



STRATEGIC PLAN 2018-2023

Partner in Revitalization and Building (PRB)

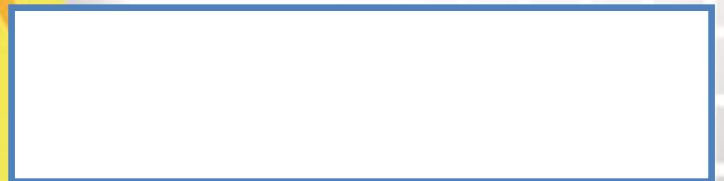


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STRATEGIC PLAN 2019 2023

1 Executive Summary

The five years strategic Plane for (PRB) Partners Revitalization and Building 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 Japan.

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 is 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 an 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 3rd to 6 November 2018**. The workshop attendees were senior management staffs, members of main provincial, regional and field office of PRB. They jointly aptitude from all PRB program areas, as well as experience 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.

This Five Year Strategic Plan defines mission, vision, goals, objectives and strategies. It identifies both long and short term strategic objectives and provides with effective strategies to achieve these objectives. The progress of this plan will be reviewed annually by the Board of Directors 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.

2 PRB in Brief

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 is 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. 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, 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

3 Strategic Directions

3.1 Vision

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

3.2 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:

- To empower and support vulnerable farmer and herder to have more sustainable livelihoods and diverse income.
- Enhance livelihoods and food security
- To work for economic justice and Poverty alleviation
- React to humanitarian emergencies
- Working toward quantity and quality of education in Afghanistan
- Protecting Environment for sustainable development and appropriate use of natural resources
- Endeavour for human rights, democracy and gender equity

3.3 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

3.4 Goal

- ✓ Develop agriculture, livestock, water and natural resources.
- ✓ Improve the food security in rural and urban areas
- ✓ Improvement of women economic situation on sustainable way
- ✓ Increasing literacy rate, community based schooling and vocational training
- ✓ Increasing awareness level of people in the fields of civic, political, social and cultural issues
- ✓ Preservation of natural resources and promote healthy environment help people in emergency situations.

4 Key objectives of PRB 's Program Development.

4.1 Objectives

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 activities have been classified as short, medium and long-term and it is well defined and is as follows:

- To uphold and protect human rights to eliminate inequity
- To ensure peace through promoting faith harmony and justice
- To empower vulnerable and marginalized communities through building their socio-economic capacities.
- To ensure food security and livelihood.
- To improve resilience of disadvantaged communities through community-based disaster risk reduction
- To encourage repatriation and resettlement of refuges and IDPs
- To increase food security and production through improved agricultural inputs, services with improved access to development facilities.
- To promote community empowerment and establishment of self-help development.
- To contribute in eradication of poverty and vulnerability in urban and remote rural areas.
- To achieve the community participation
- To promote and identify opportunities for innovation

- To support partnerships between the public and private sectors.

4.2 Approach and Methodology

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 policy making, which is 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 an 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 also proper monitoring and evaluation to be part of the program.

4.3 Program Development

- Promote and protect human rights of peasant (agricultural and animal workers), and relevant staffs working with PRB for equal rights through advocacy, research and information dissemination.
- Promote economic development for poverty alleviation through small enterprise development and livelihoods especially for vulnerable and marginalized individuals such as women, girls, youth and others
- Promote sustainable environment for PRB employees as well as for communities.
- Increase access to education, hygiene, water and sanitation through community participation and capacity building.
- Respond to humanitarian emergencies by helping people cope with crisis, through disaster risk reduction, emergency relief, preparedness and post-crisis recovery.

