look forward to continued collaboration with our partners, donors, and communities as we work toward a more equitable, resilient, and sustainable future.

Safia Sultana

Director

Socio Health and Rehabilitation Programme (SHARP)

Table of Contents: SHARP Strategic Plan (2026–2030)

Section	Content Description	Page #
Executive Summary	Overview of SHARP’s mission, 5-year roadmap, and thematic priorities.	1
Introduction	Background, purpose of the plan, and the participatory planning process.	2
Organization Profile	Legal status, governance structure, and core program track record.	4
Development Context	National context of Bangladesh and evolving NGO sector trends.	5
SWOT Analysis	Internal strengths/weaknesses and external opportunities/threats.	6
Strategic Direction	Vision, Mission, Core Values, and Strategic Principles.	9
Strategic Goals	Detailed objectives for Financial Sustainability, Capacity, Partnerships, and Learning.	10
Strategic Issues	Short, Mid, and Long-term actions for Climate, Women, Youth, and Urban Poverty.	13
Fundraising Strategy	Approach to donor relationships, diversification, and social enterprise.	16
MEL Framework	Monitoring, Evaluation, and Learning review cycles (2026–2030).	17
Conclusion	Final commitment to inclusive development and social transformation.	18
Annex	Strategic Plan Implementation & Progress Measurement Matrix (2026–2030)	20

Socio Health And Rehabilitation Program (SHARP)
Fakirtala, Khokshabari, Sirajganj

Strategic Plan SHARP (2026-2030)

Executive Summary

Social Health and Rehabilitation Programme (SHARP) is a national non-governmental organization committed to improving the lives of marginalized and vulnerable communities in Bangladesh. Since its establishment, SHARP has been working in areas such as education, youth employment, livelihoods development, women's empowerment, disaster management and poverty reduction. Through its community-based approach and strong grassroots presence, the organization has built trust among beneficiaries, local government institutions and development partners.

This Strategic Plan (2026–2030) has been developed to guide SHARP's future direction in a rapidly changing development landscape. The plan reflects insights from a comprehensive strategic planning process, including organizational assessments, stakeholder consultations, and SWOT analysis conducted during the strategy development workshop. It aligns SHARP's vision, mission, and core values with emerging national priorities and global development trends.

Over the next five years, SHARP aims to strengthen its institutional capacity while scaling up impactful and sustainable programs. The strategy places strong emphasis on key thematic areas such as climate change adaptation, women's empowerment, youth employment, and urban poverty. It also highlights the importance of innovation, partnerships, and resource mobilization to ensure long-term sustainability.

This document serves as a roadmap for SHARP's management, staff, and stakeholders, outlining strategic priorities, goals, and actionable steps. It is designed to enhance organizational effectiveness, improve program quality, and position SHARP as a "Partner of Choice" for donors and collaborators in achieving inclusive and sustainable development. Implementation of this plan will be supported by a robust monitoring, evaluation, accountability, and learning framework, enabling regular performance tracking, reflection, and adaptive management. SHARP will also prioritize risk management, human resource development, and knowledge management to strengthen organizational resilience and effectiveness.

This strategic plan represents SHARP's renewed commitment to empowering disadvantaged communities, advancing equitable development, and contributing meaningfully to national development priorities and the Sustainable Development Goals. Through collaborative action and strategic investment, SHARP aims to create lasting positive change and strengthen its position as a trusted partner for sustainable development.

Introduction

i. Background

SHARP is a development organization committed to improving the lives of disadvantaged and marginalized people through sustainable, inclusive, and transformative development initiatives. Since its establishment, SHARP has worked to address critical social and economic challenges by implementing programs focused on education, skills development, youth employment, gender equality, health, social protection, community empowerment, and institutional development.

The organization has consistently pursued its mission through community-centered approaches, strategic partnerships, and evidence-based interventions. Over the years, SHARP has developed valuable experience in designing and implementing development programs that respond to local needs while aligning with national development priorities and global development frameworks.

As the development landscape continues to evolve, SHARP recognizes the need for a clear strategic direction to navigate emerging opportunities and challenges effectively. The Strategic Plan 2026–2030 has therefore been developed to guide the organization’s future actions and ensure sustained impact over the coming years.

ii. Purpose of the Strategic Plan

The purpose of this Strategic Plan is to provide a clear and coherent framework for SHARP’s institutional and programmatic development during the period 2026–2030. It establishes strategic priorities, defines organizational goals, and outlines the pathways through which SHARP will strengthen its contribution to sustainable development.

Specifically, the strategic plan seeks to:

- Define SHARP’s long-term strategic direction;
- Align organizational priorities with national and global development agendas;
- Strengthen institutional effectiveness and operational efficiency;
- Enhance program quality and impact;
- Promote financial sustainability and resource diversification;
- Foster innovation, learning, and adaptive management.

iii. Strategic Planning Process

The Strategic Plan 2026–2030 was developed through a participatory, inclusive, and evidence-based planning process. The process involved extensive consultation with internal and external stakeholders, including the Executive Committees, senior management, staff, project participants, community leaders and development practitioners.

