



Centre for
Disability in
Development

Bringing hope, dignity and meaning to life

Centre for Disability in Development (CDD)

STRATEGIC PLAN

2026 - 2030

Inclusive Development, Sustainable Impact



CENTRE FOR DISABILITY IN DEVELOPMENT (CDD)
Towards an Inclusive, Resilient, and Empowered Society for All

(Final Draft)
FIVE-YEAR STRATEGIC PLAN
(2026–2030)

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LIST OF ABBREVIATIONS

AGM – Annual General Meeting
AT – Assistive Technology
ATCPD – Assistive Technology Centre for Persons with Disabilities
CAHD – Community Approaches to Handicap in Development
CBR – Community-Based Rehabilitation
CCA – Climate Change Adaptation
CDD – Centre for Disability in Development
CFRM – Community Feedback and Response Mechanism
CSR – Corporate Social Responsibility
DiDRR – Disability-inclusive Disaster Risk Reduction
DRM – Disaster Risk Management
DRR – Disaster Risk Reduction
EC – Executive Committee
ESG – Environmental, Social, and Governance
GESI – Gender Equality and Social Inclusion
GIS – Geographic Information System
HR – Human Resources
HRMIS – Human Resource Management Information System
ICT – Information and Communication Technology
INGOs – International Non-Governmental Organizations
IPCM – Inclusive Program Cycle Management
IT – Information Technology
JPUF – Jatiyo Protibondhi Unnayan Foundation
KPIs – Key Performance Indicators
LDC – Least Developed Country
LoA – Levels of Authority
MERLA – Monitoring, Evaluation, Research, Learning, and Accountability
MHPSS – Mental Health and Psychosocial Support
MIS – Management Information System
MOU – Memorandum of Understanding
NAP – National Adaptation Plan
NAPA – National Adaptation Programme of Action
NDC – Nationally Determined Contribution
NGOs – Non-Governmental Organizations
OCAs – Organizational Capacity Assessments
OPDs – Organizations of Persons with Disabilities
PCM – Program Cycle Management
PHC – Primary Health Care
SDG – Sustainable Development Goal
SHGs – Self-Help Groups
SOP – Standard Operating Procedure
SRHR – Sexual and Reproductive Health and Rights

EXECUTIVE SUMMARY

The Centre for Disability in Development (CDD) is a specialized disability-inclusive organization committed to advancing the rights, inclusion, and empowerment of persons with disabilities across development and humanitarian contexts in Bangladesh. Guided by its mandate to promote equity, participation, and dignity, CDD implemented its previous Strategic Plan (2022–2025) with a strong focus on health and rehabilitation, education, rights and entitlements, livelihoods, disability-inclusive local governance, climate initiatives, disaster risk reduction, humanitarian actions and institutional capacity strengthening.

During the 2022–2025 period, CDD significantly expanded its geographic footprint, reaching underserved populations across multiple districts, including Rohingya refugee camps and host communities. The organization strengthened partnerships with government institutions at national and sub-national levels, development partners, UN agencies, and Organizations of Persons with Disabilities (OPDs). CDD enhanced community-based and system-linked service delivery models, combining direct support with capacity strengthening of service providers and local institutions. It also played a critical role in influencing policies, guidelines, and operational frameworks to promote disability inclusion within mainstream development, social protection, climate resilience, and humanitarian response systems.

Despite these notable achievements, the review of the 2022–2025 Strategic Plan highlighted several persistent and interrelated challenges. These included limited scale and depth of impact due to fragmented interventions, limited system integration and institutionalization, heavy reliance on short-term project-based donor funding, gaps in institutional capacity and digitalization, and uneven sustainability of program outcomes after project closure. While pilots and models demonstrated effectiveness, their replication and absorption into government systems and markets remained constrained. These challenges underscored the need for a renewed, more coherent, and forward-looking strategic direction that is better aligned with global and national transformations in development priorities, financing modalities, accountability expectations, and social and environmental risks.

The Strategic Plan 2026–2030 has therefore been developed to respond to these challenges and to reposition CDD as a resilient, system-oriented, and impact-driven organization. The Plan reflects Bangladesh’s evolving development context, including its rapid progress in transition toward middle-income country status, declining availability of traditional donor funding, increasing climate and humanitarian risks, rapid digital transformation, and rising expectations for measurable results, transparency, and value for money. Within this context, CDD recognizes the need for a stronger institutional foundation, diversified and sustainable financing, deeper system engagement, and scalable, evidence-based programming that places persons with disabilities at the center of development and humanitarian action.

The overarching purpose of the Strategic Plan 2026–2030 is to provide a coherent roadmap for institutional strengthening, quality and inclusive programming, diversified resource acquisition, and long-term sustainability. The Plan aims to ensure that disability inclusion is not treated as a parallel or project-based concern, but rather embedded within policies, systems, services, and markets. Central to this vision is the meaningful participation,

leadership, and empowerment of persons with disabilities across all stages of planning, implementation, monitoring, and advocacy.

The Strategic Plan is guided by four interlinked and mutually reinforcing strategic priorities, which collectively shape CDD's transformation and contribution to sustainable development over the next five years.

Strategic Priority 1: Institutional Capacity Strengthening

This priority focuses on reinforcing CDD's institutional foundations and improvement to ensure effectiveness, accountability, and adaptability in a rapidly changing environment. Key areas include strengthening governance and leadership systems, clarifying roles and decision-making structures, and enhancing compliance, risk management, and safeguarding mechanisms. The priority places strong emphasis on human resource management and development, including talent acquisition, performance management, staff wellbeing, leadership development, succession strategy, and future skills aligned with digitalization, systems thinking, and inclusive practice.

Digital transformation is a core component of this priority. CDD will modernize its financial management, human resources, program management, and information systems to improve efficiency, data quality, transparency, and real-time decision-making. The establishment of a robust organization-wide Monitoring, Evaluation, Research, Learning, and Accountability (MERLA) system will enable evidence-based planning, adaptive management, learning, and accountability to communities, partners, and donors. Collectively, these efforts aim to enhance institutional credibility, operational efficiency, and organizational resilience.

Strategic Priority 2: Quality Program Development

Quality program development is at the heart of CDD's mission. This priority emphasizes the design and delivery of inclusive, evidence-based, and high-impact interventions across key thematic areas, including health and rehabilitation, education, livelihoods and economic empowerment, leadership development and rights-based empowerment, disability-inclusive local governance, disaster risk reduction, climate change adaptation, and humanitarian action.

CDD will prioritize program relevance, technical excellence, innovation, and learning, ensuring that interventions respond to the diverse needs of persons with disabilities, their carers and families across age, gender, geography, and humanitarian–development settings. Greater emphasis will be placed on system strengthening, policy alignment, and capacity building of government service providers, SHGs, OPDs, community structures, and private sector actors. By strengthening system linkages and community ownership, CDD aims to ensure that successful models are scalable, replicable, and sustainable beyond individual projects.

Strategic Priority 3: Resource Acquisition and Development

This priority aims to diversify and stabilize CDD's financial and non-financial resource base in order to reduce dependency on single funding streams and enhance strategic autonomy. CDD will strengthen and expand partnerships with bilateral and multilateral donors, UN agencies, INGOs, and foundations, while deepening engagement with relevant government ministries, departments and local government institutions for co-financing, service contracting, and policy-linked funding.

A key focus under this priority is the expansion of Corporate Social Responsibility (CSR) partnerships, particularly in areas such as education, inclusive employment, skills development, accessible infrastructure, assistive technology, and digital inclusion. CDD will also invest in developing and scaling social enterprise initiatives linked to disability-inclusive products and services.

In addition, CDD will generate own-source proceeds through fee-based services and advisory support, including but not limited to: disability inclusion audits and assessments; inclusive policy and strategy development support for government, NGOs, INGOs, and private sector actors; accessibility and universal design advisory services; capacity building and training on disability inclusion, Bangla Sign Language, Braille materials development, , safeguarding, and inclusive programming; monitoring, evaluation, and learning services with a disability lens; and technical advisory support on inclusive humanitarian action , climate resilience, and social protection systems. These services will strengthen financial resilience while reinforcing CDD's role as a center of technical excellence as well as foundation for seeking impact investment fund.

Strategic Priority 4: Sustainability through an Integrated Approach:

This priority emphasizes sustainability as a cross-cutting outcome achieved through integration across institutional, programmatic, and financial dimensions. CDD will focus on embedding inclusive practices within government systems, policies, budgets, and service delivery mechanisms. Greater attention will be given to local ownership, capacity transfer, leadership development of OPDs SHGs , and community-based structures to ensure continuity beyond project cycles.

Sustainability will also be pursued through resilient financing models, long-term partnerships, and strategic exit and transition planning from the outset of all programs. Policy influence, knowledge generation, and evidence-based advocacy will be leveraged to institutionalize disability inclusion within national and local development frameworks.

To operationalize these four strategic priorities, the Strategic Plan outlines a set of goals integrated with strategic objectives and actions. These include strengthening governance, compliance, and risk management systems; modernizing human resource, financial, and digital management platforms; establishing a unified MERLA framework; scaling proven inclusive service delivery models; deepening partnerships with government institutions, OPDs, academia, and the private sector; expanding social enterprises and fee-based services; and embedding sustainability and transition strategies into all programs from inception.

Successful implementation of the Strategic Plan depends on coordinated engagement with diverse stakeholders. Government ministries, departments and local government institutions are central as system owners and long-term custodians of inclusive services. NGOs, INGOs, UN agencies, and OPDs play critical roles as technical partners, implementers, innovators, and advocates. Communities, caregivers, self-help groups, and youth networks drive ownership, accountability, and social norm change. Private sector actors, academic institutions, and investors contribute innovation, employment pathways, research, technology, and diversified financing. CDD will continue to position itself as an integrator and catalyst, aligning these stakeholders toward shared disability-inclusive development outcomes.

The Strategic Plan has clear resource implications, requiring coordinated investments in skilled human resources, inclusive logistics and infrastructure, digital systems, program financing, and partnership development. CDD will adopt a blended financing approach combining donor funding, government resources, CSR contributions, social enterprise income, impact investment, and in-kind support.

Implementation will follow a phased roadmap across the five year time line of this strategic plan. The short term (2026–2027) will prioritize institutional reforms, policy updates, digital system rollout, and strengthened fundraising mechanisms. The medium term (2028–2029) will focus on scaling quality programs, expanding social enterprises, deepening system integration, and consolidating partnerships. The long term (2030) will emphasize sustainability, institutionalization of inclusive models, financial resilience, and strategic positioning beyond 2030.

The Strategic Plan 2026–2030 represents a critical transition for CDD from a primarily project-driven organization to a resilient, system-oriented, and sustainable institution. Through strong leadership, quality programming, diversified resources, and strategic partnerships, CDD reaffirms its commitment to advancing an inclusive, resilient, and empowered society where persons with disabilities are recognized as rights-holders and active agents of change.

SECTION-1: CDD OVERVIEW

1.1. CDD at a Glance

The Centre for Disability in Development (CDD), founded in 1996, is a prominent organization in Bangladesh that advocates for the rights and inclusion of persons with disabilities. It follows a "Think Globally, Act Locally" principle, using a rights-based approach to empower individuals with disabilities while tackling barriers to inclusion. Over the years, CDD has become a reliable partner for government agencies, INGOs, NGOs, Networks and Organizations of Persons with Disabilities (OPDs). Its work covers areas like education, health & rehabilitation, livelihoods, and disaster risk reduction.

Since 2022, CDD has broadened its services, formed strong partnerships, and gained recognition for its efforts in disability-inclusive development. The organization has improved its sustainability by aligning its activities with national policies and global frameworks, integrating disability inclusion into broader development systems to enhance policy coherence and government ownership.

Since 1996, CDD promoted Community Based Rehabilitation (CBR), but focused more on mainstreaming disability agenda within community development. In partnership with other national and international agencies, CDD co-created the Community Approaches to Handicap in Development (CAHD). CDD contributed to the development and application of the WHO led CBR 2010 Guidelines, and since is working on its rollout in Bangladesh for Community Based Inclusive Development (CBID).

Since its journey, CDD accumulated learning on how mainstream development agencies can consider disability inclusion within their policies and programming. At the same time, CDD continued with targeted initiatives specific to the needs of persons with disabilities, in all of its diversity and intersectionality.

In the early years, CDD emphasized on finding affordable and sustainable solutions on rehabilitation service models. CDD designed and promoted the One Stop Service Centres on Rehabilitation Needs in close proximity to the people. It has introduced on rehabilitation services through mobile vans. CDD had started its own National Resource Centre on Assistive Technology (NRCAT), which is now a sister concern as Assistive Technology Centre for Persons with Disabilities (ATCPD). It facilitated the development of Sign Supported Bangla Language in the country. CDD had and still operates an independent Braille press. CDD started working on empowerment of persons with disabilities through SHGs. Within 2007 and onwards, CDD realized the importance of working with Local Government Institutions and facilitating a process for inclusion of persons with disabilities within their programmes. CDD also became a pioneer on Disability inclusive Disaster Risk Reduction with knowledge gained from pilot projects. CDD also worked on inclusive education and livelihood programming.

From 2012 to 2021, CDD improved financial stability by producing Braille materials and running government-funded projects, showing resilience during the COVID-19 pandemic. CDD initiated the Inclusive Humanitarian Actions in the Rohingya Camps and Host Communities in

Cox's bazar district. It strengthened its work on employability skills development and employment of persons with disabilities in the private sector. Between 2022-2025, CDD continued to expand its programmes in the Country. However, the challenges to raise funds for the organization became more difficult due to changing funding landscape.

