

Partners in Revitalization and Building (PRB)

Strategic Plan

2012-2014



*10 December 2011
Kabul*

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Introduction:

Partners in Revitalization and Building (PRB) was established in July 1990 by a group of Afghan experts in order to take active part in relief, rehabilitation and reconstruction of war-ravaged Afghanistan. Initially the organization was based in Peshawar, Pakistan and its activities were coordinated by a number of regional and field offices based in Afghanistan. In early 2002 after the melting of Taliban and subsequent formation of interim/transitional government in Afghanistan PRB main office was shifted from Peshawar to Kabul. Since it moved to Kabul, PRB brought many changes in its operation and administrative policies. These changes were formulated by PRB program section and approved by steering committee /General Assembly.

Strategic Planning

Background

After successful completion of previous work plan, PRB developed this strategic work plan for 2012-2014, thus to continue and enhance the services it provides and the activities it performs for the benefit of Afghan society. The process included a review of accomplishments PRB performed in the previous years. It is a complex process where several stakeholders including PRB staff, members of steering committee, donors funded PRB in the past and beneficiaries of projects in different provinces were interviewed. The program section prepared a draft strategy and discussed it in PRB General Assembly in month November 2011 and approved.

The document represents PRB's commitment for the period 2012-2014 aimed at maintaining and enhancing its position as an effective national NGO working for rebuilding of Afghanistan. It also signals PRB's development as an organization and the need to build stronger internal structures to sustain its growth. Lastly, it indicates a long-term commitment to building capacity geared toward enhancing a committed organization. The achievement of this goal extends beyond this plan, fulfilling this vision is central to advancing the cause of more informed policymaking for a better Afghanistan.

Mission, vision and core values:

a) Mission:

PRB is a national NGO dedicated to empowering the destitute people of Afghanistan through emergency relief, rehabilitation and sustainable participatory development programs. To achieve this mission PRB will engage all the stakeholders including staff, donors, community, civil society and relevant government offices to participate in communication, reflections and debate for safe implementation of the program.

Being a non-partisan organization dedicated to relief and rehabilitation of war-ravaged Afghanistan, PRB desires to contribute to the development of comprehensive and transparent policy processes, determined by the priorities of Afghan people which will enhance the lives of Afghans.

b) Vision:

PRB is a well-established NGO with a strong base in Afghan society. It has clear updated policies and strategies where men and women in rural and urban areas of Afghanistan are

effectively and in a sustainable way managing resources in a constant improvement of livelihoods. In order to achieve the vision PRB works to promote inquiry, instigate debate and enhance analysis. PRB seeks to foster a work environment of mutual respect, inclusion and learning for, which engages a diverse, experienced team united in its purpose. PRB commitment to building capacity today will shape the future face of human resources development in Afghanistan.

c) Core value:

PRB is committed to the following core value:

- a). Honesty, Transparency and Accountability
- b). Impartiality, Inclusiveness and Excellence
- c). Efficiency, Equity and Quality
- d). Participation, Diversity and Non-Discrimination
- e). Sustainability and Positive Impact

Strengths and Opportunities of PRB

PRB is an effective national NGO with a track record reputation and credibility among the NGOs community in Afghanistan. In the tenure of its services to the Afghan nation, PRB has accomplished useful triumphs. The organization is committed to eradicate poverty, improving the living condition of destitute section of society, promoting education/capacity building. And supporting and facilitating the efforts of the people of Afghanistan to rebuild their country and attain & realize their basic human rights irrespective of religion, ethnicity, group, color, creed and gender. It seeks to facilitate this by improving economic opportunities in order to build livelihood security.

PRB is maintaining working environment where openness and mutual respect support the development of relationships and trust. It continue to support an enabling organizational environment that motivates and makes staff feel valued, builds required capacities, promotes PRB's values that enhances open communication. This environment facilitation is its institutional foundation. Encompassing all of the above endeavors is maintaining effective administrative and financial support, particularly a stronger human resource function. In addition it offers an environment that is conducive to learning and professional development and endeavors to maintain procedural liveness

Challenges:

The present security situation is challenging for NGOs activities in Afghanistan. The deteriorating security situation will affect the work of PRB and may create greater obstacles before execution of its projects. PRB will need to be flexible in response to these related risks, so the programs needed to be designed in such away to cope with these threats. In such situation PRB focuses to be on community based program. Also a proper communication needed to be developed among the community authority and other relevant actors for safe execution of project. Similarly, at present NGOs are in awkward position, from several aspects, operate in a very dangerous security situation and negative perception by general population and government. In such circumstances it is incumbent for PRB actors to further improve its image gain a reputation among community, authorities and donors.

These days funding is also a challenge for the PRB activities, a small donors fund are available to be channeled through NGOs, while important fund are available to NGOs through government, the system to access those funds may prove problematic. This inadequate funds flow is affecting the work of NGOs,

PRB Strategies for 2012-2014

In order to accomplish more useful works for the Afghan nation, PRB has developed five set of stage strategies.

