



Association of Voluntary Actions for Society (AVAS)
“Empowering Communities, Advancing Equity and Building Resilience”

Strategic Plan 2026–2030

Strategic Plan 2026–2030 of Association of Voluntary Actions for Society (AVAS)

Consulting Partner:



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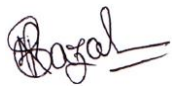
This Strategic Plan (2026–2030) has been approved by the Executive Committee of AVAS for implementation during the period 2026–2030, on this day of -----

Acknowledgement

The Association of Voluntary Actions for Society (AVAS) extends its deepest appreciation to all individuals and organizations who contributed to the preparation of this Strategic Plan 2026–2030. This document is the outcome of collective reflection, consultation, and collaboration with our Executive Committee, Senior Management Team, field offices, partners, and community stakeholders.

We sincerely acknowledge the dedicated AVAS staff and field teams whose commitment and passion for community empowerment made this process both meaningful and inclusive. We express our heartfelt gratitude to our development partners, donors, and collaborators whose unwavering support and shared commitment continue to inspire our mission and serve as the driving force behind every AVAS initiative. We are thankful to our beneficiaries whose courage, resilience, and participation continue to guide AVAS toward its vision of an equitable, just, and resilient society.

We look forward to your continued partnership and support as AVAS embarks on its next level of growth and impact during the 2026–2030 period.



Executive Director
Association of Voluntary Actions for Society (AVAS)

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Acronyms and Abbreviations

AVAS – Association of Voluntary Actions for Society

NGO – Non-Governmental Organization

CSO – Civil Society Organization

CBO – Community-Based Organization

EC – Executive Committee

SMT – Senior Management Team

GB – General Body

MEAL – Monitoring, Evaluation, Accountability, and Learning

SRHR – Sexual and Reproductive Health and Rights

GBV – Gender-Based Violence

CSR – Corporate Social Responsibility

DRR – Disaster Risk Reduction

SDGs – Sustainable Development Goals

KMS – Knowledge Management System

MIS – Management Information System

ICT – Information and Communication Technology

ToC – Theory of Change

Section 1: Introduction & Background

Since its inception in 1998, the Association of Voluntary Actions for Society (AVAS) has been working as a women-headed, non-profit, non-political, rights-based organization dedicated to empowering marginalized and disadvantaged populations in Bangladesh. Over the past 27 years, AVAS has established itself as a leading civil society organization in the southern coastal belt, with operations spanning Barishal, Bhola, Patuakhali, Barguna, and Khulna divisions.

AVAS believes that sustainable development cannot be achieved without community participation. Guided by the motto “Be with us, we are with the people,” it emphasizes inclusivity, gender equality, and environmental sustainability. Its programs address a broad spectrum of community needs—from poverty reduction, education, health, and rights protection to climate resilience and disaster risk reduction.

The new Strategic Plan for 2026–2030 comes at a time of rapid change in Bangladesh’s socio-economic and environmental landscape. Emerging challenges include the climate crisis, persistent inequality, gender-based violence, digital divide, and evolving donor trends. The plan aims to strengthen AVAS’s institutional capacity to deliver inclusive, scalable, and technology-enabled solutions aligned with the Delta Plan and the SDGs.

The plan was developed through a participatory workshop involving AVAS leadership, staff, and key partners. It integrates SWOT and PESTLE analyses, thematic consultations, and visioning exercises.

The Strategic Plan aligns AVAS’s work with national and global priorities. It reinforces AVAS’s role in advancing inclusive, climate-resilient, and rights-based development through strong partnerships and accountability mechanisms.

AVAS enters this planning period with significant strength including over 180 professional staff, 200 volunteers, solid governance and safeguarding systems, legal recognition, and proven experience managing projects for Government of Bangladesh and major donors who are present in Bangladesh.

Building on this strong foundation, AVAS is poised to enter the 2026–2030 strategic period with renewed vision and determination. The organization seeks to deepen its community engagement, expand partnerships with government, private sector, and international development agencies, and embrace digital innovation to enhance program effectiveness. With its experienced team, robust institutional systems, and a people-centered approach, AVAS will continue to act as a catalyst for inclusive and sustainable change, empowering marginalized communities and contributing meaningfully to Bangladesh’s journey toward equity, resilience, and social justice.

Section 2: Situational Context & Analysis

2.1 Overview of the National and Local Context

Bangladesh continues to experience significant economic growth, yet inequality, climate vulnerability, and social exclusion remain major barriers to inclusive development. In the southern coastal districts, where AVAS operates, communities face intersecting challenges—rising salinity, frequent cyclones, gender-based violence, and declining livelihoods for small farmers and fishers.

