

SRI LANKA CENTRE FOR DEVELOPMENT  
FACILITATION

# STRATEGIC PLAN



Just, resilient and sustainable  
society where empowered  
communities flourish and drive  
change

2025 - 2030

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## **PREFACE**

Since its establishment in 2002 as a not-for-profit organization registered in Sri Lanka, SLCDF has remained steadfast in its commitment to serving communities and contributing to sustainable and inclusive development. Over more than two decades, the organization has evolved in response to changing social, economic, and environmental realities, while remaining guided by its core values, mission, and dedication to public service.

The period ahead presents both significant challenges and meaningful opportunities. Sri Lanka is navigating a complex development landscape shaped by economic uncertainty, climate impacts, social transformation, and the growing demand for accountable and effective institutions. In this context, it is essential for SLCDF to be clear in its direction, purposeful in its actions, and resilient in its approach. The Strategic Plan for 2025–2030 has been developed to respond to these realities and to position the organization to make a deeper and more sustainable impact over the next five years.

This Strategic Plan is the result of a thoughtful and participatory process that drew on the insights of the Board, management, staff, partners, and other stakeholders. It builds on the lessons learned from past experiences while setting out a clear vision for the future. The plan articulates our strategic priorities, programmatic focus, institutional strengthening goals, and commitments to good governance, transparency, and accountability. Importantly, it provides a practical roadmap to guide decision-making and resource allocation while allowing flexibility to adapt to emerging needs.

As Chairman, I am confident that this plan reflects both our aspirations and our responsibilities. Its successful implementation will depend not only on sound strategies, but also on the collective commitment, professionalism, and integrity of everyone associated with SLCDF. I extend my sincere appreciation to all those who contributed their time, expertise, and perspectives to the development of this plan, and to our partners and supporters who continue to place their trust in the organization.

On behalf of the Board of Directors, I reaffirm our commitment to providing strategic leadership and oversight as SLCDF embarks on this new phase. We look forward to working collaboratively to translating this Strategic Plan into meaningful action and lasting outcomes for the communities we serve.

Vidya Jyothi Emeritus Professor Sarath Wimalabandara Kotagama  
Chairman – Sri Lanka Center for Development Facilitation

## NEW STRATEGIC PLAN FOR SLCDF

Sri Lanka Center for Development Facilitation - SLCDF was established in 1987 as the Sri Lanka Canada Development Fund, a bilateral pilot project aimed at implementing mid-sized development assistance initiatives in collaboration with the Canadian International Development Agency (CIDA) and affiliated Canadian NGOs. To strengthen its sustainability, the organization registered as a non-profit NGO in 2002, adopting the name Sri Lanka Centre for Development Facilitation. Since then, SLCDF has focused on addressing poverty and inequality in Sri Lanka by working collaboratively with local communities to implement sustainable development solutions.

Currently SLCDF is active in 14 districts providing technical and financial support for 40 NGOs to design and implement development interventions. Economic and social empowerment of marginalized women and girls, capacity building of community-based organizations and coalitions, strengthening climate change resilience of rural communities, promoting gender equality, child rights and protection, have been key thematic program areas during the past. The key program delivery channel has been partnership with local NGOs and CBOs. During last five years

different program delivery mechanism – SLCDF working with community groups - has been successfully tested and recognized as another program delivery channel. Currently SLCDF programs reach approximately 5000 beneficiaries including women, children and people with disabilities.

SLCDF has developed its Strategic Plan 2025–2030 to guide its development work in a rapidly evolving development landscape. Focused on sustainable development, social justice, and humanitarian causes, the plan provides a clear framework to prioritize actions, allocate resources efficiently and effectively, and achieve long-term impact. It helps SLCDF navigate challenges such as shifting donor priorities, declining aid, and complex socio-political and economic changes while remaining mission driven.

The plan strengthens accountability, transparency, and coordination among staff, board members, partners, and donors. It enables scaling of proven models, replication of best practices, and deeper community engagement, ensuring SLCDF continues to promote equity, inclusion, and social justice across Sri Lanka.

## **Strategic planning process**

The plan was developed through extensive consultations with stakeholders across multiple districts, including self-help groups, NGOs, consortiums, and international donors, alongside staff and board discussions. Input from long-term partners, UN agencies, and local development networks informed a comprehensive analysis of organizational performance, socio-economic trends, and future challenges.

Aligned with Sri Lanka's development policies and the UN Sustainable Development Goals (SDGs), the plan emphasizes participatory development, rights advocacy, capacity building, and policy change to reduce poverty, inequality, and social exclusion. It strengthens networks, empowers communities—especially women—and promotes collaboration with government, civil society, and international partners.

## **Organizational Context**

Founded in 1988 and formally registered as SLCDF in 2009, the organization has over 30 years of experience in capacity building, community empowerment, and building climate change resilience. Strengths include skilled staff, a diverse board, strong donor relations, and eco-friendly operations. Areas for growth include

enhancing innovation, digital adoption, policy expertise, MEAL systems, and visibility.

