

STRATEGIC PLAN 2013-18

Strategic Plan 2013-2018

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FOREWORD:

Kawish Resource Center was established by a group of young and energetic people who were highly motivated and committed for contributing their time, skills and energies for the development and empowerment of socially disadvantaged and vulnerable communities in Pakistan and addressing poverty issues and gender based discriminations.

we are working with communities throughout the country in collaboration with several networks and organizations like Human Development Fund, Family Planning Association of Pakistan, UMCOR-USA, VSO-Pakistan, IANSA-UK, Hope for Child-UK, Hoshyar Foundation-USA, UNICEF-Pakistan, Punjab AIDS Control Pakistan, ERD-USA,

We have been credited to strengthen work of our partners through our unique Street Theatre communication techniques and working with both urban and rural communities as well with the mainstream media. Our uniqueness is attributed to our ability to give visual images to social issues. These images are created in the form of Street theatre, participatory an information material, etc. We have developed more than 300 theatre groups throughout the country

We believe this strategic plan covering a period of 2013-18 will also guide us through this time of changing external environment, our ambitious strategic vision and management plans.

The organization is now set to take on bigger challenges, increase its reach and effectiveness. At this stage of development a strategic plan is deemed essential to map out organizational objectives as well as strategies for achieving them. The planning process to be followed was designed towards articulation of mission, vision, values and critical success factors of the organization. This is a medium term plan covering a time span of three years up to end of 2016.

I strongly believe that KRC is poised to take on a dramatically new role as the working environment in the country changes significantly throwing new challenges and opportunities for civil society activist organizations. This expression of KRC's aspirations and vision of our role in the coming days is an important milestone to guide the journey and find our way forward.

This strategic plan has also been developed through a consultative process with the key stakeholders and partners, our Board and the KRC staff. I wish to take this opportunity to thank all the participating partners for their contribution, staff of KRC who have dedicated their undivided time, the technical stewardship of James Rehmat to ensure quality of this document.

I would urge my team to make it their responsibility to move towards the goals set in this strategy document. Let us share the vision to change the world around us in the way we have jointly articulated in this document.

Asif Sardar

Executive Director

MISSION & PURPOSE:

Kawish Resource Centre is working with the mission to eliminate hunger, poverty, disease and injustice by providing human and financial resource to vulnerable communities to live prosperous life

OUR VISION:

- Kawish Resource Centre is committed to establishing a caring, sharing and loving society, where all human being can access to resource and live with dignity, non-discrimination and effective participation

OUR PRINCIPLES & CORE VALUES

In order to achieve its mission and to make its programs; Kawish Resource Centre follows certain values and guiding principles in all its interventions and dealings.

These include the following:

- Transparency
- Honestly
- Innovation
- Accountability
- Non-Discrimination

OUR APPROACH:

The organization strongly believes in the true and active participation of all key stakeholders – particularly the local communities or program beneficiaries. Fair efforts are taken to ensure that stakeholders participate and contribute at all the stages of the interventions. As its strategy, Kawish Resource Centre particularly focuses to ensure the maximum participation of women, children and youth wherever required and relevant – and particularly if the program has any direct or indirect impacts on their lives.

The overall approach of work also identifies the gender sensitivities if any related to the program and strategically addresses the same. Kawish Resource Centre, as its overall implementation approach, takes carefully into account the local culture and traditions and fully respects the same.

Following are the key elements of KRC Program Strategic and work approach

- Thematic partnership
- Social mobilization/ Community Participation
- Awareness Raising and sensitization
- Capacity building

While KRC's primary focus for change remains at the community level (micro), we have been able to draw on the existing capacities in academia and civil society partners to provide the necessary support to our efforts to bring about the desired change.

STRATEGIC PLANNING PROCESS FOLLOWED:

The strategic planning exercise comprised of a number of meetings and workshops and involved every Trustee as well as staff member attended at least one of the sessions. Some stakeholders and partner organizations also attended.

The process was steered by a team including the following:

- Mr. Asif Sardar Executive Director
- Ms. Nighat Tariq , Finance Manager
- Mr. James Rehmat , Consultant

#	Action	Responsible	Completed By
1	Approval of concept note	Consultant/ Director	28/10/12
2	A detailed process and session plan for the meetings	Consultant	17/11/12
3	Letter outlining the process and inviting team members	Director	20/11/12
4	First meeting	Consultant/ Director	26/11/12
5	Second meeting	Consultant/ Director	8/12/12
6	Third meeting	Consultant/ Director	18/12/12
7	Draft report circulated for review	Consultant	26/12/12
8	Final comments received	Director	01/01/13
9	Fourth Meeting	Consultant/ Director	15-16/1/13
10	Final report submission	Consultant	25/01/13

SWOT ANALYSIS

1. Governance:

KRC is governed by the Board of Trustees as an open and transparent organization. It believes in public accountability. KRC holds its meetings with Board of Trustees after every six month. These meetings review financial management, program management and other governance matter of the organization. The Board of Trustees is also responsible to monitor performance of the Director of the organization. Moreover, annual plan and budget of the organization is

approved by the Board. Beside internal financial audit services of external audit firm are hired to carry out the audit of the accounts annually.