Urban migration and technological transformation are reshaping the socio-economic fabric, while global donor trends are shifting toward localization and sustainability-focused funding. AVAS's strategic direction must therefore reflect a dynamic balance between community empowerment and institutional adaptation.

The context for 2026–2030 presents both opportunities and risks. The government's priorities on digital governance, women's leadership, climate adaptation, and social protection create openings for civil society partnerships. At the same time, economic shocks, political volatility, and donor diversification demand stronger internal systems and evidence-based advocacy.

2.2 SWOT Analysis of AVAS

The SWOT analysis identified key internal strengths and weaknesses, along with external opportunities and threats that will shape AVAS's next five years.

Strengths	-Dedicated, women-led team with strong community credibility. -Long-standing experience in gender, health, and rights programming. -Established CRM, safeguarding, and accountability systems. -Positive reputation with government, LGIs, and local networks. -Registered and legally compliant with multiple government bodies. -Experienced in managing multi-donor projects and partnerships.	Weaknesses	-Limited skilled staff in proposal writing, IT, MEAL, internal audit, and advocacy. -Absence of provident fund and limited staff welfare mechanisms. -Weak digital transformation and lack of online visibility. -Limited logistical assets (transport, Dhaka liaison office). -High staff turnover and inadequate professional development. -Lack of sustainability strategy and social enterprise model.
Opportunities	-Expansion of working areas and thematic diversity. -Growing demand for localized, women-led organizations. -Partnerships with private sector, CSR, and youth networks. -Rising donor focus on digital innovation and climate action. -Access to online fundraising and UN Partner portals.	Threats	-Political interference in committee formation and decision-making. -Reduced donor funding and competition with INGOs. -Bureaucracy in administrative processes. -Policy instability and inconsistent government frameworks. -Climate disasters and economic shocks.

AVAS's core strengths lie in its legitimacy, gender leadership, and trust with local stakeholders. To remain competitive, the organization must invest in digital transformation, staff capacity building, and financial sustainability. Proactive partnerships with CSR actors and consortiums will also help diversify its funding base.

2.3 PESTLE Analysis

A PESTLE analysis was conducted to explore the broader external environment affecting AVAS's work in the next strategic cycle.

Dimension	Key Issues Identified	Strategic Implications
Political	Frequent policy changes; decentralization reforms; NGO Affairs Bureau regulations.	Need for continuous government engagement and compliance mechanisms.
Economic	Inflation; reduced donor aid flow; youth unemployment; CSR sector growth.	Integrate livelihood diversification and social business into programs.
Social	Gender-based violence, child marriage, youth marginalization.	Focus on youth engagement, GBV prevention, and digital awareness programs.
Technological	Rapid digitalization; digital divide in rural areas.	Strengthen digital literacy and online service delivery platforms.
Legal	Complex donor audits; tightening compliance for NGOs.	Strengthen internal compliance, audit, and safeguarding systems.
Environmental	Climate change, salinity intrusion, disaster displacement.	Promote eco-friendly livelihoods, green initiatives, and resilience programs.

2.4 Stakeholder Landscape and Partnerships

AVAS operates through collaboration with government, private sector, academia, and community-based organizations.

Stakeholder Category	Examples of Partners	Role in Implementation
Government Institutions	MoWCA, MoHFW, DAE, DDM, LGIs, etc	Policy alignment, joint implementation.
Development Partners	ActionAid, Plan International, UN, Foundations, etc	Financial support, technical guidance.
Local CSOs	Union Parishads, youth clubs, CBOs, etc	Community mobilization, accountability.
Private Sector / CSR	Banks, telecoms, agro-enterprises, etc	CSR partnerships and skill development.
Networks and Alliances	NAHAB, START Fund, GNDR, etc	Knowledge sharing, advocacy, localization.
Communities / Beneficiaries	Women, children, PWDs, marginalized groups, etc	Participation and feedback.

2.5 Emerging Challenges and Future Outlook

Moving toward 2030, AVAS faces several key challenges such as resource competition, localization transition, climate-induced migration, digital transformation gap, and youth disengagement. At the same time, opportunities for transformation are abundant—particularly in areas of digital social enterprise, green jobs, and gender-inclusive leadership. AVAS’s future resilience will depend on its ability to adapt, innovate, and advocate for community-driven, technology-supported solutions.

Section 3: Vision, Mission and Core Values

3.1 Vision & Mission

At the heart of the AVAS Strategic Plan 2026–2030 lies a renewed commitment to its founding purpose — empowering the marginalized, protecting human rights, and building an inclusive, just, and sustainable society. This section articulates the vision, mission, and core values that define AVAS’s organizational identity and guide every level of its work from community engagement to policy advocacy and institutional decision-making.

AVAS envisions a Bangladesh where communities are empowered, institutions are accountable, and development is inclusive - bridging the rural-urban divide and fostering peace, equity, and prosperity.

