



# **STRATEGIC PLAN 2019-2023**

**Partner in Revitalization and Building (PRB)**

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# STRATEGIC PLAN 2019 - 2023

## Executive Summary

The five years strategic plan for Partners in Revitalization and Building (PRB) for the period 2019-2023 serves as a road map for programming and operational activities of the organization over the coming five years. The plan is coherent with the relevant national development policy legal frameworks. Specifically, this strategic plan of PRB formulated by taking into consideration, the Sustainable Development Goal and objective formulated by Afghan Government in the donor conference in Tokyo.

The strategy identifies future options for the agency to build on the organization's achievements in the areas of Livelihoods; Peace Building & Conflict transformation; Capacity building of local communities Gender Equality and Women Empowerment. The development of the 2019-2023 Strategic Plan is in line with the (Sustainable Development Goals) 2016-2030. The 2019- 2023 strategic plan envisions an economically productive community celebrating human security, healthy lives, gender equality, and respect for all fundamental and human rights especially for the Country's most vulnerable and marginalized groups.

The Strategic Plan has formulated the strategic direction for PRB projects and activities for the five-year period 2019-2023. It is no doubt the plan surpassed the existing strategic plan, which is unfulfilled due to lack of funding and security. During the plan period PRB faced tremendous challenges especially during years 2013-2014, fortunately our management team and all other relevant actor strive hard to overcome the imposed challenges.

This strategy has been established with the involvement of all the actors and stakeholders of PRB in line with feedback from the fields and recommendations from local communities and others. It also grants a synopsis of current development activities and initiatives in defines basic principles, priority areas and development cooperation objectives shared by relevant entities. The strategy applies a more systematic approach to development cooperation that defines the objectives and results to be achieved by the various development interventions. In order to ensure effective execution and transparent supervision the use of local Shurra and authorities in regular monitoring evaluation mechanism is also included in the strategy of 2019- 2023.

The baseline and comprehensive surveys performed by our teams from the target areas and analyzed by the various program departments finding: The central problem is rural and urban poverty to be addressed. Through the planning process PRB vision, mission and core values were reviewed. Through the process the framework for the strategic work plan was developed and also further confirm that PRB is dedicated to social and urban communities mainly youth women and girls.

The formulation of strategic work plan had happened after three days workshop concluded in PRB main office in **Kabul on 3<sup>rd</sup> to 6 November 2018**. The workshop attendees were senior management staffs, members of main provincial, regional and field office of PRB. The joint aptitude from all PRB program areas, as well as experienced and technical knowledge of finance, administration, management and community development. Lastly, a draft was prepared combining all conclusion of workshop, which was submitted for modification and approval of PRB senior actors and board of directors. Furthermore, the document was reviewed and

acknowledged by Welthungerhilfe (WHH) consultant as a component of their capacity building program for their partners.

This Five Year Strategic Plan defines mission, vision, goals, objectives and strategies of the organization. It identifies both long and short-term strategic objectives and provides with effective strategies to achieve these objectives. The Board of Directors will review the progress of this plan annually and a mid-term review will be held in the end of every year.

This strategic plan examines the effective utility of our comparative advantage as a right-based organization, prioritize our scarce resources to areas of greatest need and avoid duplication with the work of other NGOs. This strategic plan also reaffirms the organization's commitment to contribute to the achievement of the Sustainable Development Goals (SDGs) and coherent with the regulations of the Afghanistan's laws and frameworks for ACBAR.

## Organization Background

Partners in Revitalization and Building (PRB) is not-for-profit, Non- Political and Non-Government Organization established in July 1990 by a group of Afghans committed in rebuilding of the country. The organization registered with the Ministry of Economy of Government of Afghanistan. In early 1991, the organization registered with UNOCHA and became a member of ACBAR and ANCB. Since early inception, the organization activities were facilitated through its main and number of regional and field offices based Afghanistan.