## **Opportunities & Challenges**

SLCDF faces challenges such as economic instability, competition for funding, climate vulnerabilities, and slow technological adaptation. However, opportunities exist to expand impact through evidence-based advocacy, innovative programming, climate change resilience, diaspora support, private sector collaborations, and enhancing organizational presence and visibility. Leveraging board expertise and aligning with SDGs and national priorities will strengthen long-term sustainability.

## **External Context**

The external context significantly influences the operations and strategic direction of the Sri Lanka Centre for Development Facilitation (SLCDF), particularly in the political, economic, social, environmental, and technological spheres. Each of these domains presents both challenges and opportunities that can shape the success and sustainability of SLCDF's interventions. Given the volatility and interdependence of these external forces, SLCDF would assess these dynamics during its Strategic Planning phase but also institutionalize a process of continuous environmental scanning and

scenario analysis. Regular monitoring of these external factors is essential for proactive decision-making, risk mitigation, and strategic agility, ensuring the organization remains relevant and effective in a rapidly changing development landscape.

### **Political Landscape**

Politically, shifts in governance, public policy, decentralization, and regulatory frameworks directly impact the organization's ability to operate, form partnerships, and secure funding. SLCDF would continuously monitor and adjust to the internal and external political dynamics that will impact its capacity to effectively deliver the expectations laid out in the Strategic Plan. The current Government has got a mandate to govern for the next five years through a democratic, fair and transparent election that has brought political stability enabling it to address the dire economic challenges.

In this political scenario, SLCDF, working with CSO partners and networks, as a neutral development player, have the potential to provide leadership, playing a catalytic role to reach out to the deprived and excluded communities effectively by influencing the quality of services provided by the government to its citizens through policy advocacy, strengthening its

contribution at the national, provincial and district levels participating in development related committees and forums influencing the decisions in favor of the most needy communities who speak both national languages; Sinhala and Tamil, promoting social cohesion and coexistence among different communities.

### **Economic Landscape**

Economically, inflation, donor priorities, exchange rate fluctuations, and national development agendas influence resource availability, project design, and community needs. Sri Lanka's economy has largely stabilized post-crisis, but for many low-income communities, life remains a struggle. Wages haven't caught up, jobs remain scarce, and coping strategies like cutting nutrition and schooling are eroding long-term wellbeing.

Recent IMF and World Bank reports show a strong rebound in 2024, with GDP growth hitting around 5% (well above expectations) and inflation largely under control. However, this growth masks deep challenges: nearly a quarter of the population; about 24.5% to 25% still lives below the poverty line, a level not seen since before the crisis. Wages have dropped 16–22% since 2019 and remain well below pre-crisis levels. Unemployment, especially among youth and women,

remains high, pushing many to migrate or resort to informal jobs. Food insecurity and malnutrition persists. Approximately 24% of households struggle to access adequate nutrition; nearly one in three children under five show signs of undernutrition. Cost of living keep rising. Even with moderate inflation, prices for essentials like food, fuel, and medicines are burdensome for low-income families.

Despite macroeconomic stabilization, Sri Lanka still grapples with high debt, weak governance, and limited social safety nets. Progress in structural reforms; targeting state-owned firms, public sector efficiency, and anti-corruption is critical to ensure everyday benefits reach the poorest. SLCDF with long years of experience has the potential to contribute to reduce poverty and hunger through empowerment of deprived and excluded communities, support to income generation, and livelihoods development.

## **Social Context**

Evolving demographics, migration, inequality, and shifting community expectations demand that SLCDF remain responsive and inclusive. Sri Lanka's social sector faces mounting pressure, particularly among poor and excluded groups. Despite advances in universal health and education, disparities persist nearly half of children in

monetary poverty live in just seven districts, and stunting affects 17.7% of children from low-income families compared to 8.5% in wealthier households (UNICEF).

Public spending on safety nets has declined, constraining health, education, and nutrition programs when they are most needed. The 2023 Aswesuma scheme aimed to support 40% of the population, but weak implementation, low benefits, and poor targeting limit its impact. Informal workers and female-headed households remain especially vulnerable, lacking unemployment protection, affordable childcare, and access to grants. Many poor families cope by skipping meals, delaying medical care, or withdrawing children from school—eroding human capital and perpetuating poverty (World Bank). Without stronger social protection, targeted investment, and better governance, communities will continue to suffer even as macroeconomic indicators improve.

Other persistent social issues, domestic violence, child abuse, substance abuse, alcoholism, road fatalities, and rising suicides, further undermine development. Meanwhile, the growing elderly population lacks adequate care. Lasting progress also requires national reconciliation and sustained efforts toward peaceful

coexistence among Sri Lanka's diverse communities.