The organization envisions an inclusive world for persons with disabilities and aims to create an environment for their meaningful participation in society. Its core values include respect for diversity, equality, professionalism, collaboration, accountability, empowerment, and responsible resource usage.

1.2. Purpose of the Strategic Plan 2026-2030

The Strategic Plan 2026–2030 provides a clear framework to guide the Centre for Disability in Development (CDD)'s direction, priorities, and decision-making from January 2026 to December 2030. It serves as a practical roadmap to strengthen CDD's role in advancing disability-inclusive development in Bangladesh while promoting effectiveness, accountability, transparency and sustainability.

The Strategic Plan aims to:

1. Define CDD's strategic direction, core values, and priority areas for disability-inclusive development, community resilience, and humanitarian action.
2. Guide program design, resource use, partnerships, and leadership decisions.
3. Align systems, operations, and programs under one results-focused framework.
4. Set clear, measurable goals and indicators to support accountability and learning.
5. Strengthen CDD's ability to respond and adapt to climate and disaster risks, funding changes, humanitarian needs, and evolving development priorities.
6. Build organizational resilience and support sustainable outcomes for persons with disabilities, their families, and communities.
7. Ensure long-term positive impact beyond individual project cycles.

1.3. Strategic Plan 2022-2025 Progress Review

1.3.1. Achievements of the Last Strategic Plan

Under the Health and Rehabilitation priority, CDD enhanced the independence of people with disabilities by providing multidisciplinary therapy services and creating more disability-inclusive community health services. In Education, there was a rise in enrollment and retention of students with disabilities due to teacher training and collaboration with education authorities.

Progress in Rights and Entitlements empowered individuals with disabilities to advocate for themselves, increasing their involvement in decision-making and access to essential services. Livelihood and Economic Development efforts included skills training and support for entrepreneurship, leading to better employment opportunities.

Disability-Inclusive Local Government initiatives improved local governments' ability to consider disability issues in planning, while Inclusive WASH programs enhanced access to

water and sanitation. Disability inclusion became part of national disaster risk management, and CDD supported initiatives on assistive technology, strengthened partnerships, and improved policies and resource systems.

CDD increased its services in the Rohingya Camps and Host Communities in the context protracted humanitarian crisis.

CDD strengthened its role as a Grants Manager, channeling grants, extending overall management and technical support to NGOs across Bangladesh.

1.3.2. Key Learning and Opportunity Areas from the Previous Strategic Plan

Building on strong progress in expanding and diversifying its interventions, CDD identified key areas that require further strengthening to improve reach, quality, and sustainability. These learning areas directly inform priorities for the Strategic Plan for 2026–2030.

Health and Rehabilitation Systems

- Services need to be extended to remote and hard-to-reach areas.
- There is strong potential to further integrate early screening, intervention & rehabilitation services within government health facilities.
- Engage with global initiatives like Rehabilitation 2030, WHO Disability Health Equity Initiative, Global Cooperation on Assistive Technology (GATE), Hearing Care for All, WHO Resolution on Sensory Impairments (2025), Global Eye Health Targets (2030), Global Leprosy Strategy (2030) and others as relevant.
- Community-based psychosocial support services offer opportunities for expansion and standardization.
- There is opportunity for integration of Inclusive Sexual & Reproductive Health Rights and Nutrition Programming.
- A skilled technical workforce provides a strong foundation for improved coordination and sustainable financing.

Inclusive Education Systems

- Home Based Education needs to be prioritised to create a pathway to inclusive education of children with disabilities particularly those with high support needs
- Stronger engagement with families of children with disabilities, mainstream schools & communities are needed to advance inclusive education practices.
- Completion of planned accessibility improvements in school infrastructure and learning environments remains a priority.

Rights, Entitlements, and Livelihoods

- Meaningful participation of persons with disabilities in decision-making need to be strengthened at all levels.
- Improved coordination is needed to ensure consistent access to government entitlements and social protection schemes.
- Greater collaboration among disability-focused organizations, caregiver groups, and local government institutions are essential to increase collective impact.

- Livelihood initiatives require scaling, with stronger private sector engagement, to expand employment outcomes.
- Digital literacy is a major barrier for employment for youths with disabilities. Employability skills should address digital literacy.
- Private sector engagement is essential for creating internship and employment opportunities.

Disability-Inclusive Local Governance, WASH, and National Advocacy

- Increased local government investment and use of standardized inclusive planning tools can help institutionalize disability inclusion.
- Expansion of accessible WASH facilities remains a priority to improve community-level inclusion and service quality.
- Engagement with national coordination and advocacy platforms can be strengthened to enhance policy influence and alignment.

Disaster Risk Reduction, Climate Adaptation, and Humanitarian Action

- Disability inclusion gained recognition but was not consistently mainstreamed across planning, coordination, and implementation processes.
- Despite policy commitments, gaps in skilled human resources, financing, and operational capacity limited system-wide inclusion.
- Accessibility gaps in disaster shelters, evacuation routes, early warning systems, and emergency response reduced safety, participation, and preparedness for persons with disabilities.
- Rohingya (FDMN) crisis now demands a development focus in addition to humanitarian actions.

Research, Monitoring, Learning, and Resource Mobilization

- Integrated research, monitoring, and learning systems, supported by a centralized digital platform, are needed to strengthen evidence-based decision-making.
- Diversification of funding sources offers an important opportunity to enhance financial resilience and long-term sustainability beyond traditional donor funding.

SECTION-2: CONTEXT ANALYSIS

2.1 Situation of Persons with Disabilities in the global context

Persons with Disabilities make up over 1.3 billion people, about 16% of the world's population, and are one of the largest marginalized groups globally¹. Despite increasing recognition of their rights, they face systemic exclusion in social, economic, and political areas. They are more prevalent among the poorest, suffer from worse health, have lower education levels, fewer job opportunities, and are more often victims of violence and discrimination, especially in low- and middle-income countries where support systems are weaker and stigma runs high.

¹ *World Report on Disability, Geneva: WHO, 2011*

The UN Convention on the Rights of Persons with Disabilities (UNCRPD), adopted in 2006, centers the global disability agenda. It shifts the view of disability from a medical concern to a human rights issue, requiring countries to ensure that Persons with Disabilities can fully participate in society. However, many countries struggle to turn these legal commitments into actionable policies and measurable results due to weak frameworks, lack of coordination, and insufficient data that separates disability-related statistics.

Disability inclusion is a crucial part of the 2030 Agenda for Sustainable Development, even though Persons with Disabilities are mentioned in only a few specific goals. The principle of “leave no one behind” aims to prioritize them within many areas such as poverty, health, and education. Yet, reports show they are often overlooked in progress towards these goals. The absence of specific data on disability, lack of funding for inclusive efforts, and weak accountability hinder governments in effectively addressing these issues.

Socially and politically, the landscape for disability inclusion is affected by stigma, ableist beliefs, and power imbalances. Persons with Disabilities are often left out of decision-making, including in national development and humanitarian efforts, despite the UNCRPD's emphasis on their involvement. While disability advocacy groups have gained some visibility, challenges like reduced funding and political instability limit their impact.

In the realm of funding, while there is growing acknowledgment of the need for disability-inclusive development, actual funding remains low compared to demand. Much financing is project-based and short-term rather than integrated into long-term national budgets. Humanitarian efforts are particularly underfunded for disability inclusion. Overall, even with strong global frameworks, Persons with Disabilities continue to face significant inequalities, necessitating ongoing commitment and action to improve their situation.

2.2 Situation of Persons with Disabilities, their caregivers, families and Organizations in the national context

Bangladesh is home to about 172 million people, a significant portion of whom are children and youth. Despite improvements in health, education, and economic growth, children and youth with disabilities still face major challenges such as social exclusion, stigma, and limited access to services. Data on disability prevalence is inconsistent, making it hard to plan inclusively. Estimates indicate that roughly 7.3 percent of children aged 2–17 have disabilities, but differences in data sources create confusion in understanding their needs.

Political Context: The development goals of Bangladesh are outlined in the Perspective Plan 2021–2041 and various Five-Year Plans, which focus on inclusive growth and improving governance. These align with global efforts for disability rights, but political changes require ongoing commitment to ensure that disability inclusion is part of reforms in health, education, and social protection.

Economic Context: Bangladesh's economy is growing steadily, anticipated to move out of Least Developed Country status by 2026. This economic expansion offers chances for disability-inclusive investments in various sectors. However, decreasing international aid highlights the need for new financing sources, including partnerships and corporate

responsibility initiatives. Inequality and the connection between disability and poverty remain serious issues.

Social Context: National programs such as Education for All and Universal Health Coverage are crucial for promoting disability inclusion, but social barriers like stigma, misconception, negative attitudes, charity concept and low awareness still limit participation. Changes in demographics, such as a rising elderly population and increased disability rates, point to the pressing requirement for inclusive social protection and support systems.

Technological Context: Bangladesh's push toward digital transformation offers significant potential to enhance inclusion through assistive technologies, accessible digital platforms, and e-services. However, digital exclusion remains widespread due to limited access to devices, connectivity, affordability, and digital skills. Embedding accessibility standards within national ICT policies, digital procurement, and public service design is essential to ensure equitable access.

Environmental Context: Bangladesh faces significant risks from climate change and natural disasters, affecting people with disabilities more due to poor access to infrastructure and limited inclusion in emergency plans. Despite some improvements in disaster risk reduction for disabilities, there are few accessible cyclone shelters, and national climate policies still largely exclude people with disabilities. This leads to ongoing challenges for their resilience against climate impacts.

Forcibly Displaced Myanmar Nationals (FDMNs): Bangladesh hosts over one million FDMNs who fled persecution in Myanmar and now live in camps in Cox's Bazar and Bhasanchar. While Bangladesh has shown strong humanitarian commitment, the prolonged crisis has created major inclusion and protection gaps, especially for persons with disabilities. Many struggle to access rehabilitation, health care, education, assistive devices, and safe participation. Host communities also face pressure on services and livelihoods, affecting vulnerable persons with disabilities. For CDD, this highlights the urgent need for disability-inclusive humanitarian action, community-based rehabilitation, and strengthened inclusive systems for both refugees and host populations.

Legal and Regulatory Context: Bangladesh has established a strong legal and policy framework aligned with international standards, including the UN Convention on the Rights of Persons with Disabilities, supported by national acts and action plans. However, gaps in implementation, coordination, monitoring, and resourcing continue to limit effectiveness. Addressing the needs of persons with disabilities will require reliable data systems, stronger enforcement of existing laws, sustained investment, and close collaboration among government institutions, civil society, and community-based organizations.

2.3 CDD's positioning/status in the present situation to address issues in inclusive development

The Centre for Disability in Development (CDD) in Bangladesh is one of the leading organizations that promotes inclusive development for persons with disabilities. With nearly thirty years of experience, CDD focuses on advocacy, technical support, and service delivery

to incorporate disability inclusion into broader development efforts. Its work is based on rights and aims to empower persons with disabilities while enhancing system capacity for inclusion, aligning with the UN Convention on the Rights of Persons with Disabilities (UNCRPD) and the Sustainable Development Goals (SDGs), specifically "leaving no one behind (LNOB)."

As Bangladesh moves toward middle-income status, CDD collaborates with the government to integrate disability inclusion into national frameworks. The organization has offices in twelve locations across Bangladesh, implements projects directly and in partnership with other NGOs and OPDs, addressing various inclusion challenges in different settings. CDD plays multiple roles including technical partner and capacity builder, while advocating for sustainable, inclusive practices in areas such as health, education, and disaster risk reduction.



Meeting with Care Group

CDD partners with government agencies for policy implementation and reforms, linking policy strategies with practical actions. It works closely with Organizations of Persons with Disabilities (OPDs) to strengthen their leadership and advocacy skills. The organization also acknowledges that disability intersects with various development areas, aiming to address complex issues faced by persons with disabilities despite challenges like funding limitations and social stigma. CDD's adaptability and commitment to research position it to lead disability-inclusive development in Bangladesh effectively.

2.4 Geographic and population coverage

2.4.1 Geographic Coverage

The Centre for Disability in Development (CDD) has a nationwide operational presence, covering all regions of Bangladesh. From its central office at Savar under Dhaka district, CDD has expanded to a network of twelve field and regional offices, enabling effective

coordination, supervision, and localized implementation. Through a combination of direct programming and strategic partnerships with government institutions, INGOs, NGOs, OPDs, and community-based organizations, CDD delivers disability-inclusive interventions across diverse contexts. Its inclusive rehabilitation and related services currently reach 30 districts, encompassing urban, rural, hard-to-reach, disaster-prone, climate-vulnerable, and humanitarian settings. This wide geographic footprint positions CDD to respond to both chronic development challenges and acute humanitarian needs while supporting the scale-up of inclusive models through national systems.

2.4.2 Target Population

Primary Target Population: CDD’s primary focus is persons with disabilities across the life cycle, with particular attention to those facing multiple and intersecting vulnerabilities. This includes children, adolescents, youth, and adults with all types of disabilities—physical, visual, hearing, intellectual, psychosocial, neurodevelopmental, deafblindness and multiple disabilities. Priority is given to individuals living in marginalized conditions, including disaster-affected, climate-vulnerable, and humanitarian settings where risks of exclusion, poverty, and rights violations are highest. Key focus groups include children with disabilities, persons with deaf blindness, women and girls with disabilities, and persons with disabilities in humanitarian and forced-displacement contexts (e.g., Rohingya camps). Individuals requiring assistive technology, therapy, inclusive livelihood support, and accessible services are also central to CDD’s work.