The planning process included:

- Review of previous strategic achievements and lessons learned;
- Organizational capacity assessment;
- SWOT analysis;
- Stakeholder consultations;
- Review of national development trends and sector priorities;
- Identification of emerging opportunities and risks.

This collaborative approach ensured that the strategic plan reflects organizational realities, stakeholder expectations, and contextual development needs.

iv. Planning Context

Bangladesh is undergoing significant social and economic transformation, offering new opportunities for development while also presenting complex challenges. Issues such as youth unemployment, climate vulnerability, rapid technological change, gender disparities, social exclusion, and funding competition within the development sector require innovative and strategic responses from civil society organizations.

At the same time, shifts in donor priorities and increasing expectations for accountability, impact measurement, and sustainability demand stronger institutional systems and adaptive organizational capacity. In this context, SHARP's Strategic Plan 2026–2030 provides a timely framework for organizational growth, resilience, and effectiveness.

v. Scope of the Strategic Plan

This strategic plan covers all thematic, operational, and institutional dimensions of SHARP's work for the five-year period from January 2026 to December 2030. It provides strategic guidance for program implementation, organizational development, partnership building, advocacy initiatives, and resource mobilization efforts.

The plan will serve as the primary reference document for decision-making, annual operational planning, performance monitoring, and organizational learning throughout the implementation period.

Organization Profile

SHARP (Socio Health and Rehabilitation Program) is a well-established non-governmental development organization working for the socio-economic advancement of disadvantaged and marginalized communities in Bangladesh. Established on **3 June 1992**, SHARP began its journey in response to the acute poverty, disaster vulnerability, and socio-economic challenges faced by people living in the char and rural areas of Sirajganj district. The organization was founded with a strong commitment to improving the quality of life of vulnerable populations through sustainable development interventions, social justice promotion, and community empowerment initiatives. Since its inception, SHARP has evolved into a credible grassroots development organization dedicated to building an inclusive, resilient, and equitable society through people-centered and rights-based approaches.

Legally, SHARP is registered with the **Department of Social Welfare** under Registration No. **Siraj-228/92** and later obtained registration from the **NGO Affairs Bureau** under Registration No. **1805**, enabling it to operate nationally with enhanced institutional legitimacy and donor engagement opportunities. Headquartered at SHARP Complex, Kazipur Road, Fakirtola, Khokshabari, Sirajganj, the organization is governed by a **27-member General Committee** and a **9-member Executive Committee**, ensuring strategic oversight, accountability, and effective governance. Its management structure includes experienced leadership and professional staff responsible for program implementation, financial management, training, and administration. SHARP also maintains a comprehensive policy framework, including financial management, safeguarding, child protection, gender, environmental and social management, and monitoring and evaluation guidelines, reflecting its commitment to transparency and institutional excellence.

SHARP primarily operates in **Sirajganj district**, focusing on rural, char, and disaster-prone communities where socio-economic vulnerability is high. Its core program areas include **women's empowerment and leadership development, gender-based violence prevention and response, education, health and WASH services, disaster risk reduction and climate resilience, sustainable livelihoods, advocacy, and policy engagement**. The organization works with women, youth, children, marginalized households, and disaster-affected communities through capacity-building initiatives, vocational training, awareness campaigns, psychosocial support, community mobilization, and resilience-building interventions. Guided by its vision of an inclusive and prosperous society where women enjoy dignity, equality, and freedom, SHARP strives to create sustainable opportunities for empowerment and development.

Over more than three decades, SHARP has built a strong track record of implementing impactful development programs in partnership with national and international organizations such as Oxfam, ActionAid Bangladesh, BRAC, UNDP, UNICEF, and other development partners. The organization has successfully implemented projects related to flood response, gender equality, literacy, climate resilience, sustainable agriculture, and community-based disaster management. Through these initiatives, SHARP has contributed significantly to poverty reduction, women's

empowerment, educational access, and resilience-building among vulnerable communities. Its active engagement in national networks and collaboration with government agencies further demonstrates its institutional credibility and reinforces its position as a trusted development actor in Bangladesh.

Development Context Analysis

i. National Context (Bangladesh)

Bangladesh has achieved notable progress in reducing poverty and improving key social indicators over the past decades. However, several structural challenges remain. Youth unemployment continues to be a major concern, particularly as a large portion of the population enters the labor market each year without adequate job opportunities. At the same time, disparities between rural and urban areas persist, with unequal access to services, employment, and economic opportunities. The country is also highly vulnerable to climate change, which disproportionately affects poor and marginalized communities through disasters and environmental degradation. Additionally, there is a growing mismatch between the skills of job seekers and the demands of the labor market, limiting employment outcomes. In this context, NGOs are also facing increased competition for limited funding and a high dependence on donor support, making sustainability more challenging.

ii. Sector Context (NGO Sector)