### **Environmental Landscape**

Environmental factors such as climate change, natural disasters, and resource degradation, have a growing impact on community resilience and demand that SLCDF integrate sustainable and adaptive strategies into its programs. Sri Lanka's environmental sector is under significant strain, with climate change and pollution disproportionately affecting the most vulnerable communities. Frequent floods and droughts; especially in the Eastern and Dry Zones, destroy crops, homes, and infrastructure, forcing poor farmers to replant multiple times at high personal cost while often receiving only minimal compensation, pushing them deeper into debt. In urban slums, inadequate drainage systems and poor sanitation lead to waterborne disease outbreaks and repeated disruptions that hit day laborers and low-income families hardest. Coastal and lagoon communities suffer from mangrove deforestation and pollution from development projects and aquaculture, leading to declining fish stocks, livelihood losses, and health risks from contaminated water and soil. Added to this are persistent human wildlife conflicts; elephants, monkeys, and other wildlife destroy crops and sometimes injure or kill people, with

habitat loss and erratic weather patterns exacerbating the problem. These environmental challenges intensify poverty cycles; eroding food security, income stability, health, and community resilience, making it clear that without urgent investment in climate-resilient infrastructure, ecosystem restoration, and equitable resource management, poor communities will continue bearing the brunt of ecological deterioration.

### **Technological Landscape**

Technologically, the rapid advancement and unequal access to digital tools affect communication, program delivery, data management, and the organization's ability to innovate. Sri Lanka is witnessing a rapid technology transformation, yet this growth remains uneven, especially for poor and rural communities. Internet penetration overall is around 56%, but dips to just 40–50% in rural and estate regions; device ownership and digital skills also lagging. Only 4–20% of households in these areas own a computer while many lack smartphones or reliable broadband. The government's push through initiatives like the "Connect Sri Lanka Project," the launch of GovPay (February 2025), satellite internet via Starlink, and QR code payment systems such as LankaQR; aims to expand connectivity, formalize financial inclusion, and digitize public services. Grassroots

efforts like Sarvodaya’s Fusion and community IT centers are equipping rural youth, especially girls and estate communities, with essential digital skills and devices, fostering educational access and early computing confidence. However, the impact on low-income families remains mixed. Without affordable devices, steady internet, and sustained training, many are still excluded from e education, e governance, and digital marketplaces.

As a result, poor households continue to face barriers in accessing online learning,

government services, and new economic opportunities, highlighting that infrastructure efforts must be matched with affordability and inclusion for transformative change.

### **Development Aid Landscape**

There is also the issue of declining development aid for the country. Since 2020 many donor agencies seized their operations in the country. The existing donors have changed their focus towards climate change, industrial development, democracy, citizen engagement etc.

## **CORE BELIEFS AND ORGANIZATIONAL VALUES OF SLCDF**

The following core beliefs and organizational values are advocated by SLCDF. They serve as guiding principles that gives us purpose and direction, and set the standard for the quality of our interactions with target communities, employees and other stakeholders.

<p><b>Equity &amp; Sustainability:</b> Promote equity, fairness, and environmental responsibility.</p>	<p><b>Diversity &amp; Inclusion:</b> Foster harmony among all ethnic, religious, linguistic, and cultural groups.</p>	<p><b>Respect &amp; Dignity:</b> Honor the rights and voices of everyone – men, women, youth, children, persons with disabilities, and the elderly.</p>
<p><b>Transparency &amp; Accountability</b> Act openly and take responsibility in all we do.</p>	<p><b>Compassion &amp; Empathy:</b> Care deeply for the well-being of all individuals.</p>	<p><b>Nonviolence &amp; Integrity</b> Promote peace, reject corruption, and uphold honesty in every action.</p>

## SLCDF PROGRAM PRINCIPLES

### 1. Community Empowerment and Participation

All programs are designed and implemented with active participation of the communities, ensuring ownership, sustainability, and self-reliance.

### 2. Equity and Inclusion

Prioritize reaching marginalized and vulnerable groups—such as women, youth, people with disabilities, and minority communities—to promote social justice and equal opportunity.

### 3. Sustainability and Resilience

Promote environmentally, socially, and economically sustainable practices that strengthen communities' resilience to climate change, economic shocks, and social challenges.

### 4. Partnership and Collaboration

Foster strong partnerships with government, private sector, civil society, and community-based organizations to leverage resources and knowledge.

### 5. Gender Equality and Women's Empowerment

Integrate gender perspectives into all programs and promote women's leadership, participation, and rights.

### 6. Human Rights and Dignity

Ground all programs in respect for human rights, dignity, and social justice, ensuring that all individuals are treated fairly and with respect.



# Our Vision

Just, resilient and sustainable society where empowered communities flourish and drive change

## Our Mission

To empower communities, community-based organizations, and networks to champion the rights and needs of deprived, excluded, and vulnerable people through transformative collaboration, progressive social approaches, impactful social innovations and effective policy advocacy.