PRB is committed to eradicate poverty, improving the living condition of destitute section of society, promoting education/capacity building. Moreover, 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, colour, creed and gender. It seeks to facilitate this by improving economic opportunities in order to build livelihood security. Transparency, accountability and efficiency are the driving factors when delivering services and goods to the people of Afghanistan

## Organization Vision & Mission

### Vision

PRB envision a country with peace, stability, and development where people's basic needs are met, social justice is realized and poverty is eradicated.

### Mission

The mission of PRB is to work towards pushing a positive social change in society, empower people and communities in situation of poverty, social and gender injustice, disease, illiteracy, climate change by:

### Values

PRB will consider the following core values in all developmental activities as well as in its internal structure

- Diversity and non-discrimination
- Transparency and accountability
- Seek to achieve excellence
- Integrity
- Sustainability and positive impact

- Mutual respect and fairness
- Gender equality

## Situational Analysis

Reference to World Bank, UNDP, UNAMA, UNESCO and International Crises Group reports, after almost 40 years of violent conflict, Afghanistan remains one of the poorest and least developed countries in the world. The 2015 Human Development Index (HDI) ranks Afghanistan 171<sup>th</sup> out of 188 countries and territories, placing the country behind all of its southern and central Asian neighbors on key development indicators. Afghanistan lags in progress towards the Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) and nearly 40% of the population of around 32 million people lives off under \$US1.25 a day. The country remains one of the world's most aid-dependent countries, with around 70% of the national budget financed by bilateral donors and multi-lateral organizations.

Regardless of Afghanistan's aid dependency, state structures are hampered by bureaucracy and low capacity. International Crisis Group reports that in September of 2016, or nine months into the Afghan fiscal year, the GoA had spent only 30 per cent of its US\$2.5 billion development budget, so depriving the economy of significant financial resources.

Socially and economically, Afghanistan is a deeply unequal and divisive society, subject to marked geographical differences in wealth distribution and access to the most recent statistics available show that inequality in Afghanistan is rising. Constitutionally men and women enjoy full equality, but women continue to suffer extreme forms of institutional discrimination and exclusion at all levels of society, limiting their access to services such as education and healthcare, to work outside the home, and to financial resources.

Violence against women and girls remains widespread and impunity for violence remains high. The 2015 UN Gender Inequality Index ranks Afghanistan the 171st most gender-unequal place out of 180 countries. Children under the age of 15 represent approximately 47% of Afghanistan's estimated population of 30 million. Children are considerably more likely to suffer poverty than adults are. Virtually all boys and girls in Afghanistan, urban or rural, are deprived according to at least one dimension of standard sets of poverty measurement. This is despite the clear advances in health and education made over the last decade or more. Child health and nutrition in particular remains unacceptably low, with, for example, 40.9% of children under five showing signs of moderate or severe stunting.

The current national development strategy is presented in the Afghanistan National Peace and Development Framework (ANPDF), 2017-2021. With the overall long-term goals of reducing poverty and improving the welfare of the people, the ANPDF focuses on promoting growth, job creation and improving the coverage and quality of education and health services as a means to raise incomes and reduce regional disparities between different social groups.

At the Brussels donor conference in October 2016, the international community pledged a total of US\$5.2 billion development aid for the 2017-2020. This represents only a modest decrease from the US\$16 billion pledged for the period 2013-2016 at the Tokyo conference. Despite these official pledges, it appears that development aid to Afghanistan overall and the share available to CSOs has been declining steadily since its zenith of US\$6.2 billion in 2012. It is difficult to assess

what resources will be available to CSOs in the coming years, either from donors, or via the government.

Donors remain committed to spending 50% of their aid ‘on budget,’ but few in reality honored these commitments. On the other hand, resort to placing large proportions of their aid in World Bank-administered trust funds, such as the ARTF, and channeling aid through multi-lateral aid agencies, means that only relatively small amounts of development aid has, and will in the future, been channeled directly to CSOs (in 2013, 14% of ODA to Afghanistan was channeled through civil society).