The NGO sector in Bangladesh is undergoing a significant transformation, shifting from traditional relief-based approaches to more sustainable and development-oriented interventions. There is an increasing demand from donors and stakeholders for measurable, evidence-based impact, requiring organizations to strengthen their monitoring and evaluation systems. Donors are also placing greater emphasis on innovation, results, and localization, encouraging NGOs to adopt new approaches and work more closely with local actors. At the same time, competition for foreign funding has intensified, pushing organizations to differentiate themselves and demonstrate value for money. Furthermore, partnerships and digital transformation are becoming essential, as NGOs seek to expand their reach, improve efficiency, and remain relevant in a rapidly changing development landscape.

iii. Organizational Challenges

Within this evolving context, organizations like SHARP face several internal challenges that need to be addressed for long-term sustainability. Limited access to unrestricted funding restricts flexibility and the ability to invest in core organizational development. Heavy reliance on project-based financing further constrains long-term planning and continuity of programs. There is also a need to strengthen monitoring systems to better track results, ensure accountability, and demonstrate impact to donors. Scaling successful initiatives remains difficult due to limited

institutional capacity and resources. In addition, improving proposal development skills is critical for securing competitive funding and building strong relationships with donors. Addressing these challenges will be essential for enhancing organizational resilience and achieving strategic goals.

SWOT Analysis

The SWOT analysis of SHARP provides a clear understanding of its internal strengths and weaknesses, along with external opportunities and threats. The organization has strong foundations, including experienced leadership, good relationships with government stakeholders, and proven expertise in community-based programs such as training, gender equality, and disaster management. However, it faces challenges like limited financial sustainability, lack of own funding sources, and gaps in skilled human resources and technology.

At the same time, SHARP has significant opportunities to grow by leveraging partnerships with government and donors, expanding into emerging priority areas like climate change and youth employment, and strengthening its visibility through media and networking. On the other hand, external risks such as political influence, natural disasters, weak communication systems, and socio-economic barriers may affect program implementation. Overall, the SWOT analysis helps SHARP identify strategic priorities to build on its strengths, address its weaknesses, capitalize on opportunities, and mitigate potential threats.

Strengths

- Well-established office facilities and operational infrastructure that support efficient program implementation
- Dedicated training center with residential accommodation facilities for conducting capacity-building programs
- Reliable power supply supported by generator and backup electricity systems, ensuring uninterrupted operations
- Strong collaborative relationships with government stakeholders at local and national levels
- Extensive experience in coordinating and implementing initiatives with local government institutions
- Active and committed Executive Committee providing strategic guidance and governance oversight
- Functional organizational website and well-developed institutional policies ensuring transparency and accountability

- Clearly defined Citizen Charter and thematic strategies that guide organizational service delivery
- Strong legal foundation with complete registration, compliance documentation, and regulatory approvals
- Proven experience in working effectively in geographically remote and hard-to-reach char areas
- Capacity for contingency planning and adaptive response during emergencies and unforeseen challenges
- Strong networking and partnership-building capacity with diverse stakeholders, including NGOs, donors, government agencies, and community groups
- Significant expertise in gender equality promotion and disaster risk management interventions
- Established network of active Self-Help Groups (SHGs) that strengthen community participation, ownership, and organizational sustainability

Weaknesses

- Heavy dependence on external donor funding due to the absence of sustainable internal funding sources
- Lack of a microfinance or microcredit program to generate institutional revenue and expand community support services
- Limited institutional income-generating mechanisms affecting long-term financial sustainability
- Shortage of skilled and specialized human resources required for diversified program implementation
- Inadequate training equipment and learning resources to fully meet evolving capacity-building needs
- Limited physical space for conducting large-scale training sessions and organizational activities
- Technological limitations, including insufficient digital infrastructure and modern operational systems, which constrain efficiency and innovation

Opportunity

- Expanding strategic partnerships with government institutions, private sector actors, and development stakeholders to enhance program outreach and resource mobilization
- Leveraging print, electronic, and digital media platforms to increase organizational visibility, advocacy, and public engagement
- Accessing technical expertise and capacity-building support through collaboration with government vocational and training institutions

- Strengthening collaboration with local government bodies for coordinated development planning and service delivery
- Exploring government-funded development initiatives and public-sector project opportunities
- Building on past successful implementation experience to deepen relationships with existing donors and attract new funding partners
- Expanding interventions in remote and char areas where significant unmet development needs create opportunities for impactful programming
- Growing opportunities to address emerging challenges related to climate change adaptation, migration, and resilience building
- Increasing scope for environmental sustainability, disaster risk reduction, and emergency response programming
- Facilitating community-based peacebuilding, social cohesion, and conflict resolution initiatives to promote inclusive local development

Threats

- Limited communication and connectivity infrastructure, particularly in remote and char areas, which can hinder effective program coordination and service delivery
- Political influence and external interference that may affect operational independence and decision-making processes
- Inconsistent cooperation or administrative delays from local authorities that may disrupt project implementation
- Frequent natural disasters and climate-related hazards that pose risks to community interventions and organizational continuity
- Political instability and changing policy environments that may create uncertainty for long-term program planning
- Negative or misleading media coverage that could affect organizational reputation and stakeholder confidence
- Frequent transfers of government officials, resulting in disruptions to coordination and partnership continuity
- Deep-rooted social conservatism and cultural resistance that may limit acceptance of progressive development initiatives
- Widespread poverty and economic inequality that increase community vulnerability and create additional implementation challenges
- Religious and social sensitivities that may restrict engagement in certain thematic interventions
- Inadequate transportation and physical access infrastructure, limiting outreach to underserved and hard-to-reach communities.

