Rural Aid
PAKISTAN

Rural Aid Strategic Framework 2023-2027

1/11/2022

This Plan sets out the strategic priorities of Rural Aid for five years, 2023-2027. This strategy will inform Rural Aid Pakistan use of its resources, campaigns, programs and Fundraising.

From this shared agenda all program teams will choose the approaches and themes of work that will enable them to achieve the most impact in their specific contexts.

The Strategic Plan describes four goals to reduce poverty and bring greater justice; followed by the internal benchmarks, or Operational Goals, that will guide the way we work.

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Rural Aid Strategic Framework 2023-2027

The Board of Director approved the Rural Aid Strategic Framework 2023-2027 in 2022

The Rural Aid Strategic Framework 2023-2027 has emerged from a wide-ranging participatory process. This comprehensive framework was facilitated and documented by the Institutional Development Department under the guidance of CEO and the Board of Directors, Rural Aid.

The consultative process for the development of the framework was started with several internal and external meetings. There have been a series of consultations with GOs, with other partners and stakeholders including national and international donors, target communities and the senior and junior management of Rural Aid.

The final draft was approved by the Board of Director (BOD) chaired by the Chairman, and CEO. The BOD approved the Rural Aid Strategic Framework 2023-2027 at its meeting in 2022.

Executive Summary

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Rural Aid's distinctive mandate is alleviating poverty and fighting injustice and inequalities. Rural Aid works to alleviate poverty and inequalities in the society by applying inclusive and holistic transformational development approach.

Considering the country's rapid changing socio-economic and political dynamics and the new challenges facing poor rural people, carrying this mandate demands for improved and enhanced internal strategies to achieve the greater programming impact.

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The Strategic Framework (2023-2027) is prepared in response to a national context keeping in view the chronic issues and quickly changing factors including growing rural livelihoods, enhancement of employment opportunities and accelerating natural resource degradation and climate change.

In such changing perspective, there are still many factors both (chronic and new) that keep rural populations in poverty, leave them ill-equipped and less capacitated to face future risks and grab opportunities. These factors include: Gender inequalities and insecurities and access to natural resources, poor access to social services including basic health, education, natural resource degradation, poor access to financial services, lack of sectorial and cross-sectorial technical expertise and weak rural representation in policy processes.

This strategic plan will inform the growth and guide Rural Aid over the declared period. In the coming five years, Rural Aid will implement multiple programs and project in Pakistan and AJK across 4 key priority areas:

1. Encourage inclusive rural growth leading to economic development and enhancement of employment opportunities.

2. Increase equitable access to quality social services, including health, education, WASH.

3. Reduce vulnerabilities to natural disasters, food insecurity and climate change.

4. Promote good governance, gender justice and inclusion & right protection of Women, Children, Persons with Disabilities (PWDs), Transgenders and Religious Minorities

Section I

Context Analysis

The entire world is experiencing the continuous episodes of natural disasters such as, floods, droughts caused by climate change and environment degradation. According to the estimates of the UN the world's 70 percent disasters are climate related and which are affecting about 260 million people each year. These disasters leave very worst impacts on the lives of the poor and vulnerable; however, disaster-resilient communities can thrive.

Unplanned urbanization is on the upsurge, which leads millions moving each year from rural to urban and country to country. This destabilizes the urban economy and creates extra burden on the cities. On the other hand, it weakens the rural capitals and community structures.

Pakistan's HDI value for 2012 is 0.515 (in the low human development category), which ranked the country at 146 out of 187 countries and territories.
(Source: UNDP HDI report 2012)

Pakistan is prone to natural disasters and is extensively vulnerable to the effects of climate change that results the recurring large-scale floods, droughts and earthquakes. These natural disasters have impacted on the nation, their economy, and social setups. The earthquake of 2005 displaced more than 3.5 million people, more than 75000 people dead and caused an estimated $8 billion in damaged. floods of 2010 affected more than 18 million people and caused an estimated $10 billion in damages. The torrential rains flood September 2011, which affected more than 9.5 million people in Sindh and Baluchistan. The flash flood of September 2012, the flood triggered by heavy rains caused widespread destruction across the country and leaving over 100 people dead, wreaking devastation in Punjab, Baluchistan, Sindh and Khyber Pakhtunkhwa. Hence, these natural disasters have extremely affected the country populations particularly poor and vulnerable. (Source: NDMA)

As per the UN OCHA report floods 2022, the number of damaged and destroyed houses in Pakistan exceeds 2 million, with over 1.3 million houses damaged and over 805,000 houses destroyed to date. The National Disaster Management Authority (NDMA) has recorded over 1,600 deaths and more than 12,850 injuries since mid-June, including 615 children killed and over 4,000 children injured. Some 7.9 million people are reportedly displaced due to the heavy rains and floods, including some 598,000 people who are

living in relief camps, according to reports by the respective Provincial Disaster Management Authority (PDMA) of the affected provinces. Reports indicate that more than 5,000 schools are currently being used to host displaced populations, while an estimated 23,900 schools have been damaged.

The government is giving high priority on community-based disaster risk reduction efforts and fulfilling its commitment to the millennium development goals. Rural Aid is continued to support these national level goals with its dedication and commitment.

Pakistan is the dense populous country in South Asia with an estimated population of 184.35 million. The GDP growth rate expanded 3.59 percent in fiscal year 2013. The political instability, widespread corruption and terrorism combined with economic down-fall graded Pakistan among the poorest and least developed countries in South Asia. Although since 2005 the GDP has seen improving an average 5 percent a year, and established beneficial trends in poverty-associated indicators.

It is estimated that the country holds variety of development potential, with its range of natural resources, a vast and diversified agricultural and distinctive and central geographic location. Favorably Pakistan has access to the fast-growing economies of China and India, together with open access to sea.