Given these trends, PRB expects that there will be sufficient potential financial resources available for its key programmatic priorities of community (Agriculture & Livestock, Education, and Human Rights & Human Responses)

## SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Clear Vision/Mission/objectives</li> <li>• Clear strategies and policies in place</li> <li>• Community Issues Knowledge</li> <li>• Professional ,committed and hardworking team</li> <li>• Availability of organizational facilities</li> <li>• Co-ordination with local NGOs, CDCs and Government departments</li> <li>• Membership /Affiliation</li> <li>• Organization’s Registration and bank account</li> <li>• Well-developed website and publication</li> <li>• Friendly working environment</li> <li>• Low cost delivery</li> <li>• Positive approach on how to utilize resources</li> <li>• Local issue knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of M&amp;E department</li> <li>• High turnover of technical skills staff</li> <li>• Limited conduct of existing policies</li> <li>• Annual reports development</li> <li>• Lack marketing and communication materials</li> <li>• Lack of fund raising and sustainability strategies</li> <li>• Lower capacity of proposal/reports development</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Acceptance within community/target population</li> <li>• Good relation with different stakeholders</li> <li>• Networking with regional, national, international networks and forums</li> <li>• Donor and Support Institutions</li> <li>• Close linkages/relations with print and electronic media</li> </ul>	<ul style="list-style-type: none"> <li>• Socio political threats</li> <li>• Negative competition</li> <li>• Local Tribes and inter and intra community feuds</li> <li>• Climate change threats</li> <li>• Shortage of funding</li> <li>• Security deterioration</li> </ul>

## **Our Approach**

PRB being a development organization move ahead with the key programming approach and will continue to include social analysis action, gender equality, leadership role at multiple levels and advocacy. The organization focused to fight against poverty, building resilient communities and insuring dignity for women, girls and most marginalized and vulnerable communities. PRB believes in long-term sustainable development of its target areas in order the communities to become self-sufficient and economically established. PRB believes in empowerment of the communities through capacity building to decide the priorities and design by themselves development interventions, which have a lasting effect on the area. PRB believes in strengthening capacity and empower community based council (Shurra), other social movements, and local authorities to address community needs and to engage them with the government, the private sector and other institutions.

PRB will share its experience, data and knowledge with government, other organizations and private sector for making the right and appropriate interventions, while assist and facilitate government in policymaking, , based on actual conditions on the ground. Apply participatory methodologies like the Social Exclusion Analysis (SEA) framework in deepening understanding of people's conditions of poverty and exclusion; and support identification of locally owned solutions and a common agenda that people can act on and/or advocate to change their situations.

Ensure that issues of right to health, gender, environment, and human rights are integral parts of program. Strengthen partnerships and networks of local organizations and community groups, engagements with the government, private sector and institutions of development, at district and national levels on citizens' basic rights and responsibilities in fostering sustainable development. Facilitate forums for dialogue and bring in the perspectives from the grassroots in the various level and proper monitoring and evaluation to be part of the program.

## **Key Strategic Focused Areas**

PRB feels the vulnerability menace is the inheritance of decades of war and conflicts. It can be reduced by the community empowerment & development. Also with the peace-building concepts, the community will be better equipped to undertake social and economic rehabilitation in the spirit of unity, cooperation and national integration. PRB always tried to design its program in such a way to reduce poverty and enhance the empowerment among the beneficiaries of its targeted areas.

PRB interventions have proven highly effective in improving rural and urban livelihoods and attention is given to the agricultural and animal production sectors. The increasing agricultural and animal production will accomplish food self-sufficiency and income through application of environmentally sustainable approaches. It is only consummate through building capacity of farmers and providing them with necessary inputs. PRB strategic goals have been classified as follows:

1. *Agriculture & Livestock*
2. *Education*
3. *Human Rights*
4. *Humanitarian Response.*
5. *Livelihood*
6. *Environment Protection*

## 1) Agriculture & Livestock

The strategic objective is to increase agriculture and livestock productivity and production in order to promote food self-sustainability.