Driven by its dedication to empowering communities and safeguarding rights, AVAS seeks to reduce poverty, prevent discrimination, and promote environmental and social justice through a combination of rights-based advocacy, inclusive programming, digital innovation, and partnerships.

We have arrived at our statements, providing a compass that aligns our mission and vision. The statements were refined through extensive internal consultations, reflection sessions, and the Strategic Plan Development Workshop, ensuring they remain relevant to current realities and aspirations for the next five years.

AVAS has 10 goals covering inclusion, rights, livelihoods, environment, technology, peace, participation, partnerships, and accountability. Six Core Goals are supported by four Enabling Goals to achieve the vision.

Mission vision goals along with the clarification notes:

Vision

"An environment and technology-friendly, gender-sensitive, fair, self-reliant, inclusive, and harmonious society."

Inclusive

Ensuring equal dignity, participation and rights for all people, regardless of religion, ethnicity, caste, gender, age, ability or social status.

Harmonious

Promoting peaceful coexistence, mutual trust, and social cohesion by respecting all forms of diversity, regardless of religion, caste, ethnicity, gender, ability, or social status.

Environment- and Technology-Friendly

Prioritizing environmental protection, climate resilience, and the use of appropriate, ethical, and responsible technologies in development and humanitarian actions.

Gender-Sensitive

Recognizing and respecting the diverse realities, roles, and needs of women, men, and people of diverse gender identities, and ensuring equal opportunities and empowerment for all.

Self-Reliant

Strengthening the capacities of individuals, organizations and communities to make informed decisions and build sustainable livelihoods.

Fair

Ensuring fairness by addressing social, economic and structural inequalities, and promoting equitable access to rights, resources, and opportunities.

c) Persons with disabilities

Persons with disabilities refer to individuals who have long-term or permanent physical, mental, intellectual, or sensory impairments which, in interaction with societal, environmental, informational, and institutional barriers, hinder their full and equal participation.

d) Those in climate-vulnerable contexts

People living in areas exposed to climate change-related risks such as cyclones, floods, storm surges, droughts, salinity intrusion, river erosion, and other environmental hazards.

e) Strengthen livelihoods

Improving income, employment opportunities, skills, assets, and access to markets to meet basic needs sustainably.

f) Meaningful fundamental rights

The effective and dignified realization of rights such as food, shelter, education, healthcare and safety in people lived realities.

g) Promote gender equality

Ensuring equal rights, opportunities, and dignity for all genders and eliminating discrimination.

Mission

AVAS works with people facing structural and crisis-driven vulnerabilities, including persons with disabilities and those in climate-vulnerable contexts, to strengthen livelihoods and meaningful fundamental rights, promote gender equality, ensure equitable access to services and opportunities, enhance accountability and uphold dignity through participatory and collaborative approaches.

a) Structural vulnerability

Structural vulnerability refers to a condition where individuals or groups are systematically exposed to risk, exclusion, and deprivation due to social, economic, political, or institutional structures—rather than temporary events or personal choices.

b) Crisis-driven vulnerabilities

Crisis-driven vulnerabilities refer to the temporary but acute risks faced by individuals or households as a result of disasters, climate-related events, health emergencies, economic shocks, or other sudden crises.

h) Ensure equitable access

Creating fair opportunities by recognising differences and providing inclusive measures according to need.

i) Services and opportunities

Education, healthcare, social protection, housing, WASH, employment, skills, justice, governance, and participation.

j) Enhance accountability

Ensuring transparency and answerability of decision-makers and empowering people to claim rights.

k) Uphold dignity

Recognizing people as rights-holders and ensuring respectful, abuse-free service delivery.

l) Participatory approach

Ensuring meaningful involvement of communities in planning, implementation, and evaluation.

m) Collaborative approach

Working collectively with government, civil society, private sector, and communities.

3.2 Organizational Goals

To achieve its vision and mission, AVAS pursues three overarching strategic goals that serve as the foundation for the thematic priorities

A) Core Development & Humanitarian	B) Enabling & Systems–
Goal 1: Promote Social Inclusion and Equity- Ensure marginalized and vulnerable groups are	Goal 7: Foster Peace, Tolerance and Social Harmony- Build trust, mutual respect, and peaceful co-existence.
Goal 2: Advance Human Rights and Social Justice- Strengthen awareness, protection, and fulfilment of human rights.	Goal 8: Strengthen Community Leadership and Participation- Increase leadership and participation, especially of women and youth.
Goal 3: Enhance Livelihoods and Economic Opportunities- Create access to decent work, skills, entrepreneurship, and income opportunities.	Goal 9: Build Strong Partnerships and Networks- Collaborate to scale impact and promote shared goals.
Goal 4: Improve Access to Quality Services- Ensure equitable access to education, healthcare, housing, sanitation, and basic services.	Goal 10: Promote Good Governance and Accountability- Promote transparent, accountable, and inclusive governance in public institutions.
Goal 5: Promote Environmentally Sustainable Development- Encourage eco-friendly practices, climate resilience, and environmental protection	
Goal 6: Promote Environment-Led and Inclusive Use of Technology- Ensure responsible, ethical, and inclusive use of technology.	