## STRATEGIC DIRECTIONS

Strategic directions are essential for SLCDF, providing clear roadmap, coherence, and accountability in its work with deprived, excluded and vulnerable communities. They serve as guiding pillars that align programs, resources, and partnerships with the organization’s mission, reducing fragmentation and reactive approaches. In an environment marked by shrinking donor funding, shifting policies, and growing community needs, these goals act as a compass enabling SLCDF to stay mission-focused while adapting to emerging challenges.

Well-defined directions also strengthen collaboration among staff, partners, networks, and self-help groups, while demonstrating to donors and stakeholders the organization’s capacity to deliver measurable, long-term impact.

Ultimately, they provide the structure and vision needed to deepen SLCDF’s efforts, scale effective models, and advocate for inclusive, sustainable development across Sri Lanka.



## **FIVE STRATEGIC DIRECTIONS – TURNING THE VISION INTO ACTION**

### **1. Capacity Building of Organizations and Networks**

Strengthen the capacity, leadership, and institutional resilience of organizations and networks representing marginalized and excluded communities, enabling them to shape, lead, and sustain inclusive, climate-resilient, and equitable development.

### **2. Community Wellbeing and Social Recognition**

Promote holistic wellbeing, dignity, and social inclusion of marginalized communities by improving access to services, reducing inequalities, and fostering respect for their rights and contributions while advancing environmental sustainability.

### **3. Strengthen and Diversify Resource Mobilization**

Strengthen and diversify resource generation to ensure the long-term sustainability of the organization by expanding donor networks, leveraging innovative financing approaches, developing earned income opportunities, and mobilizing corporate support.

### **4. Research, Evaluation, and Advocacy**

Generate evidence-based research to inform policy, amplify community voices, and advocate for rights-based, gender-sensitive, and environmentally sustainable development policies at local, national, and regional levels.

### **5. Organizational Excellence: Accountability, Effective Governance and Management**

Establish transparent, participatory, and accountable governance and management systems within the organization and partner networks, supported by strong Monitoring, Evaluation, and Learning (MEL) mechanisms, to ensure ethical practices, regulatory compliance, program accountability, and effective service delivery.

## **STRATEGIC DIRECTIONS UNPACKED**

### **PRIORITY PATHWAYS FOR ORGANIZATIONAL GROWTH**

#### **1. Capacity Building of Organizations and Networks**

Capacity building of community-based organizations – CBOs – community groups and their networks has been a core focus of SLCDF’s interventions for the past three decades. Partnerships with local, community led organizations will remain one of the key strategies for program and project implementation in the future. SLCDF will also place greater emphasis on strengthening the capacity of these coalitions to design and execute effective advocacy initiatives.

#### **2. Community wellbeing and social recognition**

SLCDF will support community led organizations and their coalitions to identify gaps in accessing basic needs and services then design and implement interventions to eradicate those gaps. SLCDF believes that the technical and financial support to local organizations/groups will help deprived, excluded and vulnerable community groups to access the government service sustainably. Their voices and agency will be enhanced to ensure an enabling environment for them to enjoy their rights and entitlements.

During this strategic period, SLCDF will further strengthen its direct engagement with community groups, grassroots organizations, and women’s federations. This will include building their capacities and facilitating program interventions through these groups, recognizing that small NGO partners at times face challenges in implementing more complex program concepts and interventions.

We will sustain the environment by promoting practices and systems that balance human wellbeing with ecological integrity. Our approach emphasizes the use of renewable resources, energy efficiency, and waste reduction across all community initiatives. Through the development of environmentally friendly homes, we will encourage sustainable construction materials, water conservation, and green energy solutions that reduce environmental footprints while improving living conditions. Community members will be actively engaged in environmental education, climate adaptation, and local conservation projects to strengthen collective ownership of natural resources. By integrating sustainability into every aspect of service delivery and livelihood support, we aim to build resilient communities that thrive in harmony with their natural environment — ensuring the

protection of ecosystems for future generations.

### **3. Strengthen and diversify resource mobilization**

In light of declining donor interest, increasing competition among NGOs, and shifting donor priorities, SLCDF will place greater emphasis on strengthening its fundraising efforts and exploring diverse resource-generation strategies. Over the next five years, priority actions will include piloting individual donor support initiatives, expand earned-income projects, and launch social enterprises.

In addition to these new initiatives, SLCDF will focus on introducing thematic program models based on successful program interventions during the past.

To foster creativity and address pressing social issues, SLCDF plans to establish a dedicated fund “Innovation Catalyst Fund” to pilot innovative program interventions. Staff and partners will be invited to submit concept notes aligned with a pre-announced theme, and the most promising ideas will receive funding. Through this initiative, 2–3 small projects will be supported each year, encouraging staff to design and pilot fresh solutions to emerging challenges and later submit these tested solutions to donors as SLCDF project models for future funding. These models will be shared with corporate sector too for CSR funding.