### **Strategic Priorities**

- 1.1 *Farmers capacity building*
- 1.2 *Provision of necessary input, tools and equipment to farmers*
- 1.3 *Modernization of agriculture sector*
- 1.4 *Value chain development*
- 1.5 *Livelihood improvement through livestock, poultry & fodder crop production*

## 2) Education

The strategic objective is to build stronger education infrastructure and improve literacy and education in the country.

### **Strategic Priorities**

- 1.1 *Infrastructure development to enhance access to education.*
- 1.2 *Capacity building of human resources both formal and non-formal.*
- 1.3 *Awareness raising in public to specifically enhance girl's education*

## 3) Human Rights

The objective is to protect minorities, women and children against human rights violations.

### **Strategic Priorities**

- 1.1 *Conduct researches on minority, women and children rights violations for policy advocacy.*
- 1.2 *Launching advocacy campaigns to the target groups*
- 1.3 *Organize trainings on human rights and democratic practices for human right defenders and peasants activists.*
- 1.4 *Conducting child protection practices according to the approved policies.*

## 4) Humanitarian Responses

The objective is to reach the people in crises through humanitarian services and provide emergency responses in coordination to stakeholders to save lives.

### **Strategic Priorities**

- 1.1 *Food security ( Improve nutritional needs knowledge and access to food)*
- 1.2 *Emergency response (To provide necessary support to people on crises and natural disaster situation)*
- 1.3 *WASH (Water resource management & improve sanitation and health hygiene services)*

## 5) Livelihood

The objective of livelihood is to reduce poverty and inequality by generating employment among poor households and by moving highly vulnerable households into sustainable.

### **Strategic Priorities**

- 1.1 Enhancing skills of poor families especially women through establishing skill development centres and provision of skills in various marketable trades.*
- 1.2 Increasing level of incomes through small enterprise development and linkages building with support system, marketing of products prepared especially women through conduct and participation in exhibitions.*
- 1.3 Development of gender based food and agriculture value chain such as Raising awareness on Kitchen gardening and establishment of nurseries*
- 1.4 Organizing training of farmers in improved and sustainable methods of cultivation, efficient water usage, poultry forming, and livestock management.*
- 1.5 Improving the range of livelihood choices available to lower income groups to move out of poverty trap.*

## 6) Environment Protection

Aimed at conserve natural resources and the existing natural environment and, where possible, to repair damage and reverse trends.

### **Strategic Priorities**

- 1.1 Advocacy (lobbying, social awareness, training, education, communication and community organizing)*
- 1.2 Awareness Raising ( raising awareness among all community members in rural and urban area)*
- 1.3 Partnership Building (Maintain partnership with donors, NGOs, Shura (council) and community organization)*
- 1.4 Networking & Lobbying*
- 1.5 Service Delivery*