Goals with clarification:

A) Core Goals Development & Humanitarian Goals:

Goal 1: Promote Social Inclusion and Equity

Ensure marginalized and vulnerable groups (e.g., women, children, persons with disabilities, minorities, urban poor) are included in all aspects of social and economic life.

Clarification:

This goal focuses on reducing structural exclusion and inequality by ensuring that all people—regardless of identity or status—can participate meaningfully in social, economic, and civic life.

Goal 2: Advance Human Rights and Social Justice

Strengthen awareness, protection, and fulfillment of human rights, with a focus on justice, dignity and non-discrimination.

Clarification:

This goal reinforces meaningful fundamental rights and social justice by addressing discrimination, power imbalances and barriers to rights realization.

Goal 3: Enhance Livelihoods and Economic Opportunities

Create and support access to decent work, skill development, entrepreneurship, and income-generating opportunities for disadvantaged communities.

Clarification:

This goal promotes economic self-reliance and resilience by strengthening sustainable livelihoods and expanding opportunities for decent and dignified work.

Goal 4: Improve Access to Quality Services

Ensure availability and accessibility of quality education, healthcare, housing, sanitation, and other basic services for all.

Clarification:

This goal aims to ensure that essential public and social services are not only available, but also accessible, equitable, and of acceptable quality for all segments of society.

Goal 5: Promote Environmentally Sustainable Development

Encourage eco-friendly practices, climate resilience, and environmental protection in all programs and community actions.

Clarification:

This goal positions environmental sustainability and climate resilience as core development priorities, recognising the environment as a foundation for long-term human well-being.

Goal 6: Promote Environment-Led and Inclusive Use of Technology for Development

Promote the responsible and inclusive use of technology for development and humanitarian action, ensuring that all technological solutions are environmentally sustainable, ethically applied and accessible to diverse communities.

Clarification:

This goal ensures that technology serves as an enabling tool—guided by environmental sustainability, ethical standards, and inclusion—rather than a driver that compromises ecological or social balance.

B. Enabling & Systems-Strengthening Goals:

Goal 7: Foster Peace, Tolerance and Social Harmony

Build trust, mutual respect, and peaceful co-existence among diverse communities.

Clarification:

This goal promotes social cohesion and harmony by addressing conflict, intolerance, and divisions, creating a peaceful environment necessary for inclusive development.

Goal 8: Strengthen Community Leadership and Participation

Develop leadership skills and increase active participation of community members—especially women and youth—in local governance and decision-making.

Clarification:

This goal strengthens local leadership, voice, and participation to ensure that development processes are people-led, inclusive, and sustainable.

Goal 9: Build Strong Partnerships and Networks

Collaborate with government, private sector, civil society, and international partners to scale impact and promote shared goals.

Clarification:

This goal recognizes collaboration and partnership as essential enablers for scaling impact, influencing systems, and achieving sustainable change.

Goal 10: Promote Good Governance, Institutional Integrity, and Accountability in Public Institutions

Promote transparent, accountable, and inclusive governance practices in public institutions and service delivery systems to reinforce livelihoods, uphold fundamental rights, and improve equitable access to quality services.

Clarification:

This goal focuses on strengthening public institutions and service systems so that governance, accountability and integrity effectively translate into improved livelihoods, rights realization and quality public services.

Clarification Notes:

1. AVAS has 10 goals because our work spans social inclusion, rights, livelihoods, environment, technology, peace, participation, partnerships and institutional accountability each of which is essential and distinct to achieving our vision.
2. AVAS pursues six Core Goals that directly improve inclusion, rights, livelihoods, services, environment and responsible technology use, supported by four Enabling Goals that strengthen peace, participation, partnerships and public institutional accountability.

AVAS's core values are the moral compass that shapes its organizational culture, strategic choices, and relationships with partners and communities.

Integrity & Accountability

Upholding honesty, transparency, and responsible use of resources. All programs adhere to safeguarding and compliance standards, ensuring accountability to communities and donors alike.



Equity & Inclusion

Treating all people with respect and dignity, promoting gender equality, and ensuring the inclusion of marginalized and vulnerable groups such as persons with disabilities, Hijra communities, Dalits, and minorities.

Participation & Empowerment

Encouraging active community participation in decision-making and strengthening local leadership, especially among women and youth.