2. Membership:

KRC is an active member of credible and well known groups like:

- Human Rights NGO Network
- IANSA Network
- Global Health Council

3. Trainers' Pool:

KRC has a pool of experienced trainers of Street and interactive theatre. At present a team of 6 master trainers in Street and interactive theatre skills.

4. Theatre Groups:

KRC has formed and trained more than 300 theatre groups in 90 districts of Pakistan. From metropolitan cities like Lahore to remote areas, KRC has managed to mobilize non-actors from within the communities to voice out their problems through theatre performances. At present there are some 3,000 theatre activists trained by KRC including 50 % women from remote areas of Pakistan.

5. Social Action Groups:

In six districts where KRCs groups exist, 16 Social Action Groups were formed These groups comprise of doctors, lawyers, elected representatives, media personnel, human rights activists, etc. The main aim of formation of these groups is to act as safety net for members of media and theatre groups and provide them moral and legal support if required.

6. Publications:

KRC regularly publish information material on theatre, and social issues. Some of these publications are: KRC Annual Report, Video Documentaries, Theatre Scripts, Posters, Theatre Training manual

7. Employee and Gender Friendly Work Environment:

KRC staff has enjoyed a work environment conducive for female employment and openness of management policies and practices.

Weaknesses

Inadequate ability to identify new partners: KRC has been working over the years with many partners especially those involved in funding the organization. However, it appears that the potential to attract new and diverse partners may not be fully utilized. This seems to arise from a sense of complacency about the success and potential of the organization over the years since its inception.

Inadequate management structures: The management structure in KRC has been overly lean at the top which has resulted either lack of or inadequate delegation of responsibilities and induction of technical specialists.

Lack of adequate communication within and outside the organization: KRC has been lagging in documentation and dissemination of success stories in the stakeholder communities. This has the potential effect of erosion of the positive image of the organization as well as a dent in the ability to connect with partners both new as well as existing. There are also gaps in the internal communication whereby the staff is sometimes not clear about the organization's policies and practices as well as the decisions taken at the management level. This leads to problems with understanding of the decision and programs as well as the expectations between the staff and the management.

Staff capacity building and training: though some staff has cited the training opportunities within the organization as their main reason for continued association with the organization, others complain about the lack development opportunities in terms of attendance of formal training programs.

Lack of implementation of standard operating policies: this has been a protracted problem in the organization and has to do partly with the deficiencies of internal communication where different sections and departments may not be fully coordinating to result in smooth operations.

Opportunities

Theatre for Social Change: There is a good potential to explore possibilities of developing linkages and joint working with theater for mutual enrichment of the partners.

Communication strengthening: KRC is a communication organization and it will be appropriate that they were able to improve the internal and external aspects of communication. For internal purposes, regular holding of staff and inner- as well as intra-departmental meetings will fill the communication gaps. For proactive external communication, emphasis should be increased to develop communication materials and messages aimed at the varied audiences and disseminate these through all possible liaison opportunities.

Threats

Funding opportunities: KRC has been in continuous struggle to ensure uninterrupted availability of funds to sustain programs and activities. This has sometimes lead to necessary project closures, job losses and insecurity in the staff. Such an existentialist threat can hamper the organization's ability to think freely and deliver at high performance.

Political instability and terrorism: the prevailing situation in the country has had a limited effect on KRC's ability to continue with the outreach activities. While the organization is trying its best to survive in the circumstances but further worsening of the situation, especially in the program areas could significantly hamper the ability to carry on.

STRATEGIC OBJECTIVES

- Disaster Risk Reduction, Provide Timely Relief Assistance to Disaster Affected Communities and Assist them for their Timely Rehabilitation and Early Recovery
- Promotion of Livelihoods and Explore Sustainable & Disaster Resilient Livelihood Options
- Promotion of Education with Special Focus on Girls' Education
- Promotion of Gender Equality & Women Empowerment, and Address Gender Based
- Violence Issues
- Provision of Accessible and clean drinking water & quality Sanitation Facilities and Improvement of Community Physical Infrastructure
- Promotion of Child Protection, Rights of Children & Youth Development and Address the Issues related to Abuse and marginalization of Children, Adolescents and Youth
- Promote Environment Protection and Address Climate Change Issues
- Promote Basic Health Facilities and Address HIV & AIDS
- Support Development of Civil Society and Institutional Development

MANAGEMENT SYSTEMS

- Staff development and motivation: a human resource development department will be initiated immediately by designing HR function and assigning it to an existing staff member. In the next one year this will be enhanced to a full department status. Presently the staff responsible for this function will report directly to the Director.
- Work on this has been initiated in earnest by developing a HRD policy, job descriptions and reporting lines, and training needs assessment.
- For strengthening internal financial control a position of internal auditor (IA) has been created to be filled through new recruitment. The IA will report directly to the Director.
- A new staff responsible for assisting the Director in proposals development and donor liaison, report writing, and maintaining external liaison for visibility and linkages will be hired.
- The positions in 3 & 4 above will form the new Director's office staff and are expected to assist the Director to improve effective effort towards sustainability and at the strategic level.