## Result Framework

Strategic Priorities	Indicators	Source of Verification for Monitoring	Responsible Party and Reporting
<p><b>Agriculture &amp; Livestock</b></p> <ol style="list-style-type: none"> <li>1. Farmers capacity building</li> <li>2. Provision of necessary input, tools and equipment to farmers</li> <li>3. Modernization of agriculture sector</li> <li>4. Value chain development</li> <li>5. Livelihood improvement through livestock, poultry &amp; fodder crop production</li> </ol>	<ul style="list-style-type: none"> <li>• Total quantity of farmers trained on agriculture, animal husbandry and horticulture</li> <li>• Total number of farmers received agriculture inputs including seeds, fertilizer and animal feed.</li> <li>• Total number farmers received modern agriculture equipment and tools.</li> <li>• Number of farmers with increased production and income.</li> <li>• Number of farmers started new income generating activities.</li> <li>• Number of farmers converted to and applied standard processing and packing.</li> <li>• Number of farmers benefited from sales and marketing support</li> </ul>	<p>Monitoring reports, direct observations and interviews with community representatives and authorities at district level</p>	<p>Program manager, related staff and PRB management</p>
<p><b>Education</b></p> <ol style="list-style-type: none"> <li>1. Infrastructure development to enhance access to education.</li> <li>2. Capacity building of human resources both formal and non-formal.</li> <li>3. Awareness raising in public to specifically enhance girl's education.</li> </ol>	<ul style="list-style-type: none"> <li>• Number of schools, institutions &amp; training centers established and well equipped.</li> <li>• Number of target audience facilitated with education services.</li> <li>• Capacitated human resources in education sector</li> <li>• Number of people educated on education importance</li> <li>• Policies and procedures development on education sector.</li> </ul>	<p>Monitoring reports, direct observations and interviews with community representatives and authorities at district level</p>	<p>Program manager, related staff and PRB management</p>
<p><b>Human Rights</b></p> <ol style="list-style-type: none"> <li>1. Conduct researches on minority, women and children rights violations for policy advocacy.</li> <li>2. Launching advocacy campaigns to the target groups</li> <li>3. Organize trainings on human rights and democratic practices</li> </ol>	<ul style="list-style-type: none"> <li>• Number researches conducted in the targeted areas with published reports.</li> <li>• Number of advocacy campaigns launched with efficiency/result reports.</li> </ul>	<p>Monitoring reports, direct observations and interviews with community</p>	<p>Program manager, related staff and PRB management</p>

<p>for human right defenders and peasants activists</p> <p>4. Conducting child protection practices according to the approved polices.</p>	<ul style="list-style-type: none"> <li>• Number of target audiences trained on human rights and democratic practices.</li> <li>• Number of audience educated and informed about human rights and child protection practices.</li> </ul>	<p>representatives and authorities</p>	
<p><b>Humanitarian Response</b></p> <ol style="list-style-type: none"> <li>1. Food Security</li> <li>2. Emergency Response</li> <li>3. WASH</li> </ol>	<ul style="list-style-type: none"> <li>• Number of audience educated on their nutritional needs and access to food.</li> <li>• Campaigns conducted on proper food consumption awareness</li> <li>• Emergency responses provided to number people on crises and disaster</li> <li>• Number of target audience educated on water resource management &amp; hygiene.</li> <li>• Advocacy provided for implementation of the national WASH policy/strategy.</li> <li>• Facilitated access to safe sanitation and health services.</li> </ul>	<p>Monitoring reports, direct observations and interviews with community representatives and authorities at district level</p>	<p>Program manager, related staff and PRB management</p>
<p><b>Livelihood</b></p> <ol style="list-style-type: none"> <li>1. Employment creation</li> <li>2. Skill training</li> <li>3. Income generation</li> </ol>	<ul style="list-style-type: none"> <li>• # of farm and nonfarm employment created</li> <li>• # of impart skill to equip poor to undertake income generating activities</li> <li>• # of rural household access to market and marketing support to rural entrepreneurs facilitated</li> <li>• Percentage of target beneficiaries that improve their production in rural area</li> </ul>	<p>Monitoring reports, direct observations and interviews with community representatives and authorities at district level</p>	<p>Program manager, related staff and PRB management</p>
<p><b>Environment Protection</b></p> <ol style="list-style-type: none"> <li>1. Awareness</li> <li>2. Advocacy</li> <li>3. Partnership &amp; Networking</li> <li>4. Service delivery</li> </ol>	<ul style="list-style-type: none"> <li>• # of awareness campaign conducted with communities and capacity development supported</li> <li>• # of sensitization and advocacy conducted with stakeholders</li> <li>• # of partnership build with relevant stakeholders</li> <li>• # of advocacy intervention made campaigns conducted</li> <li>• # of environmental education sessions conducted</li> <li>• # and/or percentage of targeted stakeholders/population aware (and/or quality of awareness) of predicted</li> <li>• # of youth organization for environmental sustainability</li> </ul>	<p>Monitoring reports, direct observations and interviews with community representatives and authorities at district level.</p>	<p>Program manager, related staff and PRB management</p>

## Monitoring & Evaluation

The intermittent analysis will be undertaken of the data information collected via project M&E system –to be aligned with project program performance indicators. So far PRB, due to budget constraint, has not been able to establish an independent M&E department. Usually program department in the main office took the responsibility of M&E. However, with assistance from our funding partners' establishment of M&E department is considered during the strategic period.