Furthermore, SLCDF will explore opportunities to establish social enterprises as a new approach to generating sustainable funding.

SLCDF recognizes the critical importance of organizational branding and visibility. To enhance our public profile, we will maintain an up-to-date organizational website, actively share the results of our interventions through social media, and consistently brand our initiatives with the SLCDF logo. In addition, we will organize public events to showcase our research findings, demonstrate impact, and highlight successful innovations, ensuring SLCDF’s work is visible to a wider audience.

### **4. Research, Baseline Surveys, Evaluations and advocacy**

SLCDF will establish a dedicated Research Unit within the organization to conduct independent studies, baseline and endline surveys, as well as produce and disseminate research publications.

This unit will leverage the expertise of the SLCDF governing board and research interns from universities to maximize knowledge sharing and learning. It will also provide the SLCDF program team and partners with reliable data and insights to strengthen the design and implementation of their advocacy initiatives.

## **5. Accountability, effective governance and management**

Achieving organizational excellence by strengthening SLCDF's accountability mechanisms, enhancing governance practices, and improving management functions remains a key strategic initiative for this period.

SLCDF priorities include increasing the efficiency and effectiveness of internal systems by strengthening performance

planning and evaluation processes, rolling out SAP, and further reinforcing governance functions.

SLCDF will strengthen MEL systems to reinforce accountability, enabling transparent progress tracking, clear reporting, evidence-based decisions, stakeholder participation, and a culture of openness, trust, and continuous learning across all program cycles.

**1. Capacity Building of Organizations and Networks**



**2. Community wellbeing and social recognition**



**3. Strengthen and diversify resource mobilization**



**4. Research, Baseline Surveys, Evaluations and advocacy**



**5. Accountability, effective governance and management**



# STRATEGIC OUTCOMES - Transformative Results

## STRATEGIC DIRECTION - 1

### CAPACITY BUILDING OF PARTNER ORGANIZATIONS AND NETWORKS

**Outcome 1.1**  
**Strengthened Organizational Resilience and sustainability**

Community-based organizations, community groups and networks demonstrate improved governance, financial management, and strategic planning, ensuring long-term sustainability.

**Outcome 1.2**  
**Increased Influence on Development Agendas**

Organized NGO/CBO networks effectively advocate for policies and reforms that uphold the priorities and rights of marginalized communities.

## STRATEGIC DIRECTION - 2

### COMMUNITY WELLBEING AND SOCIAL RECOGNITION

**Outcome 2.1**  
**Improved Access and Quality of Services for marginalized groups/people**

Marginalized communities experience equitable access to essential, affordable, and culturally appropriate services that enhance their overall wellbeing and dignity.

**Outcome 2.2**  
**Enhanced environment sustainability**

Communities adopt sustainable practices and environment-friendly solutions that enhance resilience, reduce ecological footprints, and ensure the long-term preservation of natural resources for future generations.

## STRATEGIC DIRECTION - 3

### STRENGTHEN AND DIVERSIFY RESOURCE MOBILIZATION

<b>Outcome 3.1</b> <b>Expanded and Diversified Donor and Financing Portfolio</b>	The organization secures predictable and varied funding streams by strengthening donor relationships, designing/writing high-quality project/program proposals/models and adopting innovative financing approaches.
<b>Outcome 3.2</b> <b>Established and Scaled Earned Income Opportunities</b>	Sustainable earned income initiatives are developed and scaled, contributing to organizational independence and reduced reliance on traditional donor funding.
<b>Outcome 3.3</b> <b>Strengthened Corporate Engagement and Partnerships</b>	Strategic partnerships with corporate actors generate financial, technical, and in-kind contributions that enhance the organization's long-term sustainability and impact.
<b>Outcome 3.4</b> <b>Increased visibility and brand credibility</b>	Increased public awareness and recognition of SLCDF, resulting in greater stakeholder engagement, stronger brand credibility, and broader visibility of the organization's research, impact, and innovations

## STRATEGIC DIRECTION - 4

### RESEARCH, EVALUATIONS AND ADVOCACY

<b>Outcome 4.1</b> <b>SLCDF research unit</b>	A dedicated research unit generates credible evidence and knowledge products that strengthen the organization's policies, programs, and advocacy strategies to advance the rights and wellbeing of marginalized communities.
<b>Outcome 4.2</b> <b>Increased Policy and Program Responsiveness</b>	Advocacy efforts, grounded on research and community evidence, lead to greater adoption and responsiveness of policies and programs that advance equity, rights, and sustainability.