Program Development Summary:

4.3.1 Programmatic Themes

- Human Rights
- Social Development
- Livelihood,
- Agriculture
- Animal Health & Livestock
- Education
- Infrastructure Development
- Gender Empowerment
- Leadership Development

4.3.2 Cross Cutting Issues

- Community mobilization
- Advocacy and Networking
- Gender
- Environmental Sustainability
- Media and Communication
- Emergencies and disaster Management
- Monitoring and Evaluation

4.3.3 Key Strategies

- Research and Advocacy
- Awareness Raising
- Partnership Building
- Networking & Lobbying
- Service Delivery
- Monitoring and Evaluation

4.4 Key Activities

4.4.1 Human Rights

- Conducting research studies on farmers, minority, women, children and human rights violations and other social, economic and political issues for policy advocacy.
- Increasing access to information about basic human, socio-economic and political rights of people.
- Launching of advocacy campaign on social media for farmers, minority, women, children and human rights violations and other social, economic and political issues.
- Organizing trainings on human rights and democratic practices for human right defenders and peasants activists.
- Conducting coordination / networking meeting with all stakeholders i.e. communities, government, international community with availability of funding.
- Increasing empowerment of communities especially women through awareness, social mobilization.
- Conducting child protection practices according to the approved policies.

4.4.2 Livelihood

- Enhancing skills of poor families especially women through establishing skill development centres and provision of skills in various marketable trades.
- 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.
- Development of gender based food and agriculture value chain such as Raising awareness on Kitchen gardening and establishment of nurseries
- Organizing training of farmers in improved and sustainable methods of cultivation, efficient water usage, poultry forming, livestock management

4.4.3 Hygiene

- Improving health status of peasants and labours through increased provision of health facilities and access to health services for women, children and men.
- Improving health hygiene practices through awareness raising workshops, seminars, and mother and teacher meetings etc. about sanitation, hygiene and communicative diseases.
- Conducting coordination meetings with government health department regarding hygiene improvement and practices.

4.4.4 Food Security

- Strengthen agriculture production
- Nutrition
- Livestock Production
- Boosting community resilience

4.4.5 Social Development

- Income Generation & Training
- Social Awareness
- Advocacy

4.4.6 Infrastructure Development

- Rural and urban engineering
- Alternative energy production
- Mechanical services

4.4.7 Education

- Many young Afghans do not know how to read and write. Only half of the population between the age of 15 and 24 is literate. The people who suffered the most in the part of education were female. From the very beginning, female education was not that much satisfied prior to the civil war in Afghanistan but the three-decade civil war and conflicts made the situations worse for female learners
- Literacy & accelerating education for those who dropped school and unable to attend

4.4.8 Skill Training

- Capacity Building
- Vocational training

5 Working Sectors

PRB during its continuous engagement with the target communities learned a lot of lessons. Nowadays seeking effective new ways to maximize its impact, by utilizing the resource and ideas together it makes potential effect. Promoting agriculture, animal health, education, capacity building had lots of impacts in the socio-economic condition of the target community.

PRB seeks to foster conducive work environment of mutual respect; and promote learning, which engages a diverse experienced team united in its purpose. Similarly, PRB always believe in gender equality, women and girls right because they are excessively affected by continuation of war, conflict, poverty and discrimination in the country. Corruption and counter narcotics as cross-cutting issues are always part of its programs.

5.1 Agriculture

PRB is trying in improving rural livelihoods by increasing agricultural productivity and production in order to promote food self-sufficiency and income through application of environmentally sustainable approaches. It is only accomplished through building capacity of farmers and also providing necessary inputs and tools, materials and equipment. And this will definitely improve diversity in agriculture and horticulture production on both irrigated and dry land. Modernization of agricultural sector further improve food security, cereal and high value crops, horticulture production facilitation irrigation and empower the communities.

5.2 Animal health & livestock Production

Livestock production is a major source of income, food for the Afghan farmers and their families. Improving livestock, poultry, fish productions are the main source of income for the farmers and revenue for government from the export. In Afghanistan 70% are living in rural areas and their livelihoods depend upon on agriculture livestock production. Therefore animal health directly impacts individual quality of living as well as national economy.