Up till now Pakistan's development has been branded by the uneven growth and has not been able to reach its optimum potentials, therefore poverty and inequalities remain a key concern. (Source: Pakistan Economy Survey 2012-13)

Section II

Foundational Work

Our Vision

A vibrant, equitable and just society where every person leads a life without poverty”

We believe that a systematic action can end the poverty which is not inevitable, yet reforming and restructuring the existing human system through inclusiveness can bring a hope for society to eliminate poverty. Rural Aid’s Strategic Plan 2023-2027 synergizes all the voices counting local communities, men, women and youth for a sustainable change through empowering them to access to vibrant, equitable and just opportunities.

Through the period of Strategic Plan 2023-2027, we would build on the past socio-economic improvements that have been made for reducing poverty. Individuals who were once poor must reach stable and constant wellbeing without reversing into poverty. We aim sustainable and irreversible achievements within this framework.

Mission

Create development solutions to reduce poverty, inequalities, injustices and vulnerabilities to empower marginalized

Values

We are independent and free from political, ethnic, and religious affiliations. We help people in need regardless of caste, creed, or nationality. We have a set of principles that we follow during the planning and execution of our work. Rural Aid's principles are designed to achieve excellence and promote:

- Passion and commitment to our mission: We have passion and commitment to our mission of ending poverty and discriminations by providing both capacities and opportunities to the marginalized.

- Honesty and integrity: Our legacy is based on richest principles of honesty and integrity, treating people fairly and with respect is the core ethical course of action within our organizational culture. We believe that all the human beings are born with equal worth and integrity, which is why we place honesty and integrity for people.

- Free from religious political and other discriminatory influences: We own a committed and supportive working environment to foster a dignified culture free from religious, political and discriminatory influences. We ensure and treat people equally without considering gender, race, religion, disability.

- Transformation: We believe that immediate actions, innovations--- within our programming can support healthy transformations.

- Empowerment: Community Empowerment is core to our intervention; we believe that empowerment is the key to development accelerations.

- Partnership and Collaboration: We respect and value integrations thrive on our collaboration, we build bottom to top partnerships to add more diversity to our development and humanitarian programs.

- Transparency and Accountability: Transparency and accountability are the fundamental values of all of our interventions; we manage the resources carefully for the maximization of program output. We have developed and adopted international standards to become more transparent and accountable. We measure our impact and are always striving to improve our performance. We are transparent and accountable, we care and maintain accuracy in our commitments, we are always accountable to our partners and supporters and communities.

- Equality: We believe in the equality of human being; our thoughts and actions are free from all sort of disparities and inequalities.

- Inclusion: Including women and girls, persons with disabilities, transgenders, young and aged people and religious minorities in our all programs to build resilient communities.

- Creativity and Sustainability: We always welcome new ideas, accept change we take calculated risks to add sustainability to our actions.

Strategic Principles

Rural Aid is a rights-based development and humanitarian organization and believes in the equalities and inclusions, hence gender equality and social inclusion will be addressed as cross-cutting themes in each of these thematic areas. In all of its work Rural Aid will adhere to the following **strategic principles:**

- **Focus on Community empowerment and gender equality**
- **Environment compliant programming.**
- **Innovation and continuous learning**
- **More collaborative**
- **Researched based and scalable programs**

Section III

Strategic Framework

Strategic theme-1

Encourage inclusive rural growth leading to economic development and enhancement of employment opportunities.

Strategic objectives 1

- Management of natural resources, land, water, energy, biodiversity and resilience for adaptation to climate change.
- Strengthening of institutions to increase rural productivity
- Increased access to financial services and social safety nets
- Creation of employment opportunities
- Enterprise Development
- Income generation

Key Strategic results for theme 1

- Strengthened support mechanisms, enhanced economic development and employment opportunities leading to improved livelihood and quality of life.

Strategic theme -2

Increase equitable access to quality social services, including health, education, WASH.

Strategic Objectives

- Increased access to quality education for marginalized segments
- Increased access to quality health services for marginalized segments
- Improved access to clean drinking water, public and environmental sanitation and hygiene promotion.
- Strengthening of institutional mechanisms

Strategic Result

- Access to and Quality of social services improved.

Strategic theme 3

Reduce vulnerability to natural disasters, food insecurity and climate change

Strategic Objectives

- Humanitarian response, disaster risk reduction and integration of social safety nets
- Climate change adaptation
- Strengthening of food security mechanisms

Key results

- Disaster resilient and food secured communities with strengthened institutional support mechanisms

Strategic theme 4

Promote good governance, gender justice and inclusion & right protection of women, children, persons with disabilities, transgenders and religious minorities

Strategic Objectives

- Strengthening of political, democratic and administrative institutions focusing authorities, men and women, youth, ethnic minorities and vulnerable groups.
- Sustainable reduction in gender-based violence, abuse and exclusion.
- Strengthening of Institutional mechanisms ensuring access to justice and fundamental and democratic rights.
- Changing awareness, attitudes and behaviors towards discrimination, intolerance, exploitation and other harmful practices.
- Right protection of children, elimination of violence, child abuse and harmful practices
- Inclusion of women, youth, persons with disabilities, transgenders and religious minorities

Key Result

- Strengthened institutional mechanisms ensuring reduced gender disparities, improved and equitable and just society

Section IV

Key Strategic Approaches/Strategies/Enablers

Rural Aid will develop its approaches and detailed strategies in the following area to realize its strategic plan for 2023-2027:

- **Community Engagement and Inclusion of socially excluded groups i.e. women, youth, persons with disabilities, transgenders and religious minorities**
- **Developing Strategic Partnerships**
- **Innovations**
- **Institutional Strengthening**
- **Quality Assurance**