## STRATEGIC DIRECTION - 5

### ACCOUNTABILITY AND EFFECTIVE GOVERNANCE AND MANAGEMENT

- Outcome 5.1**  
**Strengthened Governance and Accountability Systems**
- Transparent and accountable governance structures and processes are established and consistently applied within the organization.
- Outcome 5.2**  
**Enhanced Ethical Standards and Regulatory Compliance**
- Organizational policies, procedures, and practices reflect ethical standards and compliance with all relevant legal, financial, and regulatory frameworks.
- Outcome 5.3**  
**Improved Participatory and Effective Management**
- Inclusive and participatory management systems enable staff, partners, and stakeholders to contribute to decision-making, resulting in more responsive and effective service delivery.
- Outcome 5.4**  
**Effective and efficient financial planning and management system.**
- Enhanced transparency, accountability, and operational performance are ensured through effective and efficient financial planning and management systems.
- Outcome 5.5**  
**Robust MEL system to enhance accountability.**
- Strengthening accountability through enhanced MEL systems that ensure transparent progress tracking, evidence-based decision-making, active stakeholder engagement, and a culture of trust and continuous learning across all programs



## **OUTPUTS - OUR ROADMAP TO RESULTS**

### **Outcome 1.1: Strengthened Organizational Resilience and sustainability of partner NGOs/CBOs**

- 1.1.1. **Good governance frameworks adopted** - All project implementing partner organizations and networks develop and adopt clear constitutions, by-laws, sustainability plans and organizational policies.
- 1.1.2. **Capacity Assessments and Improvement Plans Completed** - Periodic organizational capacity assessments conducted, with tailored improvement plans implemented.
- 1.1.3. **Leadership Capacity Enhanced** - Representatives from deprived and excluded communities possess the skills and confidence to effectively lead their organizations.
- 1.1.4. **High-quality program models** - Partner NGOs, CBOs have high quality program intervention models which will improve program reach and impact.

### **Outcome 1.2: Increased Influence of CBO/NGO networks on Development Agendas**

- 1.2.1. **Policy Advocacy Toolkits** - Development and distribution of comprehensive toolkits
- 1.2.2. **Training delivery** – CBO/NGO network leaders are trained on community led advocacy
- 1.2.3. **Joint Policy Position Papers** - Publication of collaborative policy briefs/position papers by CBO/NGO networks jointly with SLCDF
- 1.2.4. **Policy Dialogues** - Policy dialogues and roundtables with government decision-makers conducted by the CBO/NGO networks in collaboration with SLCDF.

### **Outcome 2.1: Improved Access and Quality of Services for marginalized groups/people**

- 2.1.1. Service providers are trained and equipped to deliver culturally appropriate, gender-sensitive, and inclusive services aligned with the values, languages, and needs of marginalized populations.
- 2.1.2. Information and referral mechanisms are introduced to ensure marginalized groups are informed about available services and can effectively access and use them.

### **Outcome 2.2: Enhanced environment sustainability**

- 2.2.1. Sustainable, energy-efficient, environmentally friendly and climate-resilient community-based construction methods introduced

- 2.2.2. Community households are trained to adopt climate-resilient, risk-informed agricultural and livelihood practices to reduce climate and disaster vulnerability
- 2.2.3. SLCDF green hubs established, and environment sustainability standards developed and integrated into program interventions.

### **Outcome 3.1: Expanded and Diversified Donor and Financing Portfolio**

- 3.1.1. **Comprehensive Donor Mapping & Engagement Plan** with a regularly updated database of existing and prospective donors, and an engagement plan to nurture relationships.
- 3.1.2. **Innovative and competitive** project/program proposals submitted to a diversified donor base.
- 3.1.3. **Innovative Financing Mechanism** - a social enterprise established to complement grants and other donations.

### **Outcome 3.2: Established and Scaled Earned Income Opportunities**

- 3.2.1. **Feasibility studies** conducted to identify viable income-generating initiatives aligned with the organization's mission and expertise.
- 3.2.2. **Business models and social enterprise ventures** developed, launched, and scaled to generate sustainable income.
- 3.2.3. **Internal systems** (financial, legal, operational) strengthened to support and manage earned income activities effectively.

### **Outcome 3.3: Strengthened Corporate Engagement and Partnerships**

- 3.3.1. **Corporate partnership framework and engagement plan** developed to identify and approach potential corporate allies.
- 3.3.2. **Joint initiatives** (e.g., CSR projects, co-branded campaigns, in-kind support) implemented with corporate partners.

### **Outcome 3.4: Increased visibility and brand credibility**

- 3.4.1. Comprehensive communications and branding strategy designed and rolled out to strengthen SLCDF's visibility and profile.
- 3.4.2. Regular multimedia campaigns - social media, website updates, newsletters, press releases - showcasing SLCDF's research, impact stories, and innovations.
- 3.4.3. Periodic public engagement events/forums/webinars organized to boost organizational visibility and recognition.

### **Outcome 4.1: SLCDF research unit**

- 4.4.1. **Operational policies, staffing, and systems** for the dedicated SLCDF research unit are established and functional.
- 4.1.2. **High-quality research studies** on prioritized issues conducted.
- 4.1.3. **Baseline surveys and periodic impact/outcome assessments** of the SLCDF project/program interventions conducted.