Human Rights & Social Justice

Promoting and defending fundamental human rights through awareness, advocacy, and service delivery.

Compassion & Solidarity

Acting with empathy, understanding, and care for those facing adversity. AVAS stands with communities during crises and works collaboratively to restore dignity and opportunity.



Sustainability & Environmental Responsibility

Ensuring all programs contribute to environmental protection, climate adaptation, and long-term community well-being.

Collaboration & Partnership

Building alliances with government, private sector, academia, and civil society to amplify impact and share knowledge.



Section 4: Cross-Cutting Themes

Cross-cutting themes are integral to AVAS's institutional philosophy and programming approach. They ensure that every initiative whether focused on livelihoods, health, education, or governance upholds the principles of equity, inclusion, and sustainability. The Strategic Plan 2026–2030 embeds four interrelated cross-cutting themes across all programmatic and operational areas: Gender Equality and Women's Empowerment, Social Inclusion of Marginalized and Vulnerable Groups, Safeguarding and Protection from Sexual Exploitation and Abuse (PSEA), and Environmental Sustainability and Climate Responsibility.

4.1 Gender Equality and Women's Empowerment

Gender equality remains at the heart of AVAS's identity as a Women-headed and Women-led organization. The 2026–2030 Strategic Plan strengthens this legacy by adopting a Gender Mainstreaming Framework that integrates gender perspectives into policies, programs, and institutional practices.

4.2 Social Inclusion of Marginalized and Vulnerable Groups

AVAS recognizes that social justice cannot be achieved without the active inclusion of marginalized and excluded populations, including persons with disabilities (PWDs), Hijra and gender-diverse people, Dalits, ethnic minorities, and disaster-affected communities. This cross-cutting theme ensures that all interventions are inclusive, non-discriminatory, and accessible.

4.3 Safeguarding and Protection from Sexual Exploitation and Abuse (PSEA)

As a rights-based organization, AVAS maintains zero tolerance toward any form of exploitation, abuse, or harassment. Its safeguarding policies ensure that all staff, volunteers, and partners uphold the highest ethical standards.

4.4 Environmental Sustainability and Climate Responsibility

Environmental sustainability is both a programmatic priority and a cross-cutting obligation. AVAS operates primarily in the climate-vulnerable southern coastal belt of Bangladesh, where rising sea levels, salinity, and extreme weather events threaten livelihoods. AVAS will promote an eco-resilient development model integrating DRR, climate adaptation, and green practices.

The cross-cutting themes are not treated as standalone interventions but are integrated into every phase of the program cycle including planning, budgeting, implementation, monitoring, and evaluation. AVAS's MEAL framework will incorporate cross-cutting indicators (gender, inclusion, safeguarding, and environmental sustainability) into its data collection tools and performance scorecards.

Section 5: Strategic Framework, Goals, and Objectives

The strategic framework of AVAS 2026–2030 provides the overarching roadmap that connects the organization’s vision and mission with measurable goals, objectives, and outcomes. It draws from the participatory strategic planning process that included the Strategic Plan Development Workshop, internal reviews, and consultations with partners and beneficiaries. The framework operationalizes AVAS’s ambition to create a technology-driven, environment-friendly, gender-sensitive, fair, and inclusive society through coordinated, evidence-based, and rights-oriented interventions.

5.1 Theory of Change

The Theory of Change (ToC) underpins AVAS’s strategic direction and clarifies how the organization’s activities lead to short, medium, and long-term results. It assumes that if marginalized and vulnerable communities especially women, youth, persons with disabilities, and excluded groups are empowered with resources, knowledge, and rights, then they will actively participate in decision-making, improve their livelihoods, and claim their entitlements, resulting in a just, equitable, and sustainable society.

The Theory of Change (ToC) follows below logical pathway

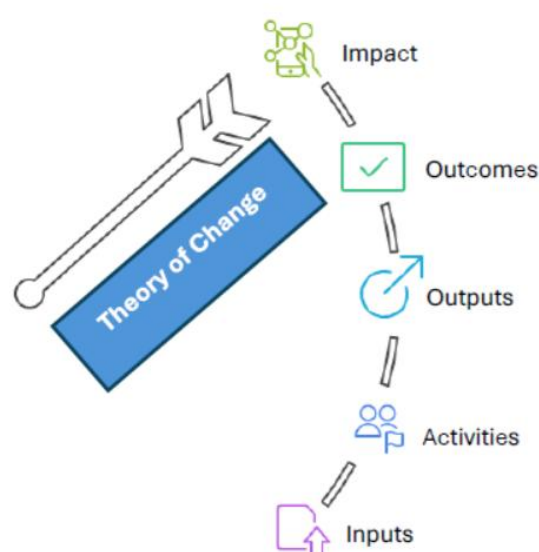
Inputs: Financial resources, skilled human capital, institutional partnerships, and digital tools.