Secondary Target Population: CDD also engages key stakeholders who influence the inclusion, protection, and well-being of persons with disabilities. These include families and caregivers; teachers and education personnel; DMCs, first responders, youth clubs, health workers and rehabilitation professionals; government and local government officials; OPDs; local NGOs and community-based organizations within CDD’s partner network; and other duty bearers. Community-based service providers, humanitarian actors, donors, international partners, and technical agencies are also critical secondary groups, as their capacity and investment are essential for scaling inclusive policies, services, and programs.



Diagram: Stakeholder Analysis

2.5 SWOT analysis focused on CDD's institutional, quality program, resources and Sustainability

A strategic assessment of CDD's internal and external environment highlights the factors shaping its ability to advance disability inclusion, strengthen systems, and deliver sustainable impact. The analysis is organized across four interrelated strategic blocks—institutional development, quality programming, resource acquisition, and sustainability—which together define CDD's strategic direction.

Institutional Development

CDD has a strong foundation based on its rights-based vision, nearly 30 years of credibility, and effective governance systems that ensure accountability and compliance. Its skilled workforce, supported by HR and financial management systems, fosters trust with government bodies, donors, and development partners.

However, CDD faces challenges that limit its effectiveness. There is a need to update its vision, mission, and strategies to align with future goals and changing situations. Some policies are outdated or inconsistently applied, and many are not available in Bangla. The organization's structures and performance management systems require improvement. Management tends to focus on individual projects, leading to minimal institutional learning and weak coordination. Communication is fragmented, and the digital transformation process is slow, impacting overall efficiency.

Externally, CDD has many opportunities to enhance its capacity. Organizational assessments and leadership development initiatives, supported by donors and partners, can help modernize its governance and operational systems. There is also increasing interest from the government and private sector in CDD's governance capabilities, allowing it to become a center of excellence for disability inclusion. It must, however, navigate growing regulatory demands and risks associated with visibility and compliance.

To address these internal weaknesses, CDD plans to refine its mission and update its policies, translating them into Bangla for consistency. It will optimize its organizational structure and promote a strategy-led management approach. Improving internal communication and embracing digital tools will enhance efficiency. Engaging in external assessments will strengthen governance, and affordable digital solutions will modernize operations while managing risks effectively.

Quality Program Development

CDD has shown strong performance across various areas, including health, education, and disaster management, local governance, livelihood & empowerment, rights and entitlement, thanks to effective models and partnerships with government. Its ability to include disability in development and humanitarian work has been supported by established quality standards and training resources. However, issues with fragmented monitoring and evaluation systems limit program learning and adaptation. Measuring long-term outcomes, such as empowerment and resilience, is still difficult, and there are inconsistencies in documentation and feedback.

Externally, there is a growing demand for disability-inclusive standards, presenting opportunities for greater impact and policy influence. Advances in digital platforms and partnerships can enhance evidence generation, but these must be balanced against challenges like donor pressure for results, complicated monitoring requirements, and data protection issues.

To improve, CDD plans to create a unified monitoring system to ensure consistent data collection, management, analysis and learning across programs. New methods will be developed for measuring long-term outcomes, and documentation standards will be strengthened. Investments in research and digital systems will be increased, along with translating learning into policy outputs. CDD aims to leverage demand for inclusive standards to scale successful models and improve overall program quality while addressing potential risks.

Resource Acquisition

CDD has a solid history of managing large grants from multiple donors, with a good reputation in disability inclusion and strong financial practices. Their skilled teams in proposal development, compliance, and financial management contribute to this success, but the organization relies heavily on project-based donor funding without sufficient flexible resources. There is no dedicated team for resource mobilization or clear fundraising strategy, and weak communication with donors leads to increased financial risks.

Despite these challenges, there are growing opportunities in the areas of disability inclusion, climate resilience, and ESG issues, as donors show rising interest. There is potential to diversify funding through climate finance, innovation grants, and government contracts. The demand for advisory services and capacity-building can also create new income sources. However, CDD must navigate a competitive landscape with donor fatigue and rising digital transformation costs.

To tackle these financial vulnerabilities, CDD plans to create a resource mobilization and fundraising team with a clear strategy and diversified donor pipeline. They will engage more with corporate sectors and enhance internal systems for proposal development, aiming to access new funding opportunities collaboratively with other organizations and focus on emerging income streams while managing competition and market risks.

Sustainability

CDD's sustainability relies on strong national visibility, diverse partnerships, and internal expertise suitable for paid services. Established governance and management systems, along with physical infrastructure, offer chances for social enterprises and fees. However, sustainability is hampered by overdependence on donor funding, underdeveloped income and reserves, limited product commercialization, and weak business marketing capabilities. There are gaps in HR related to innovation, enterprise management, and digital strategies, and sustainability is not well integrated into program design and planning.

Externally, there is a growing demand for paid disability-inclusive services, digital products, and assistive technology, creating opportunities to strengthen sustainability. CDD must also navigate risks like regulatory barriers, increased competition, high costs of innovation, and economic instability.

To improve long-term sustainability, CDD will lessen donor dependence by scaling earned-income models, setting up a sustainability reserve, and integrating sustainability into program planning. Intellectual property and expertise will be monetized through training and consultancy services. Enhancing marketing and business development capabilities will also support growth. CDD will explore blended finance and innovation funding to foster enterprise growth and manage risks through phased investments and quality assurance systems.

2.6 Stakeholders analysis

CDD functions as an integrator and catalyst, aligning government systems, civil society expertise, community ownership, and private-sector resources to ensure effective implementation and long-term sustainability of disability-inclusive development and humanitarian initiatives.



Consultation with Youth Group

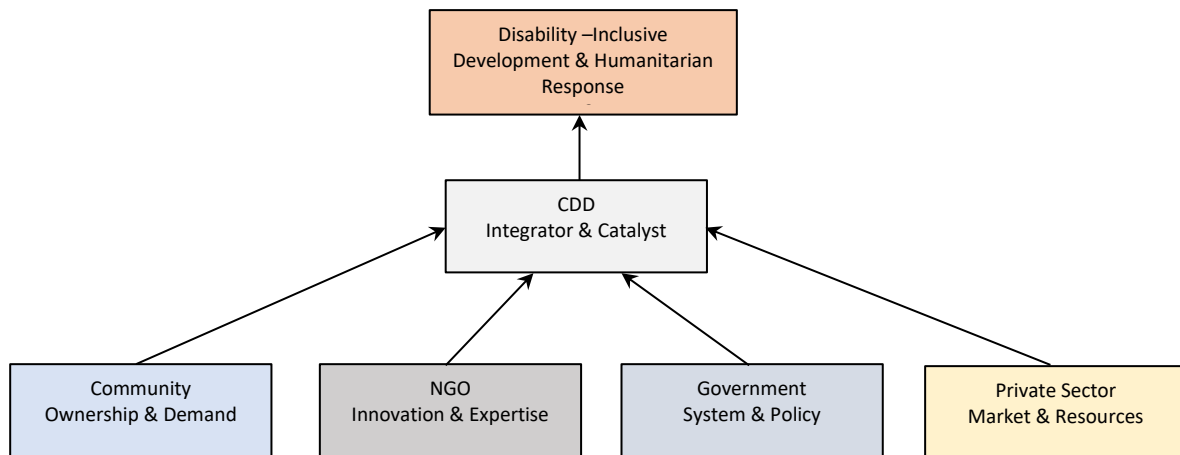


Diagram: Stakeholder Analysis

Government Organizations (GO): Government organizations are essential for leading policies, overseeing regulations, and delivering public services related to disability inclusion. They work through various bodies to allocate budgets and integrate disability-inclusive services into national systems. Their involvement ensures that community-driven development (CDD) initiatives are anchored in government frameworks, promoting long-term sustainability, consistent funding, and alignment with national goals.

Non-Governmental Organizations (NGOs): Non-governmental organizations (NGOs) and other partners provide expertise and flexibility, enhancing community outreach. They are key in mobilizing communities, delivering services, advocating for change, and building capacities in areas like rehabilitation and disaster risk reduction. NGOs often serve as implementing partners in CDD projects, helping connect community actions with government systems and ensuring the sustainability of initiatives through knowledge transfer and service continuity.

Community: Community stakeholders, such as caregiver groups and local leaders, are crucial in disability-inclusive development. They facilitate early case identification, raise awareness, and reduce stigma. Their local presence boosts ownership and trust, making CDD interventions more effective and responsive. Ongoing community engagement is vital for transforming social norms and maintaining support systems after projects end.

Private Institutions: Private institutions, including companies and vocational schools, also play a role by offering services, training, and job opportunities. They complement the efforts of public and non-profit sectors and enhance market resources for CDD initiatives. Their focus on innovation and employment pathways strengthens local service markets and supports sustainable models of financing.

SECTION-3: STRATEGY

3.1 Summary of needs assessment

The comprehensive situational analysis, stakeholder consultations, institutional reviews, and SWOT assessment reveal that the Centre for Disability in Development (CDD) enters the

2026–2030 strategic period with strong foundations, national credibility, and deep technical expertise in disability-inclusive development including Disaster Risk Reduction, climate change adaptation, and humanitarian action. At the same time, the analysis highlights critical gaps that must be addressed to ensure institutional resilience, program quality, financial stability, and long-term sustainability in an increasingly complex and competitive environment.

The following needs assessment consolidates priority requirements across four strategic areas: (i) Institutional Development, (ii) Quality Programming, (iii) Diversification in Resource acquisition and development, and (iv) Sustainability of the Institution, Programs, and Financing to CDD.

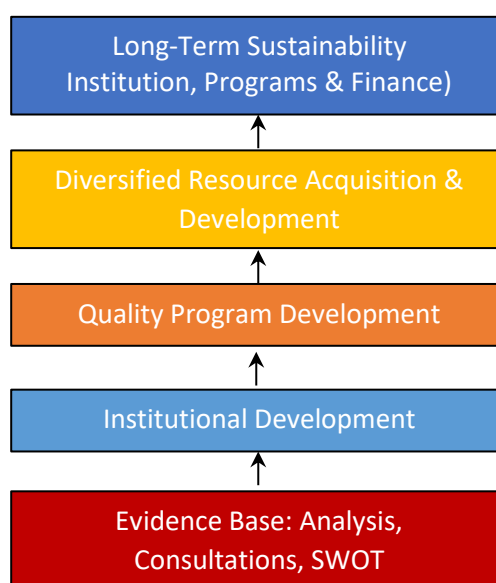


Diagram: Need Assessment

1. Institutional Development Needs

CDD requires targeted institutional strengthening to enhance efficiency, accountability, and strategic leadership.

Key Institutional Priorities include:

- Refinement of CDD’s mission, strategic positioning, and institutional narrative to reflect future aspirations and evolving national and global contexts.
- Comprehensive review, updating, harmonization, and Bangla translation of institutional policies and development of SOPs to ensure consistent organization-wide application.
- Optimization of organizational structure and staffing through a strengthened and standardized performance management system to support efficiency, effectiveness, accountability, and workforce readiness for growth duly coping with changed context.
- Transition to integrated, institution-wide planning, management, monitoring, evaluation, and learning systems beyond individual projects.

- Strengthening internal communication, coordination, and evidence-based decision-making mechanisms.
- Accelerated digital transformation of HR, payroll, finance, MERLA, and knowledge management systems to keep alive learning process.
- Modernization of the website and digital platforms to improve visibility, accessibility, and institutional branding.
- Establishment of robust documentation, institutional memory, and organizational learning systems to support innovation and continuous improvement.



Consultation Workshop

2. Quality Programming Needs

To maintain leadership in an increasingly complex and multi-sectoral environment, CDD must strengthen program quality, evidence generation, and adaptive capacity.

Key Program Quality Priorities include:

- Development of a unified, organization-wide MERLA system with standardized indicators, tools, and reporting frameworks.
- Improved methods to measure long-term and qualitative outcomes such as empowerment, agency, resilience, and social inclusion.
- Institutionalization of participatory monitoring and evaluation involving OPDs and persons with disabilities.
- Strengthening organizational learning to ensure evidence informs program adaptation, innovation, and scaling.
- Increased investment in research, innovation, and pilot initiatives.
- Integration of digital and real-time data collection, dashboards, and analytics for timely decision-making.

- Establishment of cross-sector quality assurance standards across health, education, DRR, livelihoods, and humanitarian programming.
- Production of high-quality learning products to influence policy, practice, and national standards.



Group Analysis

3. Resource Acquisition and Development Needs

Financial resilience and strategic autonomy require diversification of funding sources and modernization of resource mobilization systems as well as generation own income to reduce dependency.

Key Resource Mobilization Priorities include:

- Establishment of a dedicated resource mobilization and fundraising function with clear roles, systems, and performance targets.
- Development of an institutional fundraising strategy aligned with CDD's strategic priorities and technical strengths.
- Diversification of funding beyond traditional donors to include CSR, private sector, philanthropy, climate finance, pooled funds, and innovation grants.
- Strengthening donor intelligence, pipeline management, and market analysis systems.
- Improved communication, branding, and donor engagement materials.
- Streamlining proposal development to reduce the burden on technical teams.

- Expansion of digital fundraising and public engagement, including online campaigns and diaspora outreach.
- Introduction of market-aligned pricing for fee-based services such as training, consultancy, assistive technology, and accessibility audits.
- Reduction of funding concentration risks through an expanded donor base and increased multi-year and flexible funding.

4. Institutional, Programmatic, and Financial Sustainability Needs

Long-term sustainability requires CDD to embed innovation, strengthen earned-income models, and build resilience to external shocks.