### **Outcome 4.2: Increased Policy and Program Responsiveness**

- 4.2.1. **Targeted advocacy campaigns** developed and implemented to promote rights-based, gender-sensitive, and environmentally sustainable policy and program reforms.
- 4.2.2. **Regular policy dialogues, roundtables, and consultations** convened with government, civil society, and private sector stakeholders.
- 4.2.3. **Evidence-based monitoring and accountability tools** developed and used to track implementation and responsiveness of policies and programs.

### **Outcome 5.1: Strengthened Governance and Accountability Systems**

- 5.1.1. **Governance structures strengthened** and operational with clear roles, responsibilities, and terms of reference.
- 5.1.2. **Internal accountability mechanisms** developed and regularly implemented.
- 5.1.3. **Partner organizations oriented** and supported to adopt transparent governance and accountability practices.

### **Outcome 5.2: Enhanced Ethical Standards and Regulatory compliance**

- 5.2.1. **Comprehensive organizational policies** developed, updated, and communicated across all levels.

- 5.2.2. **Regular compliance reviews and audits** conducted to ensure adherence to national regulations, donor requirements, and internal policies.
- 5.2.3 **Staff and partners trained** in ethical standards, compliance requirements, and organizational codes of conduct.

### **Outcome 5.3: Improved Participatory and Effective Management**

- 5.3.1. **Inclusive planning and decision-making platforms** institutionalized within the organization.
- 5.3.2. **Feedback and grievance redress mechanisms** established to capture and act on input from staff, partners, and communities served.

### **Outcome 5.4: Effective and efficient financial planning and management system.**

- 5.4.1. **The financial system digitalized** to enhance efficiency and transparency.
- 5.4.2. **Financial management training sessions** conducted on planning, budgeting, and reporting in alignment with organizational financial standards.
- 5.4.3. **Periodic finance compliance reviews** and tailored capacity building training conducted internally and for NGO/CBO partners.

### **Outcome 5.5: Robust MEL system to enhance accountability**

- 5.5.1. **Organization-wide MEL Framework & Tools** developed and rolled out.
- 5.5.2. **Integrated digital system** with real-time dashboards to track progress, generate evidence for decision-making, and improve transparency.
- 5.5.3. **Regular MEL training and facilitation of periodic reflection/learning workshops** conducted to strengthen a culture of accountability and continuous improvement.

## Annexure -1

# SUCCESS MEASURING INDICATOR MATRIX – STRATEGIC OUTCOMES

## Strategic Direction - 1: Capacity Building of Organizations and Networks

Strategic Outcomes	Success Measuring Indicators	
<b>Outcome 1.1: Strengthened Organizational Resilience</b> Community-based organizations and networks demonstrate improved governance, financial management, and strategic planning, ensuring long-term sustainability.	1.1.1.	% of partner organizations demonstrate improved governance and financial management practices.
	1.1.2.	% of partner organizations that develop and implement strategic plans aligned with long-term sustainability goals
<b>Outcome 1.2: Enhanced Leadership Capacity</b> Representatives from deprived and excluded communities possess the skills and confidence to effectively lead their organizations and participate in policy and development dialogues.	1.2.1.	% of community representatives reporting increased confidence and skills in leadership and decision-making after training or mentoring interventions.
	1.2.2.	# of community representatives actively participating in policy or development dialogues

## Strategic Direction - 2: Community Wellbeing and Social Recognition

Strategic Outcomes	Success Measuring Indicators	
<p><b>Outcome 2.1: Improved Access and Quality of Services</b> Marginalized communities experience equitable access to essential, affordable, and culturally appropriate services - health, education, social protection, and livelihood support - that enhance their overall wellbeing.</p>	2.1.1.	% of marginalized community members report that they have improved access to essential services (health, education, social protection, livelihoods) annually.
	2.1.2.	# of service delivery models or programs adapted to ensure affordability and cultural appropriateness.
	2.1.3.	Percentage of service providers trained in inclusive, rights-based, and culturally sensitive approaches.
<p><b>Outcome 2.2. Enhanced environment sustainability</b> Communities adopt sustainable practices and environment-friendly solutions that enhance resilience, reduce ecological footprints, and ensure the long-term preservation of natural resources for future generations.</p>	2.2.1.	Percentage of target households / communities adopting at least two sustainable environmental practices.
	2.2.2.	Reduction in community-level ecological footprint.
	2.2.3.	Number of locally led environment-friendly initiatives implemented and maintained.