Activities: Community mobilization, advocacy, training, and service delivery programs across thematic areas.

Outputs: Strengthened community capacities, increased awareness, access to resources and services.

Outcomes: Improved health, livelihoods, gender equality, child protection, and climate resilience.

Impact: A resilient, equitable, technology-enabled society where rights and dignity are ensured for all.



5.2 Strategic Goals and Objectives

Grounded in its vision and values, AVAS has identified seven strategic goal areas that define its priority domains for the period 2026–2030. Each goal area reflects the organization’s core focus on inclusive development, rights, resilience, and sustainability.

Strategic Goals	Strategic Objectives	Outcomes
Goal Area 1: Inclusive Development and Sustainable Livelihoods To foster equitable economic participation by enhancing livelihood opportunities, vocational skills, and entrepreneurship among marginalized and youth populations.	Key Objectives: Empower marginalized communities through poverty reduction, skill development, and entrepreneurship initiatives.	Expected Outcomes: At least 10,000 individuals gain sustainable livelihoods and improved household income levels.
Goal Area 2: Gender Equality and Women’s Empowerment To eliminate gender-based discrimination and ensure equal access, voice, and leadership opportunities for women and girls in all spheres of life.	Key Objectives: Promote gender-transformative programming and leadership among women and girls.	Expected Outcomes: Women’s participation in decision-making structures increased by 50% across target districts.
Goal Area 3: Child Rights and Protection To safeguard children from violence, exploitation, child labor, and early marriage while ensuring their education, health, and psychosocial well-being.	Key Objectives: Strengthen child protection mechanisms and community surveillance systems.	Expected Outcomes: Incidences of child marriage and child labor reduced by 30% in project areas.
Goal Area 4: Health, SRHR, and Nutrition To ensure access to quality sexual and reproductive health, nutrition, and preventive healthcare services for all, especially adolescents and women.	Key Objectives: Expand access to adolescent-friendly health, nutrition, and SRHR services.	Expected Outcomes: Improved SRHR knowledge and health-seeking behaviour among 70% of adolescents reached.

Strategic Goals	Strategic Objectives	Outcomes
Goal Area 5: Climate Change, Disaster Risk Reduction, and Environmental Sustainability To enhance resilience to climate change impacts, promote green energy, and integrate eco-friendly practices into community development.	Key Objectives: Promote community-based DRR, green energy, and climate-smart agriculture.	Expected Outcomes: 30% increase in community resilience indicators and adoption of eco-friendly practices
Goal Area 6: Education, Youth Development, and Leadership To strengthen youth leadership, promote civic engagement, and expand opportunities for digital learning and innovation.	Key Objectives: Enhance youth engagement, digital learning, and leadership initiatives.	Expected Outcomes: Youth-led organizations and innovation hubs established in all working areas.
Goal Area 7: Good Governance, Human Rights, and Accountability To advance human rights, social justice, and transparency in local governance, fostering participatory and accountable systems.	Key Objectives: Foster transparency, legal empowerment, and civic accountability.	Expected Outcomes: Enhanced local governance and human rights awareness across all target groups.

5.3 Alignment with National and Global Frameworks

The AVAS strategic framework aligns with Bangladesh's Eighth Five-Year Plan, National Social Protection Strategy, and the Sustainable Development Goals (SDGs). Key linkages include:

- SDG 1: No Poverty - through livelihood and inclusion programs.
- SDG 3: Good Health and Well-being via SRHR and nutrition initiatives.
- SDG 5: Gender Equality - through empowerment and protection of women and girls.
- SDG 8: Decent Work and Economic Growth- by fostering entrepreneurship and skills training.
- SDG 13: Climate Action- promoting community resilience and green energy.
- SDG 16: Peace, Justice, and Strong Institutions - by strengthening governance and human rights.

Section 6: Implementation Strategies

Effective implementation is the cornerstone of translating AVAS's strategic priorities into measurable impact. The Implementation Strategy of the Strategic Plan 2026–2030 sets out the guiding approaches, institutional mechanisms, and operational modalities that will ensure successful execution of programs and sustainability of results. AVAS will adopt a results-based, community-driven, and partnership-oriented implementation model, integrating technology, innovation, and accountability mechanisms at every stage of program delivery

6.1 Programmatic Approaches

AVAS's implementation approach is grounded in its rights-based philosophy and extensive field experience in the southern region of Bangladesh. Over the next five years, the organization will scale up its programs using the following complementary approaches:

1. Community-Based Development Model

AVAS will strengthen Community-Based Organizations (CBOs), self-help groups, and youth clubs as local change agents. Through participatory planning and social audits, communities will co-create solutions and monitor outcomes to ensure ownership and sustainability.