This learning function enhances organizational development learning to increase the understanding of whether particular interventions have been successful. Reviews will be undertaken to confirm the continued relevance and validity of strategic objectives, assess progress against expected outcomes, identify lessons and make recommendations to improve the organization capability and performance for further intervention.

## Accountability & Transparency

PRB believes that accountability is essential means empowered and responsible staff and managers, who have more authority and responsibility for decision-making, can improve delivery of the organization's aims and objectives and can improve management of human and financial resources. Accountability requires that an organization provides a professional or financial account (or justification) of its activities to another stakeholder group or individual. It presumes that the organization has a clear policy on who is accountable to who and for what. It involves the expectation that the organization will be willing to accept advice or criticism and to modify its practices in the light of that advice and criticism. In (2018-2023) PRB take, notice of accountability for its activities essentially means empowered and responsible staff and managers who have more authority and responsibility for decision-making, can improve delivery of the organization's aims and objectives and can improve management of human and financial resources. In the new Work Plan PRB provides a professional or financial account (or justification) of its activities to another stakeholder group or individual who involve in the project.

During the strategic plan period will continue to emphasis on transparency on service delivery, financial transaction and procurement. Staff recruitment will be conducted without any discrimination creed religion and party affiliation. PRB will be transparent to the beneficiaries, donors, government and other stakeholders.

## Organizational Development

PRB defined capacity building as a planned comprehensive effort to increase organizational, partners and individuals' effectiveness and viability in delivering expected results. The effectiveness is the measure of organizing the things with a systematic way of framework to accomplish the purpose, whereas, the viability is ability to survive and sustain organizational services for a long period. It is more associated with the organizational development to undertake the long-term examination of different aspects of the organization, partners and associated

beneficiaries. This includes the PRB resources, structure, relationships, processes, procedures and culture. The following are the key elements of capacities building within PRB:

- Organization capacity: This refers to the development of PRB's policies, procedures, programs and structure to ensure effectiveness and enhancement of services; and
- Human capacity: This encompasses the education and training of individual staff in execution, effective delivery and controlling over the services;
- Infrastructure capacity: This is related to the way in which PRB constitutes, renovate and examine the system and facility for effective administration.

Conceptually, a capacity building framework will identify potential aspects of PRB that needs to be analyzed in order to assess the requirement to reach improve gaps in capacities. This will include (1) Purpose; (2) Strategies; (3) Skills; (4) Resources; (5) Structure and operations.

## Organizational/Capacity Development Plan

No.	Identified Improvement Area	Action Plan
1	Board members engagement	To further improve the engagement of board members
2	Individual JDs for board members	Individual job description has be developed to board members per their assigned areas and expertise.
3	Leadership succession plan	To further improve the leadership succession plan
4	Fundraising unit/skills needed	Establish a fundraising unit/improve the skills of existing team. This unit should continuously work on raising fund for PRB
5	Report writing/proposal development capacity	To improve the repot writing and proposal development skills by participation in the relevant trainings and workshops.
6	Website development	To improve the website development skills to further improve and update the website.
7	External communication	To further improve the external communication to donors, partners, government and other stakeholders.
8	Effective use of media	To effectively use the media (website, social media, twitter, TV, Radio)
9	partnership policy/strategy needed	Develop a partnership policy/strategy/guidelines so that PRB develop effective partnerships with other NGOs.
10	Donors services tracking system	To develop donors/stakeholders services tracking system/data base to make sure proper follow up and services delivery.
11	IT department/staff requirement	To establish IT department/hire IT staff to resolve the day today IT issues in the organization.