Strategic Direction

The Strategic Direction of SHARP for 2026–2030 reflects the organization’s commitment to advancing inclusive development, institutional excellence, and sustainable social transformation. It provides the guiding framework for SHARP’s programmatic priorities, organizational growth, and long-term impact. Grounded in its past achievements and informed by emerging development challenges, this strategic direction aims to position SHARP as a resilient, innovative, and trusted development partner dedicated to empowering vulnerable communities.

i. Vision Statement

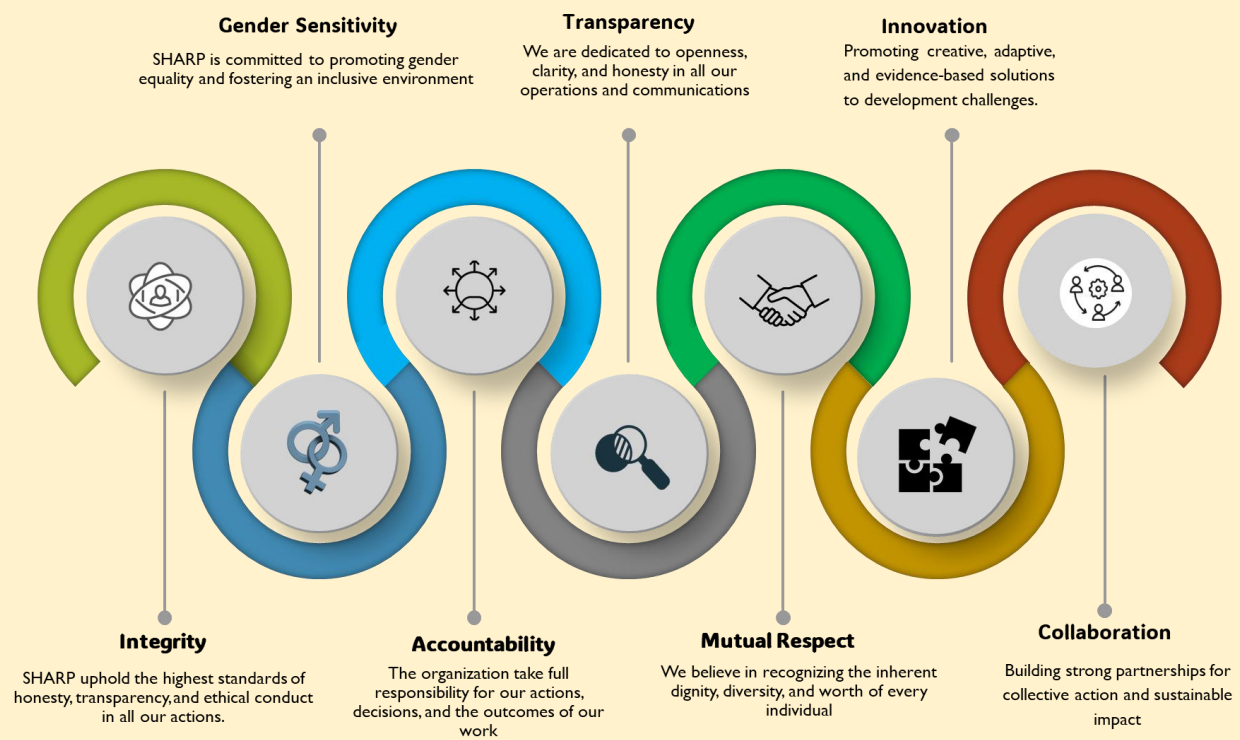
An inclusive, prosperous, and resilient society driven by sustainable development, where women and marginalized communities enjoy dignity, equality, justice, and opportunity.

ii. Mission Statement

To empower disadvantaged communities, especially women and youth, through rights-based development interventions, capacity building, disaster resilience, livelihood promotion, and institutional partnerships that foster equality, social justice, and sustainable development.