Key Sustainability Priorities include:

- Development of a clear sustainability and business model integrating social enterprise, consultancy, training services, and product-based revenue.
- Commercialization of intellectual property, including manuals, curricula, digital tools, and training packages.
- Strengthening marketing, sales, and business development capacity.
- Establishment of a sustainability or reserve fund to manage financial shocks and ensure continuity.
- Strengthening HR capacity in enterprise management, innovation, and digital business models.
- Integration of sustainability considerations into program design, costing, and partnership approaches.
- Enhanced risk management addressing financial volatility, political instability, regulatory constraints, and climate risks.
- Strategic investment in digital systems, assistive technology innovation, and operational efficiency.
- Strengthened quality assurance and reputation management systems to protect institutional credibility.

This needs assessment highlights that CDD's future effectiveness depends not only on expanding programs but on strengthening institutional systems, improving evidence-driven programming, diversifying financing, and embedding sustainability across all levels of the organization. Addressing these interconnected priorities during the 2026–2030 strategic period will enable CDD to consolidate its leadership, scale impact, and deliver lasting contributions to disability-inclusive development in Bangladesh.

3.2. Cross-cutting issues:

Cross-cutting issues are overarching principles that are systematically integrated across all programs, policies, and institutional systems of CDD to ensure inclusive, sustainable, and rights-based development outcomes.

3.3.1 Safeguarding, Protection, and Do No Harm : CDD ensures that all institutional systems and programs uphold the highest standards of safeguarding, protection, and ethical conduct by preventing sexual exploitation, abuse, harassment, neglect, and any form of harm. Robust safeguarding policies, complaint and response mechanisms, staff training, and accountability

measures are mainstreamed to create safe, inclusive, and respectful environments for persons with disabilities, communities, and staff.

3.3.2 Human Rights and Disability Rights: CDD adopts a rights-based approach grounded in the UN Convention on the Rights of Persons with Disabilities (UNCRPD), national laws, and international human rights standards. All interventions prioritize dignity, participation, non-discrimination, accountability, and empowerment of persons with disabilities, ensuring that programs strengthen rights awareness, access to justice, safeguarding, and meaningful engagement of persons with disabilities and their representative organizations.

3.3.3 Gender Equality and Social Inclusion (GESI): CDD is committed to promoting gender equality and social inclusion by addressing structural barriers, power imbalances, and intersectional discrimination faced by women, girls, and gender-diverse persons with

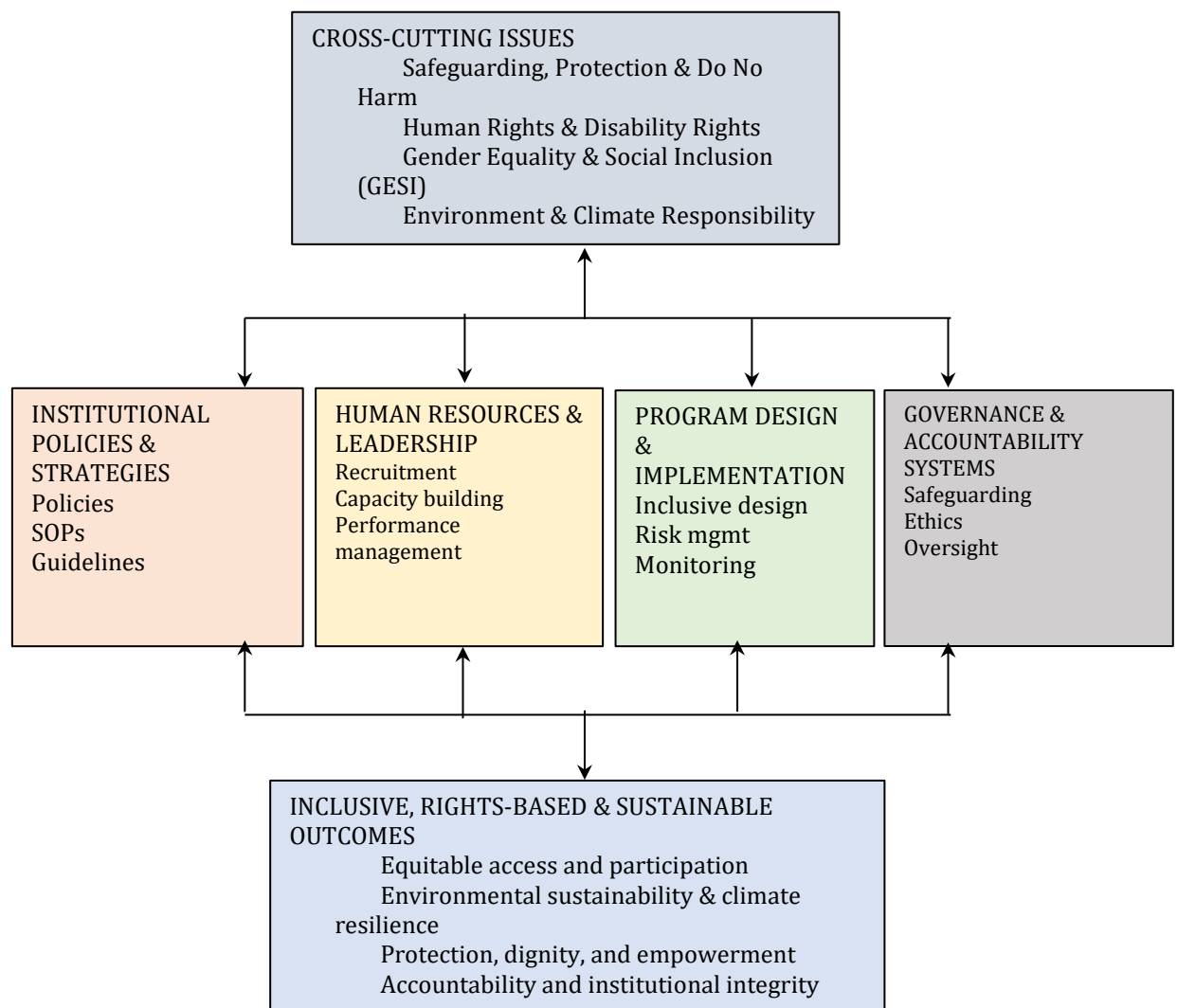


Diagram: Priority-1: Strengthening Institutional Capacity

disabilities. Gender considerations are mainstreamed across institutional policies, human

resource practices, program design, implementation, monitoring, and leadership development to ensure equitable access, participation, protection, and decision-making.

3.3.4 Environment and Climate Responsibility: CDD integrates environmental sustainability and climate responsibility across its operations and programs by minimizing environmental footprints, promoting resource efficiency, and encouraging climate-resilient and environmentally responsible practices. Environmental considerations are embedded in project design, digital transformation initiatives, procurement, and operational processes to contribute to sustainable development while ensuring accessibility and inclusion for persons with disabilities.

3.3. Strategic Directions: Diagram: Cross Cutting Issues

3.3.1. Rationale for Setting the Strategic Direction and Strategic Priorities

Positioning of CDD for inclusion of persons with disabilities is defined as:

By 2030, CDD will function as a nationally and internationally recognized development partner, knowledge hub, and system integrator for disability inclusion—driving sustainable change through evidence, innovation, localization, and strong institutional stewardship. CDD will bridge community-level practice with policy and system reform, enabling government institutions, private sectors, and civil society actors to adopt, finance, and sustain inclusive development models aligned with national & international priorities and strategies including the Sustainable Development Goals, and the UNCRPD.

In the 2026–2030 Strategic Plan process, the mission statement has been refined as follows:

Mission: To attain sustainable development by engaging OPD and other stakeholders in capacity strengthening, quality programming and resource acquisition ensuring inclusion of persons with disabilities and other excluded Groups.

A clear strategic direction is essential for CDD to respond effectively to its mission, the evolving needs of persons with disabilities, and changes in the external environment. The strategic priorities provide a coherent framework to align institutional capacity, program quality, resource mobilization, and sustainability, shifting the organization from short-term project delivery to resilient, scalable, and impact-driven development.

Strategic Priority 1: Strengthening Institutional Capacity: Strong institutional capacity underpins effectiveness, accountability, and credibility. This priority focuses on enhancing governance, leadership, human resource management, regulatory compliance, and adaptive change management. It also emphasizes robust communication and MERLA systems to measure impact, foster a learning culture, and sustain program quality over the long term.

Strategic Priority 2: Quality Programming: high-quality programs are central to achieving lasting impact for persons with disabilities and other marginalized groups. This priority promotes evidence-based, inclusive, and innovative programming aligned with strong program cycle management and national and international frameworks. Quality programming strengthens outcomes, builds trust, and enables scalability.

Strategic Priority 3: Resource Acquisition and Development: Sustained impact requires diversified and reliable resources. This priority focuses on strengthening fundraising capacity, expanding partnerships, and mobilizing financial, human, and technical resources beyond traditional funding sources. Diversified resources support innovation, organizational growth, and institutional strengthening while reducing dependency.

Strategic Priority 4: Organizational, Program, and Financial Sustainability: Sustainability ensures that institutional gains and program impacts endure over time. This priority integrates resilience, continuity, and financial viability through long-term planning, local ownership, cost-effectiveness, self-reliance, and sustainable financing strategies, transforming short-term interventions into lasting development outcomes.

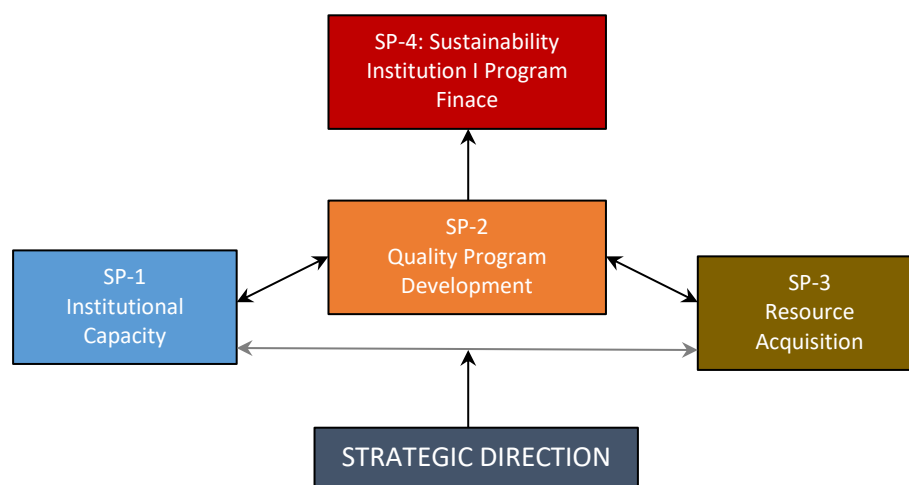


Diagram: Strategic Directions

3.3.2 Strategic Priority–1: Strengthening Institutional Capacity

Strategic Goal: By end of 2030, CDD as an organization with increased capacity have been able to cope with changed context and grow towards sustainability for inclusive development.

This Strategic Priority is operationalized through six interconnected strategic areas, which together form an integrated institutional strengthening framework:



Strategic Area 1: Institutional Governance and Management Systems

Strategic Objectives

- By 2027, establish and operationalize an integrated compliance and governance management system that meets donor, regulatory, and organizational standards.
- By 2028, strengthen governance structures, decision-making processes, and the authority matrix to improve accountability, risk management, and institutional systematic management.

Key Performance Indicators (KPIs)

- Approved and operational constitution, organogram, strategic plan, policies, SOPs, and manuals.
- At least two Executive Committee (EC) meetings and one AGM conducted annually with documented decisions and follow-up actions.
- Functional authority matrix, risk register, and internal control and compliance system in place and reviewed annually.

Strategic Actions

- Conduct a governance and compliance gap analysis and institutionalize good governance through regular EC and AGM meetings and board orientation.
- Review, update, translate (Bangla), and operationalize policies, SOPs, Levels of Authority, and segregation of duties.
- Establish and regularly update an organizational risk register covering programmatic, financial, operational, safeguarding, and reputational risks.
- Strengthen internal control and accountability through periodic compliance reviews and corrective action plans.

Strategic Area 2: Financial Management and Internal Control Systems

Strategic Objectives

- By 2027, improve the accuracy, quality, and timeliness of financial reporting across all programs.
- By 2026, Strengthen internal financial controls and donor and statutory compliance to reduce audit risks.
- Enhance budgeting, forecasting, and cash flow management to ensure financial stability and continuity annually.

Key Performance Indicators (KPIs)

- Financial reports submitted on time to management, donors, and regulators.
- Year-on-year reduction in internal and external audit findings.
- Reduced variance between budgeted and actual expenditures.
- Percentage of finance staff trained in financial systems and compliance.
- Minimum three to six months of cash flow coverage for operations.

Strategic Actions

- Implement standardized financial reporting calendars, templates, and accounting systems aligned with donor and regulatory requirements.
- Strengthen internal controls, including segregation of duties, authorization protocols, and audit follow-up tracking.
- Introduce participatory budgeting and quarterly budget monitoring and forecasting reviews.
- Build finance staff capacity through regular training, mentoring, and system upgrades.
- Introduce structured cash flow planning and liquidity monitoring tools.

Strategic Area 3: Human Resource Management and Development

Strategic Objectives

- By 2027, establish an inclusive, transparent, and competency-based HR performance management system.
- By 2027, Enhance HRD functions for Strengthening staff capacity, leadership, and retention through structured learning and development pathways.