Strategy 1: Enhancing the Structure

PRB will need to enhance its structure to optimize functionality in order to further communication, transparency and monitoring. It will need to building internal and external capacity by learning and applying critical reporting, monitoring and evaluation techniques such as impact assessment and outcome mapping so PRB can more effectively and efficiently.

PRB will have:

- Established necessary policies and procedures that it needs
- Developed a culture of effective monitoring and evaluation.
- Built capacity of the all relevant department of the organization.
- Improved communication and reporting mechanism.

Strategy 2: Strengthen administrative and financial support services increasingly enable staff to assume more responsibility, and to improve organizational efficiency and accountability

PRB will strengthen administrative and financial support service to increasing enable staff to assume more responsibility, and to improve organizational efficiency and accountability amidst heightened security conditions.

PRB will have:

- Established necessary policies and procedures need for it
- Built the capacity of administrative and financial departments.
- Recruited trained staff in main, regional and field offices.
- Improved communication and their reporting mechanism.

Strategy 3: Extending Influence.

PRB will develop working relations with other relevant NGOs and donors to help and developing mutually agree projects. PRB will also be influencing other donors and government department of strategic policy thinking and funding.

PRB will have:

- Updated all documentation required by the donors and government offices.
- Accomplished more useful work to encourage donors and government and communities
- Established contact with NGOs, donors and relevant government offices.
- Disseminated information to relevant donors, coordination bodies and government offices.

Strategy 4: Strengthen PRB enabling to build capacity of staff at all levels; and to advance PRB's current and future work reflecting its core values.

The essential to this core strategy is establishing more rational integrated PRB capacity building strategy that improves understanding and supports progressive staff development and career advancement for all. Also more comprehensive decision-making and organizational communication processes enrich decisions and build understanding across the organization. Ensuring all staff are aware of and sustain PRB's core values in their work, and that policies and procedures are measured against these standards, will similarly contribute to maintaining a positive working environment.

PRB will have:

- Motivated all staff to build their capacity to successfully assume increased responsibilities, and pursue their careers, to build their capacity to successfully assume increased responsibilities, and pursue their careers
- Increased the extensiveness and transparency of PRB's decision-making Processes.
- Maintained a positive working environment reflecting PRB's core values

Strategy5: Execute strategies and system to sustain PRB's development, and systematically monitor and evaluate PRB's progress against its strategic goals and objectives.

PRB is an established NGO working in Afghanistan since 1990. Nevertheless, its own growth and the unpredictability of the operating environment highlight the need for more strategic thinking about organizational sustainability. This entails developing practices which ensure, as much as possible, that PRB's presence carry on

PRB will have:

- Increased PRB's technical capacity to learn and to respond strategically to its operating environment.
- Strengthen PRB's funding base to ensure adequate funds are available to support ongoing and future operations and take advantage of new opportunities.

Where are we now (December 2011)?

PRB will need to take time to develop through the above five strategies through the following work plan.

Work Plan Execution:

By December 2012, PRB will have:

- Finalized and signed off all its internal policies.
- Produced a development handbook containing various important tools which are required by donor organizations.
- Applied for funding from any relevant sources towards specific project.
- Developed comprehensive strategy for capacity building of the organization.
- Conducted seminars and workshops on capacity building of staff in main, regional and field offices.
- Produced monthly articles informing the community on NGO-related issues

By December 2013, PRB will have:

- Developed a monitoring and evaluation (M&E) framework for its projects.
- worked with regional and field offices to implement M&E framework within the regions.
- Worked with regional coordinators to implement M&E framework within the regions.
- Conducted seminars to give advice to its members and partners on NGO development work and funding.
- Continued participate explore communicate and train the target community.
- Conducted seminars to build capacity, create awareness and give advice on the needs of a good NGO working in international development
- Explored further contact with the donors community for funding

By December 2014, PRB will have:

- Evaluated its capacity building initiatives (such as leadership development courses) through outcome mapping
- Sustained effective partnership with other organizations.
- Created a best practice sharing resources and tools for the benefit.
- Continuation of capacity building programs of relevant department.
- Re-evaluated its current policies and provided a thorough assessment of PRB work.
- Completed evaluation and impact assessment of the strategic Work Plan
- Created a new work plan for the 5 year-period on the PRB work.

CONCLUSION:

The PRB status in conclusion is a huge milestone forward, but in our goal of preparing for a great deal of work will need to be done to maximize the efforts for execution of the strategy in proper way and manner. The strategy gives a clear direction for PRB future engagement in Afghanistan. The realization of the strategy requires a simultaneous focus and attention on each set of strategic point. It is no doubt that the strategy will improve the capacity of PRB to remain a proper service provider for Afghan communities.

In addition there will be enormous challenges and obstacles encountered in execution of this strategy. Especially approaching toward 2014 where complete NATO withdrawal from Afghanistan scheduled and Afghanistan presidential election is on the card.