2. Rights-Focused Programming

Programs will be framed around gender justice, human rights, and inclusion, ensuring equitable access to services. AVAS will support local advocacy campaigns and engage duty bearers to promote accountability and uphold rights for women, children, and marginalized populations.

3. Partnership and Networking

Implementation will emphasize collaboration over competition. AVAS will deepen alliances with government entities, NGOs, CSOs, the private sector, and academia for program delivery, policy engagement, and knowledge sharing.

4. Digital Transformation

Recognizing the digital divide, AVAS will introduce ICT-based systems including e-learning modules, digital data management, and social media-driven awareness campaigns on gender, SRHR, and climate resilience.

6.2 Institutional Mechanisms for Implementation

To operationalize its strategic plan, AVAS will adopt a structured institutional framework with clear lines of responsibility and accountability.

- **Strategic Oversight:** The Executive Committee (EC) will provide policy direction, approve annual implementation plans, and oversee strategic reviews.
- **Senior Management Team (SMT):** Led by the Executive Director, the SMT will coordinate cross-sectoral programs, resource mobilization, and partner engagement. Quarterly reviews will track performance indicators.
- **Thematic Program Divisions:** Thematic divisions will be aligned with AVAS's seven strategic goals, each responsible for developing annual action plans and budgets.
- **Internal Support Systems:** Finance, HR, and MEAL units will ensure transparency, compliance, capacity building, and evidence-based learning.

6.4 Capacity Development and Human Resource Strengthening

A core pillar of implementation success is investing in people. AVAS will launch a comprehensive capacity development plan to strengthen staff, volunteers, and community partners. Key strategies include annual training calendars, leadership development programs, peer-learning workshops, exposure visits, and an internal e-learning portal. A Knowledge and Innovation Unit will be established to pilot new models and document best practices.

6.5 Innovation and Technology Integration

To remain future-ready, AVAS will systematically integrate innovation and digital solutions into all programmatic and administrative functions. Key innovations planned for 2026–2030 include:

- Development of AVAS Digital Resource Hub – an online data and knowledge management system.
- Use of GIS mapping for project monitoring and disaster response.
- Promotion of green and renewable energy technologies in livelihood and DRR programs.

6.6 Partnership and Resource Coordination

AVAS will adopt a network-driven implementation model where partnerships are leveraged for resources, knowledge, and influence. Collaboration will be pursued through joint programming with UN agencies, co-funding with CSR programs, and engagement in national and global networks.

6.7 Sustainability and Exit Strategy

AVAS's implementation approach emphasizes long-term sustainability through strengthening of community institutions, promotion of social enterprises, and embedding environmental and financial sustainability principles in all projects. Graduation and transition assessments will be conducted before project closure to ensure continuity.

6.8 Monitoring and Feedback in Implementation

AVAS will embed a real-time feedback mechanism across all levels of implementation. Regular field monitoring, digital reporting dashboards, and community accountability sessions will ensure data-driven decision-making. Quarterly review meetings will allow program teams to adapt and recalibrate interventions based on lessons learned.

Sections 7: Governance, Leadership & Operational Efficiency

AVAS's organizational strength lies in its commitment to good governance, transparency, and accountability. The institutional governance structure ensures participatory decision-making, ethical leadership, and adherence to national legal frameworks governing non-profit organizations in Bangladesh. The governance system guarantees alignment of AVAS's policies, programs, and resources with its mission while ensuring operational integrity and strategic coherence.

7.1 Governance Framework

The organization operates under a three-tier governance system balancing oversight, management, and implementation:

General Body (GB): The supreme decision-making body responsible for policy direction, approval of strategic plans, and annual reviews.

Executive Committee (EC): Provides governance oversight, policy approval, and resource mobilization support. Ensures compliance with regulatory and donor requirements.

Senior Management Team (SMT): Led by the Executive Director and composed of thematic heads, program leads, and directors responsible for daily operations and strategic execution.

7.2 Organizational Structure and Leadership

AVAS follows a matrix organizational model combining thematic expertise with geographic reach. Thematic divisions include Livelihood & Economic Empowerment, Gender & SRHR, Child Protection, Climate & DRR, Governance & Advocacy, and MEAL. Cross-cutting units cover Finance & Compliance, HR & Admin, ICT & Digital Transformation, and Research & Innovation.

7.3 Governance Strengthening Priorities

- Gender-balanced leadership and inclusive representation in EC and SMT.
- Annual governance review and board capacity-building workshops.
- Regular compliance with NGOAB, RJSC, and donor reporting requirements.
- Adoption of Conflict of Interest and Whistleblower Protection Policies.
- Introduction of a Governance Performance Dashboard for institutional accountability tracking.