# Organizational Sustainability

Organization sustainability is the ability of the organization to secure and manage sufficient resources to enable it to fulfil its mission effectively and consistently over time without excessive dependence of any single funding source.

PRB assumes the sustainability is way forward for the long term survival of organizational infrastructure and program impacts within the benefiting communities. For organizational sustainability, PRB develops annual work plan, in line with strategic plan, with well-defined financial and social indicators that guides PRB management towards sustainability. Like the annual work plan sustainability practice, PRB additionally adopted the following traditional approaches to timely sustain organizational services in the previous strategic periods:

- Re-organizing the annual work-plans
- Changing geographical locations where donors preferences were high
- Survival of organization through project dependent funding
- Sticking with few strategic areas where the funding and opportunities were more
- Bringing changes in strategic objectives and priorities

With this strategic plan PRB will focus to adhere with financial sustainability linking with all the above traditional approaches. The financial sustainability can be gauged by origination net income (surplus of revenues over expenses, liquidity (cash availability to pay bills, and solvency (the relationship of assets and debts or liabilities). Under the financial sustainability, the following approaches will be adopted to sustain the organizational infrastructure:

- Social enterprises with non-profit to profit making concepts
- liaison and partnership with networking agencies related with PRB mission and vision
- Memberships with benefiting communities
- Developing consortium with local CSOs and government for mutual responses

## Fund Raising Plan for Sustainability:

Sustainability has been both a tough challenge and a long-standing issue for PRB, as war and conflicts, uneven economic growth and changes in government and state policies have had their share of adverse effects on PRB funding, putting both the activities as well as the organizations at risk.

Looking at all these factors, it has become crucial for PRB to involve themselves into some serious thinking to ensure organizational sustainability. Although seeking foreign donor support is still a good option, it should not continue to be the only option. PRB need to diversify their activities by just not limiting their abilities to develop proposals for donor agencies. A huge cache of marketing opportunities exists at various levels, which if planned and implemented carefully, can ensure some kind of resource generation for PRB over a long-term period.

## Fundraising Plan Objectives:

### Donor Database Development & Tracking

Donor database to be developed. It will include comprehensive information about potential donor agencies including their policies and priorities, contact addresses, fund guidelines, submission criteria, proposal formats and proposal deadlines. The database can act as a reference for the tracking team in submitting proposals and concept papers.

### Fundraising Material

Fundraising material is often considered to be the tools for raising funds. The materials has to be planned professionally, designed effectively and has to remain visually attractive. Brochures, calendars, greeting cards, posters, and websites can be developed with appropriate messages. It is important that the fundraising material focuses on sensitive case studies, success stories and organizational achievements.

### Private Sector Collaboration

Working for a social cause is becoming increasingly popular in the private sector, especially among the private companies, banks and schools. PRB can start tapping collaborations where in private agencies are ready to share their resources for community development activities. Also, the long-term business collaborations, such as banks for micro-finance and insurance companies for micro-insurance, can be beneficial. Private agencies can be listed out and corresponded/contacted and meetings can be organized to initiate collaborations.

### Community-Based Marketing Approach

This can be a significant part of the overall fundraising and sustainability strategy as it has the potential to build resources over a long-term, for both the PRB as well as the community. However, careful assessment and planned implementation will be required. These approaches can be used to develop innovative proposals to be submitted to donor agencies.

### Events, Workshops and Exhibitions

These have been identified as potential sources of income generation either through donor agencies or through the collection of individual registration fees. PRB can jointly plan out events and request donor support and/or collect registration fees.

### Volunteer Support

Volunteers especially can be a good resource to raise funds and provide other forms of support including documentation and promotion. Their assistance can be sought by contacting them via internet