Key Performance Indicators (KPIs)

- At least 90% of staff complete annual and mid-year performance reviews.
- Percentage of staff accessing professional development opportunities annually.
- Compliance with HR policies, safeguarding standards, and labor regulations.
- Post-training performance improvement demonstrated through appraisal results.
- Participation rate in leadership and talent development programs.

Strategic Actions

- Review and update HR policies, workforce plans, job descriptions, and recruitment practices.

- Introduce KPI-based performance appraisal systems with feedback and improvement plans.
- Conduct annual training needs assessments and implement structured learning plans.
- Promote staff well-being through safeguarding, grievance mechanisms, and psychosocial support.
- Digitize HR systems to support workforce planning and evidence-based decision-making.

Strategic Area 4: Monitoring, Evaluation, Research, Learning, and Accountability (MERLA)

Strategic Objectives

- By 2027, establish a functional, independent, and organization-wide MERLA system.
- By 2027 establish a system that will strengthen evidence generation, learning, and accountability across all programs.

Key Performance Indicators (KPIs)

- Centralized and fully functional MERLA system and MIS in use.
- Independent monitoring and evaluation functions operational.
- Number and quality of research, learning, and knowledge products produced and applied.
- Functional feedback, complaints, and response mechanisms in place.

Strategic Actions

- Establish a centralized MERLA unit supported by accessible digital MIS platforms.
- Develop and operationalize standardized MERLA frameworks, tools, and ToRs.
- Conduct routine monitoring, periodic evaluations, and thematic studies.
- Institutionalize learning through reflection sessions, knowledge-sharing forums, and documentation.
- Strengthen inclusive accountability mechanisms involving persons with disabilities and communities.

Strategic Area 5: Communication, Branding, and Outreach

Strategic Objectives

- By 2028, enhance CDD's visibility, credibility, and positioning at national and international levels.
- By 2028, improve necessary capacity to influence mainstream institutions to adopt disability-inclusive policies and practices.

Key Performance Indicators (KPIs)

- Number of media features, publications, and multimedia products produced annually.
- Number of mainstream institutions engaged on disability inclusion initiatives.
- Organizational branding guidelines developed and consistently applied.
- Recognition of CDD as a leading organization on disability inclusion.

Strategic Actions

- Organize high-visibility national and international events and campaigns.

- Build strategic partnerships with media, journalists, and digital influencers.
- Produce and disseminate high-quality communication and knowledge products.
- Upgrade and actively manage the organizational website and social media platforms.
- Strengthen engagement with government, civil society, academia, and private sector actors.

Strategic Area 6: Digital Transformation

Strategic Objectives

- By 2028, establish integrated, inclusive, and automated digital systems to support real-time reporting and decision-making.
- By 2027, Reduce reliance on paper-based systems and improve operational efficiency.

Key Performance Indicators (KPIs)

- Percentage of HR, finance, MERLA, and accountability systems digitized.
- Reduction in paper-based documentation across departments.
- Digital induction and orientation systems operational and utilized.

Strategic Actions

- Introduce accessible digital systems for HR, finance, MERLA, and program management.
- Integrate digital tools for data collection, analysis, visualization, and reporting.
- Develop digital induction, orientation, and e-learning platforms.
- Build staff capacity on digital tools, cybersecurity, data protection, and inclusive technology.

3.3.3 Strategic Priority–2: Quality Programming

Strategic Goal: By end of 2030, designed and developed inclusive programs that will deliver high-impact results for access to services, entitlements and rights of persons with disabilities.

This Strategic Priority is implemented through six interlinked thematic areas:



Diagram: Strategic Priority-2: Quality Programming

Thematic Area 1: Health and Rehabilitation

Strategic Objectives

- By 2030, improve functional ability, independence, and psychosocial well-being of persons with disabilities across the life cycle.
- By 2028, increase equitable access to quality rehabilitation, PHC, SRHR, MHPSS, WASH, and disease-specific services for persons with disabilities.
- By 2029, strengthen inclusive health systems through functional referral, follow-up, and coordination mechanisms aligned with national health structures.

Key Performance Indicators (KPIs)

- At least 80% of identified persons with disabilities access one or more quality health or rehabilitation services.
- At least 60% of supported individuals demonstrate measurable improvement in functional, health, or psychosocial outcomes.
- 85% of beneficiaries receive appropriate follow-up services within three months of initial intervention.
- A minimum of 70% of service users are women, children, and individuals with high support needs.

Strategic Actions

- Conduct community-based identification, screening, and functional assessments using standardized tools, followed by individualized care plans.
- Deliver integrated rehabilitation and health services through facility-based, outreach, and home-based models.
- Provide assistive devices and support accessibility improvements in homes, schools, health facilities, and community spaces.
- Build capacity of health workers, rehabilitation professionals, caregivers, and volunteers on inclusive service delivery and referral protocols.

- Strengthen referral, follow-up, and case management systems aligned with national health and social protection systems.

Thematic Area 2: Education

Strategic Objectives

- By 2030, improve access, participation, retention, and learning outcomes of children with disabilities in inclusive education settings.
- By 2027, strengthen teacher, school management, and education authority capacity on inclusive pedagogy and disability awareness.
- By 2028, establish early identification, referral, and coordinated learning support linked to rehabilitation services.

Key Performance Indicators (KPIs)

- Number of teachers, education officials, and support staff trained on inclusive education.
- Percentage of supported schools implementing accessibility measures and reasonable accommodations.
- Measurable improvement in attendance, participation, and retention of children with disabilities.

Strategic Actions

- Deliver structured training and coaching for teachers and education personnel on inclusive teaching and classroom practices.
- Support accessible infrastructure, communication supports, and inclusive learning materials.
- Implement early screening, referral, and follow-up mechanisms in collaboration with health and rehabilitation services.
- Provide assistive devices, learning aids, and individualized educational support.

Thematic Area 3: Livelihoods

Strategic Objectives

- By 2030, increase economic participation and self-reliance of persons with disabilities through skills development, wage employment, and self-employment.
- By 2028, promote inclusive labor markets and disability-responsive enterprise development.

Key Performance Indicators (KPIs)

- Number of persons with disabilities completing skills training and securing employment or self-employment.
- Percentage increase in income among supported individuals and households.
- Number of inclusive employers engaged through formal partnerships.

Strategic Actions

- Facilitate market-oriented skills development and inclusive TVET programs.

- Support entrepreneurship through business development services, access to finance, seed capital, and market linkages.
- Engage employers through sensitization, job matching, internships, and workplace accommodation support.

Thematic Area 4: Empowerment

Strategic Objectives

- By 2030, strengthen leadership, collective voice, and self-advocacy of persons with disabilities and caregivers.
- By 2028, improve rights awareness, civic participation, and access to government services and social protection schemes.

Key Performance Indicators (KPIs)

- Number of functional OPDs, youth groups, and caregiver networks established or strengthened.
- Percentage of supported groups sustaining activities beyond project support.
- Number of advocacy initiatives, policy engagements, and service linkages facilitated.

Strategic Actions

- Support formation and institutional strengthening of OPDs and community-based groups.
- Deliver leadership, rights awareness, and advocacy training.
- Link organized groups with livelihoods, service providers, local government, and national advocacy platforms.

Thematic Area 5: Disaster Risk Management and Climate Action

Strategic Objectives

- By 2030, reduce disaster-related risks and vulnerabilities of persons with disabilities through inclusive DRM and climate adaptation.
- By 2028, strengthen anticipatory action, early warning systems, and community resilience.

Key Performance Indicators (KPIs)

- Percentage of targeted communities covered by disability-inclusive early warning systems.
- Reduction in disaster-related losses, response time, and exclusion risks.
- Number of disability-inclusive DRM and CCA plans developed and implemented.

Strategic Actions

- Design and implement inclusive early warning and anticipatory action protocols.
- Support community preparedness, inclusive evacuation planning, and climate-resilient adaptation measures.
- Build capacity of local authorities and responders on inclusive DRM and promote policy advocacy.

Thematic Area 6: Humanitarian Action

Strategic Objectives

- By 2030, ensure equitable, safe, and dignified access to humanitarian assistance for persons with disabilities in emergencies.
- By 2028, strengthen disability inclusion across humanitarian coordination, planning, and response mechanisms.
- Position CDD as a credible, accountable humanitarian actor delivering life-saving and empowering responses.

Key Performance Indicators (KPIs)

- Percentage of humanitarian programs integrating disability-inclusive standards.
- Number of functional community-based support structures (CRCs, self-help groups).
- Improved access to essential services and protection mechanisms for persons with disabilities.

Strategic Actions

- Provide disability inclusion training and technical assistance to humanitarian actors.
- Support community-based committees, self-help groups, and peer support mechanisms during emergencies.
- Improve accessibility of humanitarian services and strengthen referral and protection pathways.

3.3.4. Strategic Priority–3: Resource Acquisition and Development

Strategic Goal: By 2030 dependency on financial and other resources will be reduced by securing diversified financial and non-financial resources from internal and external sources for program and operational management of CDD.

This Strategic Priority is implemented through four interlinked strategic areas, forming an integrated resource acquisition framework.



Strategic Area 3.1: Resource Mobilization and Fundraising Strategy

Strategic Objectives

- By 2030, diversify and increase institutional funding to reduce dependency on single or short-term donors and ensure predictable annual financing.
- By 2027, establish a fully functional fundraising system capable of securing multi-year and flexible funding aligned with CDD's strategic priorities.
- By 2026, develop a fundraising strategy for CDD keeping focused on institutional preparedness with necessary capacity, mapping and database for funding landscape, tools and techniques to approach different funding sources and managing funds for sustainable growth.

Key Performance Indicators (KPIs)

- At least 10 active institutional donors, with a minimum of 2 new donors engaged annually.
- Formal partnerships with at least 5 government ministries/departments by 2030.
- Increased share of multi-year and flexible funding year-on-year.
- Documented and actively managed funding pipeline covering at least 18 months of projected operations.
- Fundraising strategy developed, approved, and implemented by 2026

Strategic Actions

- Establish and operationalize a dedicated cross-functional fundraising unit (program, finance, communications).
- Conduct regular donor mapping, intelligence gathering, and pipeline tracking.
- Standardize proposal development through clear SOPs, templates, review, and approval processes.
- Strengthen donor engagement via strategic communication, learning events, policy dialogue, exposure visits, and timely reporting.
- Build staff capacity in fundraising through training, mentoring, and knowledge management systems.
- Develop and operationalize a comprehensive fundraising strategy to strengthen CDD's institutional preparedness, map funding opportunities, establish a funding database, and diversify resources for sustainable growth.

Strategic Area 3.2: Resource Scaling and Development Strategy

Strategic Objectives

- By 2030, increase own-source income to support at least 30% of CDD's annual budget.
- By 2028, develop scalable social enterprise and service-based models that contribute to long-term financial sustainability and disability inclusion.
- By 2027, strengthen organizational readiness to qualify for impact investment funding.

Key Performance Indicators (KPIs)

- Minimum 25% growth in own-source revenue by 2030.
- Expansion of own-source income streams from 3 to at least 5.
- Social enterprises contribute at least 10% of annual organizational income by 2030.
- Eligibility criteria for impact investment funds met and applications submitted.
- At least 15% of total annual resources mobilized through stakeholder and in-kind contributions.

Strategic Actions

- Design, pilot, and scale fee-based services (training, consultancy, therapy, assessments, assistive devices) with inclusive pricing models.
- Introduce cost-recovery and differential pricing mechanisms to balance access and financial viability.
- Transform ATCPD into a legally registered social enterprise, with clear governance and management systems.
- Conduct feasibility studies, market analyses, and organizational readiness scans for enterprise and impact investment.
- Develop business plans and scale viable enterprises through phased and risk-managed investment.
- Establish partnerships with private sector, impact investors, universities, and diaspora networks for resource and expertise mobilization.

Strategic Area 3.3: Resource Management and Optimization Strategy

Strategic Objectives

- By 2026, establish strong financial stewardship systems to optimize resource use, ensure accountability, and improve value for money.
- By 2030, build and maintain a sustainability reserve to support organizational continuity during funding gaps or transition periods.

Key Performance Indicators (KPIs)

- Sustainability reserve established and maintained at a minimum of 3% of annual revenue.
- Reduced reliance on unrestricted/general donor funding by 20%.
- Improved cost-efficiency measured through budget variance reduction and expenditure reviews.
- Percentage of programs continuing beyond short-term funding cycles.

Strategic Actions

- Establish clear financial policies for surplus allocation and reserve-building.
- Strengthen financial planning, forecasting, and risk management systems.
- Introduce value-for-money and cost-efficiency reviews, including procurement optimization.
- Align financial management practices with fundraising and enterprise development initiatives.
- Ensure transparent reporting and accountability to donors, partners, and stakeholders.

3.3.5 Strategic Priority–4: Sustainability

Strategic Goal: By 2030, CDD will achieve institutional, programmatic, and financial sustainability through strong governance and systems, locally owned and scalable programs, diversified and predictable funding, stakeholders’ engagement and strategic partnerships that ensure long-term impact on disability inclusion.

This Strategic Priority is implemented through three mutually reinforcing strategic areas, forming an integrated sustainability framework:



Diagram: Priority -4: Sustainability

Strategic Area 1: Institutional Sustainability

Strategic Objectives

- By 2030, strengthen governance, leadership, and core institutional systems to ensure long-term organizational resilience, credibility, and compliance.
- By 2027, safeguard organizational knowledge, policies, and institutional memory through functional knowledge management systems.
- By 2028, enhance adaptive capacity to respond effectively to changing funding, policy, and operational environments.
- By 2030, increase national and international visibility and recognition of CDD as a credible leader in disability-inclusive development.