7.4 Human Resource Strategy

- **Attract & Retain Talent:** Recruit skilled professionals aligned with AVAS's mission and values.
- **Capacity Development:** Provide ongoing training, mentoring, and learning opportunities.
- **Performance Management:** Introduce competency-based appraisal systems with clear KPIs.
- **Gender & Inclusion in HR:** Ensure gender parity, equal pay, and inclusive workplace practices.

- **Digital Transformation:** Implement HRMIS for recruitment, attendance, and performance tracking.

7.5 Organizational Culture

AVAS promotes a workplace culture rooted in respect, collaboration, inclusion, and innovation. Core attributes include open communication, participatory decision-making, zero tolerance for harassment, and recognition programs that reward performance and innovation.

7.6 Operational Efficiency

Operational excellence is essential for delivering high-impact results efficiently. AVAS's operational efficiency strategy focuses on streamlining systems, leveraging digital tools, and strengthening internal control mechanisms to enhance productivity and accountability.

7.7 Strengthening Internal Systems

- **Finance & Procurement:** Digital accounting and procurement tracking systems.
- **Monitoring & Documentation:** Integration of field data into a central MIS
- **ICT & Digitalization:** Cloud-based document management and electronic approvals.
- **Administration:** Automation of logistics, inventory, and asset management.

Sections 8: Risk Management, Sustainability & Way Forward

AVAS recognizes that identifying, assessing, and managing risks proactively is vital to achieving sustainable results and ensuring institutional resilience. The Risk Management Framework (RMF) 2026–2030 systematically anticipates potential disruptions, strengthens preparedness, and ensures operational continuity.

8.1 Risk Management Objectives

- Identify internal and external risks affecting programs, finances, or reputation.
- Establish mitigation and contingency strategies for major operational areas.
- Build staff and partner capacity to manage crises effectively.
- Ensure compliance with national, donor, and institutional standards.
- Foster a culture of risk awareness, accountability, and adaptive learning.

8.2 Risk Classification

Risk Category	Description	Examples
Programmatic	Risks related to project design, implementation, and delivery.	Delays in approvals, data errors, unmet targets.
Operational	Risks affecting logistics, HR, or infrastructure.	IT failure, staff turnover, equipment loss.
Financial	Risks impacting revenue or fund utilization.	Exchange rate fluctuation, delayed disbursement.
Compliance	Risks from non-adherence to legal or donor standards.	Violation of procurement or NGOAB rules.
Reputational	Risks arising from negative publicity or perception.	Ethical breaches, safeguarding violations.
Environmental & Climate	Risks due to disasters or environmental degradation.	Floods, cyclones, infrastructure loss.

8.3 Risk Mitigation and Response Plan

- **Preventive Measures:** SOPs for high-risk operations and routine internal audits.
- **Contingency Planning:** Business Continuity Plans (BCP) for departments.
- **Insurance & Legal Protection:** Coverage for staff, projects, and assets.
- **Crisis Communication:** Defined media protocols and emergency response chains.
- **Periodic Review:** Quarterly risk assessments integrated into management reviews.

8.4 Institutional Accountability and Compliance

AVAS will strengthen its internal audit mechanisms, conduct annual compliance reviews, and form a Risk & Compliance Committee under the Executive Director's office. Key risks will be reported in quarterly performance reviews and annual reports.

8.5 Sustainability Management

Sustainability lies at the heart of AVAS's mission. Beyond project cycles, AVAS seeks to ensure lasting impact through community ownership, resource diversification, and institutional resilience. The Sustainability Strategy 2026–2030 outlines how AVAS will embed long-term viability across financial, social, environmental, and institutional dimensions.

Pillars of Sustainability:

Pillar	Description	Key Actions
Financial Sustainability	Diversify funding and generate self-financed income.	Develop social enterprises and CSR partnerships
Institutional Sustainability	Strengthen governance, staff capacity, and digital systems.	Implement digital transformation and leadership succession plans.
Environmental Sustainability	Integrate eco-responsible practices in operations.	Adopt green procurement and low-carbon operations.
Community Ownership	Empower communities as custodians of change.	Build local governance networks and transfer technical skills.

8.6 Sustainability Strategies

- Generate 20% of annual budget from internal revenue by 2030.
- Build long-term partnerships with foundations, private sector, academia, and INGOs.
- Institutionalize Knowledge Management Systems (KMS) for learning retention.
- Promote green initiatives and climate-friendly office policies.

8.7 Way Forward

The next five years mark AVAS's transformation into a digitally empowered, financially resilient, and well-established sustainable rights-based organization. Key milestones include governance strengthening, digital transformation, scaling of successful models, and thematic leadership by 2030. AVAS will evolve from a project-based organization into a sustainable institution with strong systems, empowered communities, and measurable social impact.

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