PRB has been one of the key agencies in animal health and livestock production activities for the past three decades in Afghanistan. PRB will strive to further engage in the sector in four directions:

- a. Animal health
- b. Livestock production
- c. Fodder crop production
- d. Chain value
- e. Poultry production
- f. Sericulture

5.3 Income Generation, Capacity Building and Trainings

Income-generating, skill training, human rights awareness, micro finance, empowerment of women and girls, BVW training, and all types training for job creation and livelihood enhancement.

5.4 Conflict Resolution& Peace Building

It is important part of most of the projects: mobilization of local communities, peace building, capacity building, advocacy and public awareness, gender awareness human right, women and girls right and conflict resolution.

5.5 Education

Encouraging literacy program in the village for both the genders, divert attention women literacy, formal and informal education, training teacher admin staff and others.

5.6 Advocacy

PRB will strive to include advocacy in its program during the planning period.

5.7 Environment Protection

PRB has always included environmental issues in the project design and execution. PRB has emphasized on environment protection in its all projects especially in horticulture, engineering & irrigation projects. Environment protection, global warming and climate, adapting to change

6 Areas of Operation

PRB has been working in all northern, southern, eastern and central provinces including Badakhshan, Takhar, Kunduz, Baghlan, Samangan, Balkh, Jawzjan, Sari-Pul, Faryab, Parwan, Kapisa, Panjshir, Kabul, Paktia, Paktika, Khost, Ghazni and Nagarhar. In 2018, whereas the Strategic Plan 2019-2023 will be under execution PRB will include Herat and Bamiyan and try to cover most of these provinces.

PRB has been operating, for many years, through Kabul main office and field offices in Kunduz, Badakhshan, Faryab, Takhar, Baghlan Parwan, Balkh and Jawzjan. But due to security reasons or shortage of funding some the offices are closed. Strategically PRB has always maintained Kabul and Mazar offices.

7 Key Strategies

- Advocacy
- Awareness Raising
- Partnership Building
- Networking & Lobbying
- Service Delivery
- Monitoring and Evaluation

7.1 Advocacy

PRB advocacy strategy includes lobbying, social awareness, training, education, communication and community organizing. Advocacy consists of different strategies aimed at influencing decision-making at the organizational, local, provincial and national levels. PRB focuses on developing outcome-based thematic advocacy strategies for all the sectors in which PRB operates. The organization also conducts studies and develops knowledge products to advocate on various issues affecting the marginalized communities.

7.2 Awareness Campaign

PRB will continue to divert its attention to raise awareness on the issues such as gender discrimination; and fight for women and children rights. PRB will make the communities aware about their due rights in the project as beneficiaries and in decision making process. The awareness will be accomplished through workshop, seminar, and pamphlets. PRB will be raising awareness among all the stakeholders to know about violence and exploitation against women, children and others.

7.3 Partnership Building

There are various partnership buildings: partnership with donors, NGOs, Shura (council) and community organization during project execution period. PRB is always trying to be a bridge between communities and donor agencies, international NGOs and government to make the resource and services flow to deserving people.

7.4 Networking

The networking is very essential for an effective implementation of program, because the mechanism link people and organizations. It facilitates interaction between experts in different areas and promotes the sharing ideas and information between people and NGOs. It helps in accessing donor funding and sharing information and capacity building.

7.5 Service Delivery

The service delivery needs to be carefully planned, normally to reach the deserved people on time. The service delivery mechanisms should guarantee quality and efficiency to reach to the communities based on their genuine needs. PRB service delivery includes agriculture, livestock production & animal health, alternative energy production, engineering & construction, education and trainings. PRB from early inception has a grassroots base in its target areas and good understanding of socio-economic conditions with qualified staffs.

7.6 Monitoring and Evaluation (M&E)

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. But 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.

8 Landmarks

PRB has faced numerous challenges during the execution of previous work plan due to funding and security situation in the target areas. However, with all impasses we have been able to execute portions of the work plan. PRB has been supported by different donor agencies in different geological areas of the country. Every donor has put in place different criteria and approaches that help the organization accounting, administrative and managerial capacities. Taking into account the impasses, PRB organizes trainings organizational management and finance management for these trained team members of PRB.