Key Performance Indicators (KPIs)

- Percentage of core systems (governance, HR, finance, MERLA, compliance) that are documented, functional, and reviewed annually.
- Approved and operational leadership succession, talent management, and capacity development plans.
- Level of compliance with governance standards, internal policies, and donor requirements.
- Staff retention rate in critical leadership and technical positions.
- Number and quality of national and global stakeholders formally engaging or endorsing CDD’s work.

Strategic Actions

- Strengthen governance and leadership through regular board development, leadership coaching, and succession planning.
- Institutionalize policies, SOPs, and manuals with structured documentation, version control, and staff and board orientation.
- Establish and maintain knowledge management systems to capture institutional memory, lessons learned, and evidence.
- Strengthen MERLA and organizational learning systems to support adaptive management and evidence-based decisions.
- Develop tools and communication materials that demonstrate organizational credibility, impact, and recognition.
- Promote digitalization and automation of HR, finance, MERLA, and compliance systems to improve efficiency and continuity.

Strategic Area 2: Program Sustainability

Strategic Objectives

- By 2030, ensure that program outcomes are locally owned, scalable, and sustained beyond project lifecycles.
- By 2028, institutionalize disability inclusion within government policies, systems, and mainstream institutions.
- By 2027, strengthen the capacity of communities, OPDs, and partners to independently sustain interventions.

Key Performance Indicators (KPIs)

- Percentage of programs with documented sustainability, transition, and exit strategies.
- Number of program models adopted, co-financed, or institutionalized by government or local institutions.
- Level and quality of community, OPD, and partner engagement in post-project continuation.
- Evidence of policy influence, systems strengthening, or structural change linked to CDD interventions.

Strategic Actions

- Integrate sustainability, transition, and exit planning into program design from inception.
- Build technical, organizational, and advocacy capacity of government entities, OPDs, CSOs, and community structures.
- Translate successful program models into policy recommendations, guidelines, and operational frameworks.
- Document and disseminate evidence-based models and tools to support scaling and replication.
- Promote co-financing and cost-sharing with government, private sector, and community partners.

Strategic Area 3: Financial Sustainability

Strategic Objectives

- By 2030, reduce reliance on single or short-term funding sources through diversified income streams.
- By 2028, establish predictable, flexible, and resilient funding mechanisms aligned with strategic priorities.
- By 2027, introduce financial mechanisms that enable continuity of programs beyond short-term funding cycles.
- By 2030, build adequate financial reserves to absorb external shocks and ensure operational continuity.

Key Performance Indicators (KPIs)

- Percentage of annual budget financed through diversified funding sources.
- Share of own-source revenue and social enterprise income in total organizational income.
- Financial reserve level as a percentage of annual operating expenditure.
- Number of programs sustained beyond initial short-term funding cycles.
- Length and quality of secured funding pipeline (measured in months or years).

Strategic Actions

- Align financial sustainability efforts with the Resource Acquisition strategy for coherence and efficiency.
- Increase multi-year, flexible, and unrestricted funding to support institutional and strategic investments.
- Establish and grow financial reserves through planned surplus allocation and prudent financial management.
- Strengthen cost-efficiency and value-for-money practices through expenditure reviews and performance-based budgeting.
- Enhance financial planning, forecasting, and risk management systems for proactive financial stewardship.

SECTION-4: Management

4.1 Resource Implications

CDD will pursue a blended and integrated resource strategy that aligns institutional capacity, partnerships, innovation, and sustainable financing to deliver its 2026–2030 Strategic Priorities. Effective implementation requires coordinated investments across five core resource domains like human resources, logistics and infrastructure, financial resources, technology and digital systems, and partnerships and stakeholder engagement. An adaptive resource planning approach, informed by continuous assessment, learning, and evidence-based decision-making, will ensure efficient, accountable, and resilient use of resources over the strategic period.

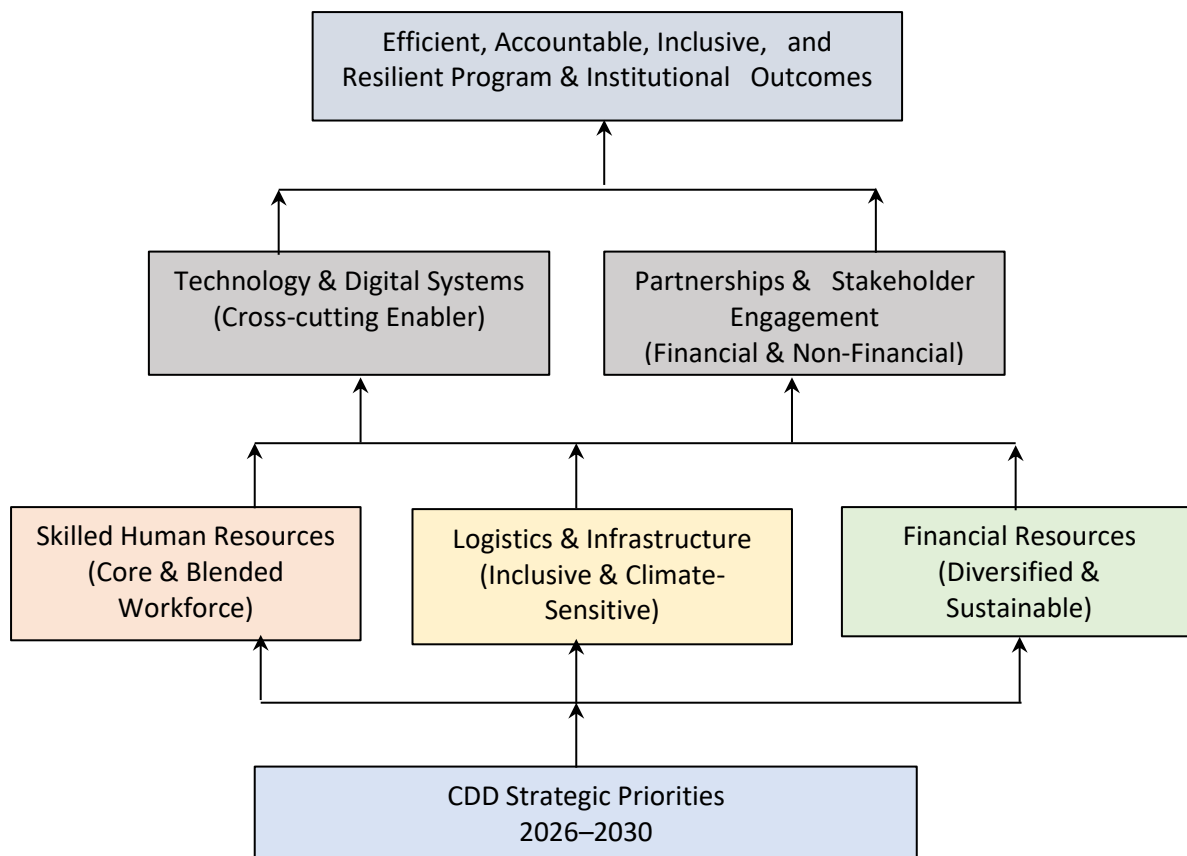


Diagram: Resource Implications

Skilled Human Resources (HR): Successful implementation of strategic goals relies on a skilled and diverse workforce that includes senior leaders, technical experts across various fields, and specialists in finance, compliance, and communication. To enhance capacity and innovation, CDD will use a blended human resource model that incorporates consultants, volunteers, and professionals from different sectors, especially during emergencies.

Logistics and Infrastructure: For effective program delivery, CDD requires good logistics and infrastructure, including offices, training centers, service delivery sites, and necessary supplies for operations. The focus will be on shared resources and partnerships to reduce costs and improve efficiency while ensuring environmentally friendly practices.

Financial Resources: Diverse and flexible financial resources are essential for implementing the Strategic Plan. CDD will seek funding from various sources, including government donors, private companies, and community contributions. Strong financial management systems, including budgeting and risk mitigation, will promote transparency and stability, allowing CDD to manage funding fluctuations.

Technology and Digital Systems: Technology plays a key role in enhancing efficiency and accountability. Investments will be made in various digital systems for management, fundraising, and data protection. CDD aims to implement inclusive and accessible digital

solutions to support better decision-making, collaboration, and service delivery, ensuring that services are available to everyone, including those with disabilities.

Partnerships and Stakeholder Engagement: Partnerships are vital for achieving scale and systemic impact. CDD will engage with government bodies, UN agencies, private sectors, and community organizations. These partnerships will not only provide financial and logistical support but also bring expertise and innovation. Collaboration will be established through formal agreements and shared initiatives, ensuring all partners are aligned with strategic goals and responsible for the outcomes.

4.2. Risk management

CDD acknowledges that strong governance and institutional capacity are essential for accountability and resilience. Weak oversight, policy non-compliance, and leadership gaps can hurt performance, so CDD will enhance Board and Executive Committee oversight, regularly review governance performance, and enforce updated policies. Leadership development and succession planning will ensure smooth decision-making, while strategies for talent retention will help maintain quality and continuity within the organization.

In terms of human resources, CDD faces challenges like attracting skilled staff, high turnover, and low motivation, which can impact service quality. To counter these issues, CDD will adopt inclusive HR policies, work on career development, and prioritize staff well-being through support systems and flexible arrangements. Performance appraisals will aim to boost motivation and productivity.

Financial sustainability is a critical risk area for CDD, particularly due to reliance on a few donors and funding volatility. CDD plans to diversify funding sources, establish a strong fundraising strategy, and manage cash flow more effectively to avoid disruptions. Building financial reserves and advocating for better overhead recovery will strengthen CDD's financial stability.

Risks in resource acquisition include low success rates in funding proposals and weak donor relations. To improve in these areas, CDD will create a dedicated fundraising unit for better proposal quality and donor engagement. Ongoing mapping of donor opportunities and evidence-based proposals will help CDD stand out amid competition for funding.

Program sustainability is threatened if interventions do not align with local systems. CDD will address this by incorporating sustainability strategies into program designs and enhancing the capacity of local institutions. Ensuring local ownership and embedding responsibilities within local agencies will promote long-term impact.

Monitoring, evaluation, research, learning, and accountability (MERLA) risks include poor data quality and limited use of insights. CDD will build a centralized MERLA system, ensure regular training on data quality, and establish standardized reporting timelines to improve accuracy. Learning will be incorporated through regular review sessions and transparent evaluation processes.

Digital transformation also poses risks such as system failures and cybersecurity threats. CDD plans a phased approach to digital enhancement, focusing on data protection and staff training in digital skills. Regular audits and secure platforms will enhance system resilience.

Concerns about safeguarding include potential abuses and policy breaches. CDD will implement a strict zero-tolerance policy supported by training and monitoring, while ensuring confidential reporting mechanisms are in place to protect individuals involved. Regular audits will bolster safeguarding practices.

Social risks like stigma and exclusion can undermine program effectiveness. CDD will counteract these through community awareness campaigns, inclusive programming, and engagement with marginalized groups. Utilizing a rights-based approach will help address inequalities and promote social cohesion.

Even though the likelihood of security and extremism risks is low, CDD recognizes the high potential impact on operations. CDD will conduct security risk analyses and coordinate with local authorities to enhance safety protocols. Movement guidelines and contingency plans will be set to protect staff and beneficiaries.

Political and policy risks include regulatory changes and political instability. CDD will navigate these risks through close monitoring of policy changes, flexible program designs, and proactive engagement with authorities. Maintaining political neutrality and strong governance will protect program integrity.

Environmental and climate risks, such as natural disasters and climate change effects, could disrupt operations. To address these, CDD will incorporate disaster preparedness and risk-informed planning in its programs. Environmentally responsible practices and climate-resilient strategies will be prioritized to protect both communities and organizational functions.

Reputation and credibility risks, while unlikely, could damage CDD's standing if mishandled. CDD will work to manage its reputation proactively through effective communication, crisis management, and stakeholder engagement. Strong financial controls and compliance measures will enhance accountability and maintain trust among stakeholders. Timely communication with donors and responsive mechanisms for grievances will further protect CDD's reputation as a credible organization.

This Risk Management Matrix will be reviewed annually by senior management and the Board as part of CDD's governance, MERLA, and strategic performance review processes to ensure proactive risk mitigation and organizational resilience.