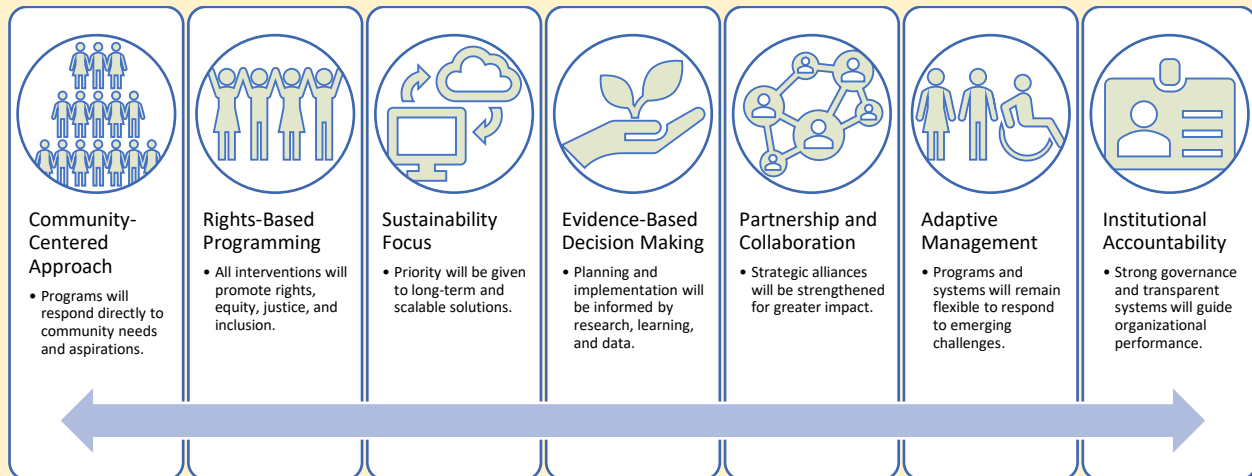
iii. Core Values

SHARP’s work is guided by the following core values:



iv. Strategic Principles

The implementation of SHARP's Strategic Plan 2026–2030 will be guided by the following strategic principles:



Strategic Goals and Objectives (2026-2030)

The Strategic Goals and Objectives of SHARP for 2026–2030 are designed to strengthen organizational sustainability, institutional effectiveness, strategic relevance, and development impact. These goals reflect SHARP's long-standing grassroots engagement, particularly its work with vulnerable communities in char areas, while positioning the organization to respond to emerging funding priorities. A key strategic focus during this period will be the strengthening and expansion of **Self-Help Group (SHG) initiatives in char communities** as a sustainable community empowerment mechanism that contributes both to local socio-economic development and to SHARP's long-term institutional sustainability through social enterprise and community-based resource mobilization.

The goals are aligned with SHARP's strategic program priorities in **Climate and Food Security, Women and Youth Empowerment, Urban Poverty and WASH, and Community-Based Economic Resilience**.

Goal 1: Resource Diversification and Financial Sustainability

Goal Statement

To strengthen SHARP's financial sustainability through diversified resource mobilization, strategic donor engagement, and community-based economic models that support long-term organizational growth.

Strategic Objectives

- Diversify funding sources through bilateral, multilateral, private sector, and philanthropic partnerships.
- Align fundraising efforts with priority thematic areas including climate resilience, women and youth empowerment, and urban WASH.
- Strengthen proposal development and donor relationship management systems.
- Develop income-generating services through training, consultancy, and institutional support programs.
- Expand **Self-Help Group (SHG)-based social business initiatives in char areas** to create community-level economic resilience and generate sustainable institutional support.
- Establish internal financial reserve mechanisms for organizational stability.

Expected Results

- Increased financial resilience and reduced donor dependency.
- Expanded institutional funding opportunities.
- Strengthened SHG-based economic contribution to community and organizational sustainability.

Key Performance Indicators (KPIs)

- Minimum **40% increase in diversified funding by 2030**
- At least **8 new funding partnerships established**
- Minimum **3 institutional income-generating initiatives operational**
- Establishment or strengthening of **100 SHGs in char areas**
- At least **10% contribution to local sustainability initiatives through SHG social business mechanisms**

Goal 2: Institutional Capacity Strengthening

Goal Statement

To strengthen SHARP's institutional systems, technical capacity, governance, and operational efficiency for effective and accountable program delivery.

Strategic Objectives

- Strengthen governance, compliance, and accountability mechanisms.
- Enhance staff technical competencies in climate-smart agriculture, vocational skills development, WASH, and social enterprise facilitation.
- Improve financial management, HR, safeguarding, procurement, and monitoring systems.
- Strengthen institutional capacity to manage SHG-based community enterprise models.
- Upgrade digital systems for organizational management and reporting.
- Enhance field-level operational capacity in char and vulnerable communities.

Expected Results

- Improved institutional performance and operational efficiency.
- Enhanced technical expertise across strategic program areas.
- Stronger systems to support scalable and sustainable programming.

Key Performance Indicators (KPIs)

- Minimum **5 institutional capacity-building initiatives annually**
- 100% compliance with internal and donor requirements
- Staff technical competency improved by **30%**
- Digital operational systems functional across all core departments
- Dedicated SHG technical support mechanism established

Goal 3: Partnership and Networking

Goal Statement

To expand strategic partnerships and collaborative networks that enhance SHARP's visibility, technical capacity, advocacy influence, and programmatic reach.

Strategic Objectives

- Build partnerships with government agencies, donors, NGOs, academic institutions, and private sector stakeholders.
- Strengthen collaboration with technical institutions for vocational excellence and climate-smart agriculture.
- Develop partnerships to scale SHG-based social enterprise and rural economic resilience models.
- Expand local government collaboration for char development and peri-urban WASH initiatives.
- Strengthen participation in policy advocacy and development forums.