### Strategic Direction - 3: Strengthen and Diversify Resource Mobilization

Strategic Outcomes	Success Measuring Indicators	
<p><b>Outcome 3.1: Expanded and Diversified Donor and Financing Portfolio</b></p> <p>The organization secures predictable and varied funding streams by strengthening donor relationships, designing/writing high-quality project/program proposals/models and adopting innovative financing approaches.</p>	3.1.1.	% increase in total annual funding secured from diverse donor sources (bilateral, multilateral, foundations, local donors).
	3.1.2.	# of new donor partnerships or long-term funding agreements established
	3.1.3.	Proportion of total organizational budget covered by non-traditional or innovative financing mechanisms (e.g., crowdfunding, blended finance, social impact funds).
<p><b>Outcome 3.2: Established and Scaled Earned Income Opportunities</b></p> <p>Sustainable earned income initiatives are developed and scaled, contributing to organizational independence and reduced reliance on traditional donor funding.</p>	3.2.1.	Amount of revenue generated annually through earned income initiatives.
	3.2.2.	# of sustainable income-generating models developed, launched, and operational within the strategy period.
	3.2.3.	% of organizational budget supported by earned income sources by Year 5 (reduction in reliance on traditional donor funding).
<p><b>Outcome 3.3: Strengthened Corporate Engagement and Partnerships</b></p> <p>Strategic partnerships with corporate actors generate financial, technical, and in-kind contributions that enhance the organization’s long-term sustainability and impact.</p>	3.3.1.	# of formal partnerships or collaboration agreements established with corporate actors annually.
	3.3.2.	Value of financial, technical, or in-kind contributions mobilized through corporate partnerships each year.
	3.3.3.	% of corporate partners engaged in long-term (multi-year) collaborations supporting organizational programs and sustainability.

## Strategic Direction - 4: Research, Program Evaluations and Advocacy

Strategic Outcomes	Success Measuring Indicators	
<p><b>Outcome 4.1. SLCDF Research unit</b></p> <p>A dedicated research unit generates credible evidence and knowledge products that strengthen the organization’s policies, programs, and advocacy strategies to advance the rights and wellbeing of marginalized communities.</p>	4.1.1.	# of evidence-based research studies, policy briefs, or knowledge products produced and disseminated annually.
	4.1.2.	% of new or revised organizational programs and policies explicitly referencing research evidence in their design.
	4.1.3.	# of government or partner institutions adopting or citing SLCDF’s research outputs in their policy or program frameworks.
<p><b>Outcome 4.2: Increased Policy and Program Responsiveness</b></p> <p>Advocacy efforts, grounded in research and community evidence, lead to greater adoption and responsiveness of policies and programs that advance equity, rights, and sustainability.</p>	4.2.1.	Number of policy or program reforms influenced by SLCDF’s research-based advocacy efforts.
	4.2.2.	Percentage of recommendations of advocacy taken up or formally acknowledged by government institutions, donors, or partner
	4.2.3.	Evidence of improved access to rights, services, or entitlements by marginalized groups because of policy/program

## Strategic Direction - 5: Organizational excellence - Accountability and Effective Governance and Management

Strategic Outcomes	Success Measuring Indicators	
<p><b>Outcome 5.1: Strengthened Governance and Accountability Systems</b> Transparent and accountable governance structures and processes are established and consistently applied within the organization and partner networks.</p>	5.1.1.	% of Board and governance committee meetings are held as scheduled
	5.1.2.	% of compliance with organizational accountability standards and policies across SLCDF and partner networks.
	5.1.3.	% of partner organizations adopt and implement SLCDF’s governance and accountability guidelines, with documented improvements in transparency practices.
<p><b>Outcome 5.2: Enhanced Ethical Standards and Regulatory Compliance</b> Organizational policies, procedures, and practices reflect high ethical standards and comply with all relevant legal, financial, and regulatory frameworks.</p>	5.2.1.	% of organizational policies and procedures reviewed, updated, and aligned with national legal, financial, and regulatory requirements at least once every two years.
	5.2.2.	Annual internal and external audits report zero major compliance violations and at least a 90% adherence rate to organizational ethical standards and regulatory frameworks.
	5.2.3.	% of staff and board members complete annual ethics, compliance, and anti-corruption training, with documented improvements in knowledge and application.
<p><b>Outcome 5.3: Improved Participatory and Effective Management</b> Inclusive and participatory management systems enable staff, partners, and stakeholders to contribute to decision-making, resulting in more responsive and effective service delivery.</p>	5.3.1.	% of key organizational decisions informed by documented inputs from staff, partners, or stakeholders through established participatory mechanisms.
	5.3.2.	% of program and service delivery adjustments based on feedback received through participatory monitoring and feedback system.

<b>Outcome 5.4: Effective and efficient financial management system.</b> Enhanced transparency, accountability, and operational performance are ensured through effective and efficient financial management systems.	5.4.1.	Financial system fully digitalized to enhance efficiency and transparency.
	5.4.2.	All the financial procedures and policy manuals are UpToDate.
	5.4.3.	# of Annual financial management training sessions conducted on planning, budgeting, and reporting in alignment with organizational financial standards.
	5.4.4.	% of partners using financial tools and internal control mechanisms
	5.4.5.	% of issues identified during annual audits resolved and safeguards introduced to prevent future occurrences.