4.3. Road Map in Short, Medium and Long Term

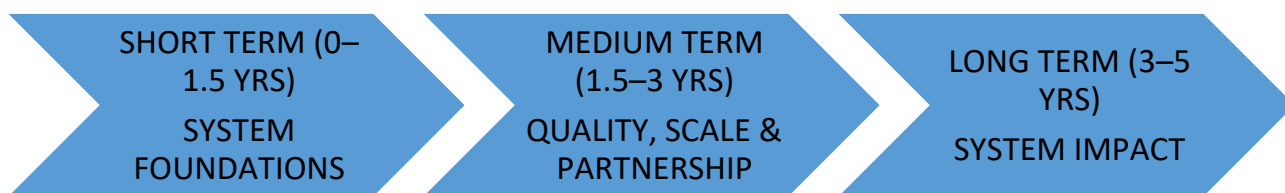


Diagram: Roadmap

Priority 1: Strengthening Institutional Capacity

Short Term (Within 1.5 Years)

- Constitution, organogram, strategic plan, core policies, SOPs, and manuals approved and operational
- Functional authority matrix, internal control system, and initial organizational risk register in place
- At least two EC meetings and one AGM conducted annually with documented decisions
- Timely submission of financial reports to management and donors
- Finance staff trained on financial systems and donor compliance (minimum 60%)
- Budget monitoring system established with reduced budget–actual variance
- Minimum 3 months of cash-flow coverage secured
- KPI-based HR performance appraisal system introduced; at least 70% staff complete reviews
- Annual training needs assessment completed and professional development plan initiated
- Centralized MERLA framework, tools, and basic MIS established
- Functional feedback, complaints, and response mechanisms operational
- Organizational branding & communication guidelines developed
- At least 40–50% of HR, finance, and MERLA systems digitized

Medium Term (Within 3 Years)

- Governance, compliance, and risk management systems fully functional and reviewed annually
- Year-on-year reduction in internal and external audit findings (minimum 30%)
- Reduced variance between budgeted and actual expenditures across programs
- Minimum 6 months of cash-flow coverage maintained
- At least 90% of staff complete annual and mid-year performance reviews
- Majority of staff (60%+) access professional development annually
- Demonstrated post-training performance improvement through appraisals
- Leadership and talent development programs operational with strong participation
- Independent monitoring and evaluation functions established and implemented
- Regular research, learning, and knowledge products produced and applied
- Increased media features and engagement with mainstream institutions
- 70–80% of organizational systems digitized; significant reduction in paper-based processes

Long Term (Within 5 Years)

- Fully institutionalized governance, financial management, HR, MERLA, and compliance systems
- Strong leadership succession and institutional memory ensured
- Evidence-based decision-making embedded organization-wide
- Fully integrated digital systems supporting real-time reporting and learning
- Strong national and international recognition of CDD as a leading disability-inclusive organization

Priority 2: Quality Programming**Short Term (Within 1.5 Years)**

- Standardized inclusive programming and quality assurance frameworks applied
- At least 60% of identified persons with disabilities access health, education, or livelihood services
- Teachers, health workers, and partners trained on inclusive approaches (baseline coverage)
- Functional referral, follow-up, and case management systems piloted
- OPDs, youth groups, and caregiver networks formed or strengthened in priority areas
- Disability-inclusive standards introduced in humanitarian and DRM programming

Medium Term (Within 3 Years)

- At least 80% of identified persons with disabilities access quality health or rehabilitation services
- Minimum 60% of supported individuals show measurable functional, learning, or income improvement
- 85% of beneficiaries receive follow-up services within three months
- At least 70% of service users are women, children, and individuals with high support needs
- Inclusive education practices implemented in supported schools with improved attendance and retention
- Increased employment and income outcomes for persons with disabilities
- Functional early warning systems and inclusive DRM mechanisms operational

Long Term (Within 5 Years)

- Sustained improvements in health, education, livelihoods, empowerment, and protection outcomes
- Disability-inclusive program models scaled and institutionalized within government systems
- Strong community ownership with OPDs and partners sustaining initiatives beyond project life
- CDD positioned as a national leader in inclusive development, DRM, and humanitarian action

Priority 3: Resource Acquisition and Development

Short Term (Within 1.5 Years)

- Fundraising strategy developed, approved, and implemented
- Dedicated fundraising and resource mobilization system operational
- Donor mapping and actively managed funding pipeline covering at least 18 months
- At least 2 new institutional donors engaged annually
- Standard proposal development, donor reporting, and compliance systems in place
- Initial stakeholder and in-kind contributions mobilized

Medium Term (Within 3 Years)

- Minimum 8–10 active institutional donors secured
- Increased share of multi-year and flexible funding year-on-year
- Expansion of own-source income streams from 3 to at least 4
- Scalable social enterprise and service-based models piloted and generating revenue
- Organizational readiness strengthened for impact investment qualification

Long Term (Within 5 Years)

- Diversified and predictable funding base established
- Own-source income supports at least 30% of annual organizational budget
- Social enterprises contribute at least 10% of total organizational income
- Impact investment eligibility achieved and applications submitted
- At least 15% of total resources mobilized through stakeholder and in-kind contributions

Priority 4: Organizational, Program, and Financial Sustainability

Short Term (Within 1.5 Years)

- Core systems (governance, HR, finance, MERLA, compliance) fully documented and functional
- Sustainability, transition, and exit strategies integrated into new program designs
- Initial financial reserve established (minimum 3% of annual operating expenditure)

Medium Term (Within 3 Years)

- Leadership succession, talent management, and capacity development plans operational
- High compliance with governance standards, internal policies, and donor requirements
- Improved staff retention in key leadership and technical positions
- Majority of programs demonstrate local ownership and partner engagement
- Increased co-financing and cost-sharing with government and partners
- Financial reserves cover 3–6 months of core operations

Long Term (Within 5 Years)

- Institutional, programmatic, and financial sustainability achieved
- Programs sustained or scaled beyond initial short-term funding cycles
- Strong policy influence, systems strengthening, and structural change evidenced
- Diversified income sources finance the majority of annual budget
- Long-term funding pipeline secured, ensuring organizational resilience and continuity

4.4. Budget

The total budget for the five-year period from 2026 to 2030 is BDT 1,321,100,000. This budget is designed to improve the organization's capacity, enhance program quality, ensure sustainability, and manage risks. Annual budgets will increase from BDT 245.3 million in 2026 to BDT 290.4 million in 2030.

The largest part of the budget, BDT 419.1 million, is for Program Implementation and Sustainability to provide quality services for people with disabilities. Other significant allocations include BDT 264.0 million for Human Resources and Capacity Development, and BDT 148.5 million for Institutional Capacity and Governance.

Funds are also set aside for Resource Acquisition and Fundraising (BDT 88.0 million), Digital Transformation and Technology (BDT 77.0 million), and MERLA (BDT 82.5 million). Priorities like Safeguarding, Gender, and Inclusion receive BDT 44.0 million. Operational costs account for BDT 121.0 million, with BDT 66.0 million for risk management, ensuring operational resilience. This budget supports CDD's strategic goals while promoting accountability and sustainability.

4.5. Conclusion with way forward beyond 2030

This Strategic Plan aims to change CDD from a project-driven organization into a resilient, learning-focused institution that leads in disability inclusion at national and regional levels. CDD will improve its systems, offer high-quality inclusive programs, diversify funding, and ensure sustainability to address new challenges while staying committed to rights-based and inclusive practices.

Looking past 2030, CDD will focus on scaling its influence and transforming systems. It will strengthen its role as a leader in knowledge, policy, and innovation, using evidence, partnerships, and digital tools to increase impact. Building long-term partnerships and engaging globally will ensure CDD continues to create positive change for persons with disabilities and their communities.

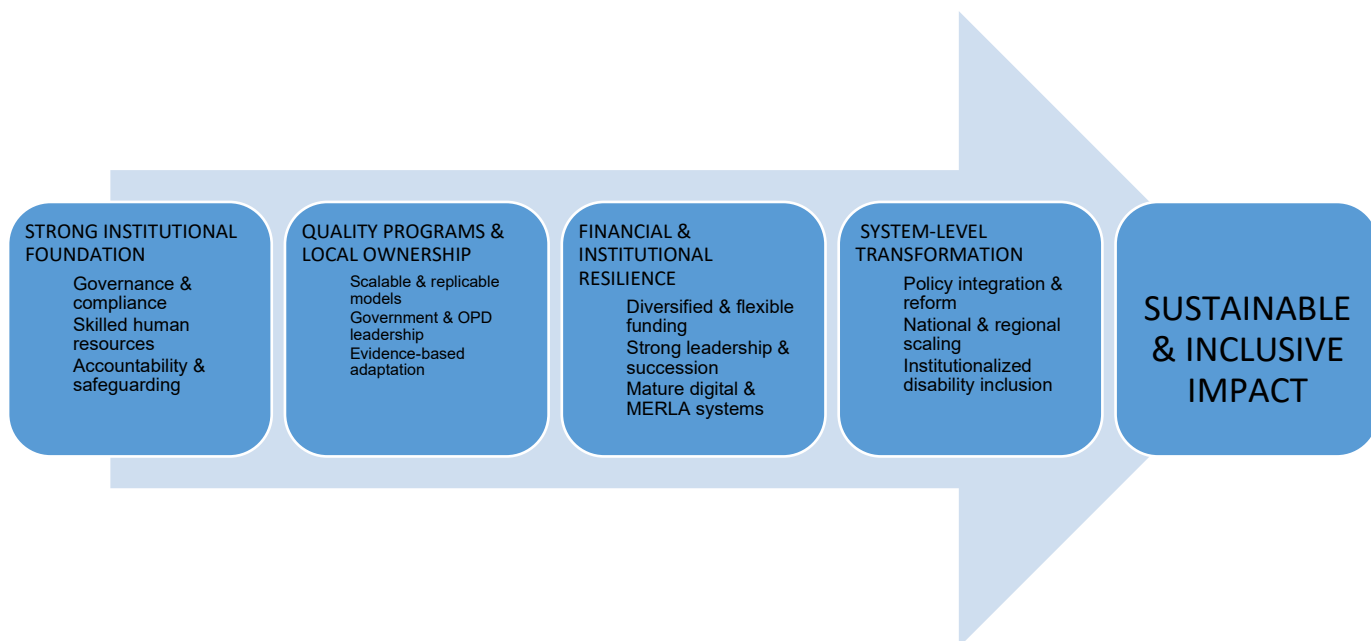


Diagram: Way Forward

Strategic Commitments Beyond 2030

- Embed disability inclusion within national systems, policies, and mainstream development frameworks.
- Expand CDD's role as a centre of excellence for research, learning, and inclusive innovation.
- Strengthen regional and global collaboration to promote shared learning, advocacy, and influence.
- Ensure financial independence, institutional continuity, and adaptive capacity to respond to future risks and opportunities.

SECTION-5: ANNEXES

Annexure-1: SWOT analysis matrix

BLOCK 1: Strategy for Institutional Development

Strengths (Internal)	Weaknesses (Internal)
• Clear rights-based vision, mission, and values with nearly 30 years of national credibility. • Strong governance framework with defined roles, accountability systems, and compliance culture. • Skilled and diverse workforce with deep technical expertise across disability and development. • Established HR, financial management, policies, SOPs, and robust audit systems. • High trust and strong relationships with government, donors, OPDs, and partners.	• Vision, mission, and strategy need refinement to reflect future ambitions. • Some policies are outdated, inconsistently applied, or not available in Bangla. • Organizational structure, staffing, and performance management systems are not fully optimized. • Management remains largely project-driven, with weak institutional learning and knowledge management. • Fragmented internal communication and slow digital transformation limit efficiency and visibility.
Opportunities (External)	Threats / Challenges (External)
• Donor- and partner-supported organizational capacity assessments and leadership development. • Affordable digital solutions (HRMIS, ERP, cloud-based finance and MERLA systems). • Increased government openness to technical partnerships with credible national institutions. • Growing interest from CSR and private sector actors in governance and compliance. • Potential to position CDD as a national centre of excellence and knowledge hub on disability inclusion.	• Increasing regulatory and compliance demands creating operational uncertainty. • Political instability and climate shocks affecting operations and partnerships. • Donor funding volatility and continued risk of donor-driven institutional development. • Reputational risks linked to weak visibility, communication gaps, or compliance failures. • Slow digitalization increasing operational and data management risks.

BLOCK 2: Strategy for Quality Program Development

Strengths (Internal)	Weaknesses (Internal)
• Proven, scalable program models across health, education, DRR, livelihoods, WASH, and governance. • Strong technical leadership and long-standing partnerships with government systems. • Established quality standards, manuals, guidelines, and training resources.	• Fragmented MERLA systems limit organization-wide analysis and learning. • Limited capacity to measure long-term, empowerment, and resilience outcomes. • Inconsistent documentation, reporting quality, and feedback loops for adaptive programming.

• Experience integrating disability inclusion across development, humanitarian, and climate contexts. • Growing capacity for research, evidence generation, and documentation.	• Underinvestment in research, innovation, and digital data systems. • Weak institutionalization of participatory monitoring and policy-oriented learning products. •
Opportunities (External)	Threats / Challenges (External)
• Strong donor and national demand for disability-inclusive standards and proven models. • Expansion of digital MERLA platforms, real-time data systems, and AI-supported analytics. • Research partnerships with universities, think tanks, and global networks. • Opportunities to influence national measurement frameworks and sectoral standards. • Advances in assistive technology, accessibility tools, and south–south learning	• Growing donor emphasis on results-based financing and measurable outcomes. • Persistent challenges in attributing impact in complex, multi-sector programs. • Increasingly complex MERLA requirements, especially in humanitarian settings. • Cybersecurity, data protection, and digital exclusion risks. • Weak national disability data systems limiting evidence-based planning.

BLOCK 3: Strategy for Resource Acquisition

Strengths (Internal)	Weaknesses (Internal)
• Strong track record in managing large, multi-donor grants with positive audit history. • Long-standing donor relationships and high credibility as a national disability actor. • Skilled proposal development, compliance, and financial management teams. • Recognized national brand and diversified program portfolio. • Physical assets with potential for income generation.	• Heavy dependence on project-based donor funding with limited core resources. • Absence of a dedicated resource mobilization unit and clear fundraising strategy. • Weak donor communication, visibility, and marketing materials. • Limited engagement with CSR, private sector, philanthropy, and digital fundraising. • Overreliance on a small number of institutional donors.
Opportunities (External)	Threats / Challenges (External)
• Rising donor and CSR interest in disability inclusion, climate resilience, and ESG agendas. • Access to climate finance, pooled funds, innovation grants, and blended finance. • Growing demand for advisory services, accessibility audits, and capacity-building. • Consortium-based funding with INGOs, OPDs, and academic institutions.	• Continued donor dependence threatening long-term financial stability. • Regulatory limits on social enterprise and revenue generation. • Increasing competition from private consultancies and AT providers. • Donor fatigue, unpredictable CSR cycles, and economic instability.