Expected Results

- Enhanced institutional recognition and influence.
- Increased collaborative funding and implementation opportunities.
- Stronger support systems for SHG and community resilience initiatives.

Key Performance Indicators (KPIs)

- At least **15 active strategic partnerships by 2030**
- Minimum **5 collaborative proposals submitted annually**
- Participation in **8 policy and development forums annually**
- At least **4 partnership-supported SHG development initiatives launched**

Goal 4: Innovation and Learning

Goal Statement

To foster innovation, organizational learning, and adaptive programming that strengthens development effectiveness and promotes scalable solutions for vulnerable communities.

Strategic Objectives

- Pilot innovative approaches in climate-smart agriculture, vocational training, and urban WASH.
- Develop and test innovative **SHG-based community enterprise models** in char areas.
- Strengthen research, documentation, and evidence generation systems.

- Promote digital learning and technology-based program delivery.
- Institutionalize reflection, knowledge-sharing, and adaptive management practices.
- Document and scale successful grassroots innovations.

Expected Results

- Increased innovation and evidence-based programming.
- Scalable community-led development models.
- Stronger organizational learning culture.

Key Performance Indicators (KPIs)

- Minimum **3 innovation pilots launched annually**
- At least **6 documented case studies or learning products annually**
- Annual organizational learning review conducted
- At least **2 SHG-based innovation models piloted and assessed**
- Digital learning tools integrated into **70% of training initiatives**

These four strategic goals provide a focused and practical framework for SHARP to strengthen sustainability, expand impact, and leverage its long-standing grassroots strengths—particularly its **Self-Help Group engagement in char areas**—as a strategic pathway for both community empowerment and institutional resilience during 2026–2030.

Priority Area	Key Activities
Climate & Food Security	Climate-smart agriculture, disaster resilience, food security support
Women & Youth Empowerment	Vocational Excellence Program, women entrepreneurship, skills training
Urban Poverty & WASH	Pilot water, sanitation, and hygiene projects in peri-urban communities
SHG-Based Community Sustainability	Strengthen Self-Help Groups in char areas for savings, enterprise, and local resource mobilization

Strategic Issues: SHARP (2026–2030)

Strategic Issue 1: Climate Change Adaptation & Resilience

Strategic Objective: To promote and implement environmental protection and climate change adaptation through system strengthening and collaboration.

i. Short-Term (1 Year)

- **Anticipatory Action:** Develop early warning systems for floods and cyclones within operational areas.
- **Community Awareness:** Launch district-wide campaigns on environmental conservation.

ii. Mid-Term (2–3 Years)

- **Climate-Smart Agriculture:** Introduce saline-tolerant crops and floating garden techniques to ensure food security.
- **Resilience Building:** Construct community-led disaster-resilient infrastructure.

iii. Long-Term (5 Years)

- **System Strengthening:** Collaborate with academia and government to influence district-level climate policy.
- **Renewable Energy:** Transition 30% of community irrigation systems to solar power.

Strategic Issue 2: Women Empowerment & Gender Justice
--

Strategic Objective: To keep community women aware and sensitized of their rights and entitlements to ensure access to safe, women-friendly services.

i. Short-Term (1 Year)

- **Rights Awareness:** Organize community workshops on legal rights and domestic violence prevention.
- **Institutional Sensitization:** Engage Local Government Institutes (LGIs) on gender-equity-based services.

ii. Mid-Term (2–3 Years)

- **Economic Empowerment:** Expand Microfinance programs to support 500 new women-led SMEs.
- **Leadership Development:** Train women to take lead roles in community disaster management committees.

iii. Long-Term (5 Years)

- **Gender Justice Advocacy:** Establish a permanent district-level advocacy forum to monitor gender-based violence and service access.

Strategic Issue 3: Youth Employment & Vocational Education

Strategic Objective: To enhance the skills of the youth as a productive workforce by providing employable technical skills and entrepreneurship support.

i. Short-Term (1 Year)

- **Skill Assessment:** Mapping local market needs versus existing youth skill gaps.
- **Partnership Building:** Form linkages with government technical institutes and MFIs.

ii. Mid-Term (2–3 Years)

- **Technical Training (TVET):** Establish a "Youth Skill-Tech Hub" providing training in ICT, mobile servicing, and modern agro-mechanics.
- **SME Financing:** Launch a dedicated seed-fund for youth startups.

iii. Long-Term (5 Years)

- **Market Value Chain:** Create digital platforms connecting trained youth directly to urban and international markets (Value Chain Creation).

Strategic Issue 4: Urban Poverty & Basic Service Support

Strategic Objective: To ensure inclusive and equitable access to quality education, health, and WASH facilities for the urban poor.

i. Short-Term (1 Year)

- **WASH Awareness:** Hygiene promotion and best practices campaigns in slum areas.
- **Health Access:** Connecting slum dwellers with primary health service providers.

ii. Mid-Term (2–3 Years)

- **Quality Education:** Establish non-formal primary education centers for children in peri-urban areas.
- **Mother & Child Health:** Launch mobile clinics focusing on maternal health and nutrition.

iii. Long-Term (5 Years)

- **Social Safety Net Integration:** Advocate for the inclusion of 100% of eligible urban poor in government safety net programs (e.g., Senior Citizen Care).

Fund Raising strategy

Strategic Vision and Approach

SHARP's fundraising strategy is guided by its core principle: **achieving impact at scale through quality program implementation**. By delivering strong, reliable results, SHARP aims to position itself as a trusted "Partner of Choice" for donors. The organization will continue to strengthen its capacity to manage large projects and maintain high standards of transparency and accountability, which are essential for attracting and retaining funding.

Strengthening Donor Relationships

To ensure sustainability, SHARP will diversify its funding sources. It will maintain and deepen relationships with existing donors while actively seeking new funding opportunities from institutional donors, development partners, and networks. High-quality project proposals and Expressions of Interest (EoIs) will remain the primary approach to securing major grants, ensuring a steady flow of program funding.

Diversified Funding Sources

At the same time, SHARP will expand into alternative funding streams. This includes engaging the corporate sector through Corporate Social Responsibility (CSR) partnerships, building a base of individual donors through regular engagement and storytelling, and developing social enterprise initiatives to generate internal income. These efforts will reduce dependency on a single funding source and create a more balanced financial structure.

Digital Presence and Visibility

SHARP will strengthen its online presence to support fundraising efforts. Regular updates to the website, sharing newsletters, and active use of social media platforms like Facebook will help showcase achievements, increase visibility, and reach a wider audience. This will improve donor engagement and open new funding opportunities.

Partnership and Network Expansion

SHARP will actively build and expand partnerships with national and international organizations, networks, and alliances. By collaborating with like-minded institutions, SHARP can access larger funding opportunities, participate in joint proposals, and share knowledge and resources, which will enhance its fundraising potential.

Sustainability and Growth Focus

To ensure long-term sustainability, SHARP will focus on building strong internal systems, including proposal development, financial management, and monitoring and evaluation. These

efforts will help maintain donor confidence, improve performance, and support continuous growth, enabling SHARP to achieve lasting development impact.

Monitoring, Evaluation, and Learning (MEL)

Monitoring, Evaluation, and Learning (MEL) will play a critical role in ensuring the effective implementation of SHARP's Strategic Plan 2026–2030. It will serve as a management tool to track progress, measure results, identify implementation challenges, and support informed decision-making throughout the strategic plan period.

The MEL process will focus specifically on monitoring the implementation of the strategic goals, objectives, and key activities outlined in this plan. It will help SHARP assess whether planned actions are being implemented on time, whether expected results are being achieved, and whether adjustments are needed to respond to changing realities and emerging opportunities.

SHARP will apply a simple **Results-Based Management (RBM)** approach to monitor progress against each strategic goal. For every strategic objective, key performance indicators and annual milestones will be identified to measure implementation progress.

Monitoring of the strategic plan will be conducted through periodic review of annual action plans, implementation progress, and achievement of expected results. This process will enable SHARP to assess whether the organization is moving in the right direction toward achieving its long-term vision.

Annual strategic review meetings will be organized to assess overall progress of the strategic plan implementation. These reviews will examine achievements under each strategic goal, identify implementation gaps, analyze challenges, and determine necessary adjustments for the following year.

A **mid-term review in 2028** will be conducted to assess the effectiveness of implementation and determine whether strategic priorities, targets, or approaches need revision. This review will provide an opportunity to reflect on progress and make necessary strategic adjustments based on lessons learned.

A **final evaluation in 2030** will assess the overall achievement of the strategic plan, measure organizational growth, and document key outcomes and lessons for future strategic planning.

Learning will remain an essential component of the implementation process. Experiences, successes, challenges, and lessons generated during implementation will be documented and discussed during strategic review sessions. These lessons will guide adaptive management and help improve implementation approaches over time.

The MEL process will also strengthen accountability by ensuring regular reporting on strategic progress to the Board of Directors, management, staff, and development partners. This will promote transparency and collective ownership of the strategic plan.

Through this approach, Monitoring, Evaluation, and Learning will ensure that SHARP's Strategic Plan remains practical, responsive, and results-oriented throughout the 2026–2030 implementation period.

Conclusion

The Strategic Plan 2026–2030 represents SHARP's renewed commitment to inclusive development, institutional excellence, and sustainable social transformation. It provides a clear roadmap for strengthening the organization's capacity, expanding its impact, and responding effectively to the evolving needs of marginalized and vulnerable communities.

This strategic document is intended to be a **dynamic and living framework**, capable of adapting to changing development contexts, emerging challenges, and new opportunities. It reflects SHARP's collective vision for the future and serves as a guiding instrument for coordinated action across all levels of the organization.