• Government contracting opportunities and recognition of national NGOs as trusted partners.	• High costs required to keep pace with digital and technological change.
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BLOCK 4: Strategy for Sustainability

Strengths (Internal)	Weaknesses (Internal)
• Strong national visibility and positioning as a trusted technical resource organization. • Diversified partnerships across government, NGOs, OPDs, INGOs, and private sector. • Valuable intellectual property and in-house expertise suitable for paid services. • Established governance and management systems supporting continuity. • Physical infrastructure enabling social enterprise and fee-based models.	• Overreliance on donor funding for institutional survival. • Underdeveloped social enterprise, earned-income, and reserve fund mechanisms. • Limited commercialization of products, weak business development, and marketing capacity. • HR gaps in innovation, enterprise management, and digital business models. • Sustainability not fully integrated into program design, costing, and risk planning.
Opportunities (External)	Threats / Challenges (External)
• Growing demand for paid disability-inclusive services, training, e-learning, and AT. • Expansion of digital products, consultancy services, and blended finance models. • Increased interest in social investment, CSR partnerships, and innovation funding. • Global focus on sustainability, systems change, and locally led development.	• Continued donor dependence and regulatory barriers to enterprise expansion. • Intensifying competition from private sector service providers. • High capital requirements for innovation and technological upgrades. • Economic and political instability affecting both donor funding and earned income. • Reputational and quality risks impacting long-term trust and market position.

Annexure-2: Summary Stakeholder Analysis Matrix

Particulars	Government Organizations (GO)	Non-Governmental Organizations (NGO)	Community	Private Institutions
Relevant Stakeholder's	Ministry of Health & Family Welfare, Upazila Health Complex, Parishad, Union UFPO, Universities and Institutes, Jatiyo Protibondhi Unnayan Foundation (JPUF)	Local NGOs, INGOs, UN, Bilateral & Multilateral institute, DPOs, technical partners (rehabilitation, livelihoods, DRR)	Caregiver groups, youth clubs, self-help groups, community leaders	Corporates, Private Universities, Private clinics, vocational institutes, employers, suppliers, CSR partners
Roles & Contributions	Policy leadership, public service delivery, referrals, budget allocation, regulatory oversight	Community mobilization, technical expertise, service delivery, advocacy, capacity development	Case identification, awareness raising, peer support, follow-up, stigma reduction	Service provision, skills training, employment creation, assistive devices, co-financing and research
Value Addition to CDD	Legitimacy, scale, sustainability through system integration, access to national programs	Innovation, reach to marginalized populations, flexible implementation, peer learning	Local ownership, trust, cost-effective outreach, real-time feedback	Market linkages, innovation, efficiency, diversified resource base
Positioning in CDD Projects	Co-planners and co-implementers; custodians of services during and beyond project life cycles	Implementing and technical partners; bridge between community and government systems	Frontline actors and community anchors for implementation	Service providers and enablers for rehabilitation and livelihoods
Role in Sustainability	Institutionalization of disability-inclusive services, public financing, long-term ownership	Capacity transfer, replication and scaling of models, continuity of services	Social norm change, volunteerism, continuity of support after project exit	Employment pathways, local service markets, blended and innovative financing

Annexure-3: Projected Budget

Budget Category	2026 (BDT)	2027 (BDT)	2028 (BDT)	2029 (BDT)	2030 (BDT)	5-Year Total (BDT)
Institutional Capacity & Governance	27,500,000	28,600,000	29,700,000	30,800,000	31,900,000	148,500,000
Human Resources & Capacity Development	46,200,000	49,500,000	52,800,000	56,100,000	59,400,000	264,000,000
Resource Acquisition & Fundraising	13,200,000	15,400,000	17,600,000	19,800,000	22,000,000	88,000,000
Digital Transformation & Technology	19,800,000	17,600,000	15,400,000	13,200,000	11,000,000	77,000,000
MERLA (Monitoring, Evaluation, Research, Learning & Accountability)	14,300,000	15,400,000	16,500,000	17,600,000	18,700,000	82,500,000
Safeguarding, Gender & Inclusion	7,700,000	8,250,000	8,800,000	9,350,000	9,900,000	44,000,000
Program Implementation & Sustainability	71,500,000	77,000,000	83,600,000	90,200,000	96,800,000	419,100,000
Operational & Administrative Costs	22,000,000	23,100,000	24,200,000	25,300,000	26,400,000	121,000,000
Contingency & Risk Mitigation (5%)	12,100,000	12,650,000	13,200,000	13,750,000	14,300,000	66,000,000
Total Estimated Annual Budget	245,300,000	247,500,000	261,800,000	276,100,000	290,400,000	1,321,100,000

Annexure-4: Summary Stakeholder Analysis Matrix

a) Institutional Capacity & Governance

Identified Risk	Likelihood	Impact	Mitigation Measures
Weak governance practices leading to ineffective oversight and accountability	Medium	High	- Strengthen governance structures and Board oversight - Regular Executive Committee (EC) and Board performance reviews
Policy non-compliance and inconsistent application of SOPs	Medium	High	- Regular review, update, and enforcement of policies and SOPs - Staff orientation and compliance audits
Leadership gaps affecting strategic direction and decision-making	Medium	High	- Leadership development programs - Succession planning for key positions
High staff turnover affecting institutional continuity and service quality	Medium	High	- Talent retention strategies and staff development plans - Institutional knowledge management and documentation systems

b) Human Resources

Identified Risk	Likelihood	Impact	Mitigation Measures
Difficulty attracting skilled and qualified staff	Medium	High	- Competitive, inclusive, and transparent HR policies - Targeted recruitment strategies and employer branding
High staff turnover and difficulty retaining experienced staff	Medium	High	- Clear career pathways and succession planning - Continuous capacity development and mentoring
Staff burnout due to workload, stress, and emergency response demands	Medium	High	- Staff well-being and psychosocial support measures - Workload management and flexible work arrangements
Low staff motivation affecting performance and productivity	Medium	High	- Performance-based appraisal and recognition systems - Regular feedback, coaching, and staff engagement initiatives

c) Financial Sustainability

Identified Risk	Likelihood	Impact	Mitigation Measures
Overdependence on a limited number of donors	High	High	• Diversify funding sources (institutional donors, CSR, social enterprises, own-source revenue) • Expand donor base and reduce concentration risk
Funding shortfalls due to donor volatility or funding cuts	High	High	• Develop a robust fundraising and resource mobilization strategy • Secure multi-year and flexible funding commitments
Delayed fund disbursements affecting program implementation and operations	Medium	High	• Strengthen cash-flow forecasting and liquidity management • Establish financial reserves and contingency funds
Limited unrestricted or flexible funding for core costs	High	High	• Advocate for overhead recovery and flexible funding • Increase own-source income to cover core institutional costs

d) Resource Acquisition & Fundraising

Identified Risk	Likelihood	Impact	Mitigation Measures
Low proposal success rate	Medium	High	• Establish a dedicated fundraising unit • Improve proposal quality through structured reviews and learning
Weak donor engagement and relationship management	Medium	High	• Strengthen donor relationship management systems • Regular communication, reporting, and donor engagement events
Limited donor intelligence and poor pipeline visibility	Medium	High	• Conduct regular donor mapping and funding intelligence • Maintain an active donor pipeline and tracking system
High competition for funding from donors and CSR sources	Medium	High	• Differentiate proposals through evidence, innovation, and impact data

			• Develop strategic partnerships and consortium approaches
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e) Program Sustainability

Identified Risk	Likelihood	Impact	Mitigation Measures
Program outcomes are not sustained after project completion	Medium	High	• Integrate sustainability and exit strategies from the program design stage • Institutionalize successful models within government policies and systems
Weak local ownership by government, OPDs, and communities	Medium	High	• Strengthen ownership and capacity of government, OPDs, and community structures • Embed implementation responsibilities within local institutions

f) MERLA (Monitoring, Evaluation, Research, Learning & Accountability)

Identified Risk	Likelihood	Impact	Mitigation Measures
Weak data quality	Medium	Medium	• Establish a central MERLA system and MIS • Regular staff training on data quality assurance and data collection standards
Delayed reporting	Medium	Medium	• Introduce standardized reporting timelines and accountability mechanisms • Strengthen supervision and periodic data reviews
Limited use of learning for decision-making	Medium	Medium	• Institutionalize learning reviews and reflection sessions • Use M&E findings for adaptive and evidence-based management
Limited independent verification and accountability	Medium	Medium	• Engage independent monitoring and evaluation mechanisms • Strengthen accountability and feedback systems

g) Digital Transformation & Technology

Identified Risk	Likelihood	Impact	Mitigation Measures
System failure or downtime	Low	Medium	- Implement phased digital transformation - Ensure reliable system architecture and routine maintenance
Data loss or inadequate data backup	Low	Medium	- Establish robust data protection and backup protocols - Define access-control and recovery procedures
Low digital capacity among staff	Low	Medium	- Conduct regular capacity-building and digital literacy training - Provide ongoing technical support
Cybersecurity threats and data breaches	Low	Medium	- Deploy secure and compliant digital platforms - Apply cybersecurity standards, access controls, and periodic security audits
Limited technical support and sustainability	Low	Medium	- Build technical support partnerships - Ensure vendor support and system sustainability planning

h) Safeguarding & Protection

Identified Risk	Likelihood	Impact	Mitigation Measures
Safeguarding policy breaches	Low	High	- Enforce strong safeguarding policies with zero tolerance - Continuous compliance monitoring and enforcement
Sexual exploitation, abuse, or harassment (SEA/SH)	Low	High	- Mandatory safeguarding orientation for staff and partners - Confidential reporting and survivor-centered response mechanisms
Abuse or neglect of children or adults at risk	Low	High	- Strengthen child and adult protection protocols - Regular training and supervision
Exploitation by staff, partners, or volunteers	Low	High	Functional complaints and feedback mechanisms

			Regular audits and partner compliance checks
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i) Social Risks

Identified Risk	Likelihood	Impact	Mitigation Measures
Social stigma against persons with disabilities	Medium	High	- Community awareness and sensitization campaigns - Engagement of OPDs and community leaders
Inequality and discrimination, including gender-based discrimination	Medium	High	- Rights-based and GEDSI-mainstreamed programming - Inclusive targeting and service delivery
Harmful gender norms and practices	Medium	High	- Gender-transformative approaches - Community dialogue engaging women, men, and boys
Social exclusion of women, girls, and marginalized groups with disabilities	Medium	High	- Targeted inclusion strategies - Participation of women and girls with disabilities in decision-making
Disruption of social cohesion or community tensions	Medium	High	- Conflict-sensitive and inclusive program design - Continuous community engagement and feedback mechanisms

j) Security & Extremism

Identified Risk	Likelihood	Impact	Mitigation Measures
Insecurity affecting program implementation	Low	High	- Regular context and security risk analysis - Adaptive program planning
Extremism or radicalization risks in project areas	Low	High	- Coordination with local authorities and community leaders - Conflict-sensitive engagement approaches
Localized conflict or civil unrest	Low	High	- Early warning and incident reporting mechanisms - Contingency and evacuation planning
Threats to staff safety	Low	High	Organizational security guidelines and staff orientation

			• Security briefings and movement protocols
Threats to beneficiaries and partners	Low	High	• Safe programming principles • Close coordination with law enforcement and local authorities

k) Political & Policy Risks

Identified Risk	Likelihood	Impact	Mitigation Measures
Bureaucratic delays affecting approvals and implementation	Medium	High	• Continuous policy tracking and administrative mapping • Early engagement with relevant government authorities
Sudden policy or regulatory changes	Medium	High	• Ongoing policy analysis and scenario planning • Flexible and adaptive program design
Political instability affecting operations	Medium	High	• Risk-informed planning and contingency measures • Diversified implementation partnerships
Undue political influence on programs or targeting	Medium	High	• Maintain strict political neutrality • Clear governance, transparency, and accountability mechanisms
Weak coordination with government and sector networks	Medium	High	• Strengthen government engagement and coordination platforms • Active participation in relevant networks and forums

l) Environmental & Climate Risks

Identified Risk	Likelihood	Impact	Mitigation Measures
Natural disasters (e.g., floods, cyclones, earthquakes)	High	Medium	• Disaster preparedness and contingency planning • Early warning and response mechanisms
Environmental hazards affecting communities and infrastructure	High	Medium	• Environmentally responsible operations • Risk-informed site selection and infrastructure planning

Climate change impacts on livelihoods and service access	High	Medium	● Integration of DRR and climate resilience measures ● Climate-adaptive and inclusive programming
Operational disruptions due to climate-related events	High	Medium	● Business continuity and contingency planning ● Flexible implementation modalities

m) Reputation & Credibility risk

Identified Risk	Likelihood	Impact	Mitigation Measures
Negative publicity or media scrutiny	Low	High	● Proactive communication and reputation management ● Crisis communication protocols
Misuse or mismanagement of funds	Low	High	● Strong financial controls and internal audits ● Transparency and accountability mechanisms
Failure to meet programmatic or donor commitments	Low	High	● Robust planning, monitoring, and performance tracking ● Timely donor communication and corrective action
Non-compliance with legal or donor requirements	Low	High	● Regular compliance reviews and risk assessments ● Staff training on policies and donor rules
Weak stakeholder trust and credibility	Low	High	● Transparent reporting and stakeholder engagement ● Responsive feedback and grievance mechanisms