SHARP will strategically leverage its strong **district-level reputation, community trust, field experience, and grassroots networks** to address existing institutional challenges, particularly in resource mobilization and organizational sustainability. By capitalizing on emerging opportunities in **climate change adaptation, women's empowerment, youth skills development, social enterprise, and community-based economic initiatives**, the organization aims to strengthen both its development impact and institutional resilience.

The organization recognizes that achieving its vision will require:

- Strong leadership and governance;
- Effective partnerships and collaboration;
- Innovation and adaptability;
- Evidence-based programming;
- Financial sustainability;
- Continuous learning and accountability.

Through dedicated implementation of this strategic plan, SHARP seeks to bridge existing gaps, strengthen its institutional foundation, and position itself as a **leading and trusted change-maker in the region**.

The success of this strategic journey will depend on the collective commitment of SHARP's Board, management, staff, development partners, community stakeholders, and beneficiaries. Together, SHARP will continue to create meaningful opportunities, promote social justice, and contribute to building resilient, empowered, and self-reliant communities by 2030.

Strategic Plan Implementation & Progress Measurement Matrix (2026–2030)

<i>Strategic Issue</i>	<i>Key Strategic Actions</i>	<i>Timeline</i>	<i>Progress Indicators (How to Measure)</i>	<i>Target by 2030</i>	<i>Means of Verification</i>
1. Climate Change Adaptation & Resilience	Develop community-based early warning systems	2026	Number of operational warning systems established	10 vulnerable communities covered	System records, community reports
	Conduct environmental conservation awareness campaigns	2026–2030	Number of campaigns conducted; participants reached	25 campaigns, 10,000 people reached	Attendance sheets, campaign reports
	Introduce climate-smart agriculture practices	2027–2028	Number of farmers adopting new techniques	1,000 farmers adopting practices	Field monitoring reports
	Construct disaster-resilient community infrastructure	2027–2029	Number of infrastructures completed	10 infrastructures	Completion reports
	Collaborate with government and academia for climate policy advocacy	2028–2030	Number of policy dialogues and recommendations submitted	8 policy dialogues	Meeting minutes
	Introduce solar-powered irrigation systems	2028–2030	Percentage of irrigation systems converted	30% coverage in target areas	Installation records
2. Women Empowerment & Gender Justice	Organize legal rights and gender awareness workshops	2026–2030	Number of workshops and women participants	100 workshops, 5,000 women reached	Attendance records
	Engage LGIs for women-friendly service delivery	2026–2028	Number of LGI engagement sessions	20 sessions	Meeting reports
	Expand support for women-led enterprises through SHG	2027–2030	Number of women supported in SMEs	500 women entrepreneurs	Beneficiary database
	Leadership training for women	2027–2029	Number of women trained for leadership roles	300 women trained	Training reports
	Establish district-level advocacy forum	2028–2030	Functional forum established and active	1 district forum operational	Forum meeting records
	Track gender-based violence referral and support access	2028–2030	Number of women linked to services	1,000 women supported	Referral records
3. Youth Employment & Vocational Education	Conduct local market and skill gap assessment	2026	Assessment completed	1 comprehensive assessment	Assessment report
	Build partnerships with TVET institutes and MFIs	2026–2027	Number of formal partnerships established	10 partnerships	MoUs

4. Urban Poverty & Basic Service Support	Establish Youth Skill-Tech Hub	2027–2028	Functional training center established	1 operational hub	Operational records
	Provide technical and vocational training	2027–2030	Number of youth trained	2,000 youth trained	Training completion records
	Launch youth seed-fund support	2028–2030	Number of startups financed	100 youth-led enterprises	Financing records
	Employment/self-employment placement support	2028–2030	Percentage of trained youth employed/self-employed	60% placement rate	Follow-up surveys
	Create digital market linkage platform	2029–2030	Platform established and active users	1 platform, 500 users	Platform reports
	Conduct hygiene and WASH awareness campaigns	2026–2030	Number of households reached	5,000 households	Campaign reports
	Link urban poor with health services	2026–2030	Number of beneficiaries referred	3,000 individuals	Referral records
	Establish non-formal education centers	2027–2029	Number of centers established	10 centers	Center records
	Enroll disadvantaged children	2027–2030	Number of children enrolled	1,500 children	Enrollment records
	Launch mobile health clinics	2027–2030	Number of service sessions conducted	100 clinic sessions	Clinic reports
	Provide maternal and child health support	2027–2030	Number of mothers receiving services	2,000 mothers	Service records
	Advocate for social safety net inclusion	2028–2030	Percentage of eligible households linked	100% eligible households in target areas	Government linkage records

Annual Progress Review Framework

Year	Focus of Review	Key Measurement
2026	Foundation and baseline establishment	Systems, assessments, partnerships
2027	Pilot implementation and expansion	Beneficiary coverage
2028	Mid-term review	Progress toward strategic targets
2029	Scaling and system strengthening	Sustainability indicators
2030	Final evaluation	Overall impact and target achievement



Socio Health And Rehabilitation Program (SHARP)

SHARP Complex , Kazipur Road, Fokirtola, Khokshabari, Sirajgonj-6700.
Email: sharpbd1955@gmail.com



SHARP