The lessons learnt from the previous work plan resulted that PRB will divert its attention during the Strategic Plan period 2019-2023 further strengthening capacities of managerial, administrative and finance staffs of its main, provincial and field office. Also PRB will further accelerate the capacities of target communities and local authorities.

9 PRB five-year Strategic Plan (2019-23)

9.1 Capacity Building

- Organizational management
- Financial management
- Management and information systems
- Monitoring and Evaluation
- Proposal and report writing

- Communication skills
- Resource mobilization
- Arts of Social Mobilization
- Record keeping, documentation and data-base improvement
- Office automation and internet access
- Usage of social media
- Organize local and international exposures

9.2 Strengthened Internal Governance and Management

- Conduct regular Board of Directors meetings
- Conduct regular management team meetings
- Conduct staff reviews and appraisals
- Conduct regular audits
- Establish M&E Unit and develop M&E mechanism
- Review, development and implementation of policies i.e. HR, Finance, Risk Management, M&E Policy, and others as required.
- Regular networking/coordination meetings with government, INGOs, UN agencies, ACBAR and communities
- Ensure proper safety and security arrangements
- Proper documentation and compilation of previous experience

9.3 Strengthening Capacities of Local Communities

- Community Mobilization
- Conflict Resolution
- Cross Cutting subject
- BVW training
- Animal Husbandry Training
- Agriculture Workers Training
- Teacher Training
- Skilling Training
- Development Study
- Climate Change improvement

10 Project Management:

The five years Strategic Plan (2019-2023) of PRB, will stress on building the capacity of its project management team to further provide the opportunities to learn planning, monitoring, evaluation and safe execution of project. PRB will try to make aware the target communities about the project design, execution and project ownership.

10.1 Teamwork

In this Strategic Work Plan PRB will create an opportunity to project staffs to be involved in survey design, and implementation of the project. It will definitely increase the levels of leadership and enhances relationship among the members. In the new plan PRB will start 'bottom up' that through this all the design and affairs of the project will be accomplished starting from project officer then reach to management team. It will provide an ample opportunity to project officer to execute the project in a best possible way.

10.2 Project Ownership & Training

In this Strategic Plan PRB will much encourage specifically the project managers that ownership for project success or failure makes sense only when communities take ownership

for their part of the project, as well. The project manager and other relevant staff will be trained in project management, monitoring & evaluation. And similarly PRB will encourage the idea of ownership among the beneficiaries, when the project idea is forwarded by the beneficiaries and they participate in project design and implementation then the idea of ownership among the beneficiary will encourage they will take care of the project after handover.

Participation can help to:

- Strengthen the population's resilience by supporting the strategies
- Increase local capacity by working with local stakeholders
- Strengthen the social fabric, thus laying the foundations for future collective action and development projects
- Shift power dynamics in favour of marginalised groups and individuals
- Support project sustainability by encouraging program ownership by local stakeholders and members of the population
- Consultation may increase stakeholder commitment to a project.
- Improved understanding of local values, priorities and expectations can result in project designs and delivery mechanisms that are more compatible with socio-cultural conditions.

11 Accountability

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.

12 Transparency

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.

13 Code of Conduct

PRB is already one of the signatories of the code conducted formulated by the ACBAR. In 2019-2023 work-plan PRB will observe all the contents of the mention code of conduct.

14 Financial Sustainability

- In the Strategic Plan (2019-2023) PRB developed a strategy to source financial resources from donors and individual supporters to scale up its interventions
- Proposal writing (restricted and unrestricted)
- Regular meetings and reports sharing with international Donors, NGOs and UN agencies
- Regular coordination with government line department
- Organize periodic forums with, Donors, INGOs, Govt. functionaries and other potential
- Taking the advantage of Twinning program initiated by ACBAR, PRB will have the opportunity to secure funds from CHF and other donors.

15 SWOT Analysis

A SWOT analysis of the organization in the present situation was carried-out and the following results were obtained:

Internal Strengths	Internal Weakness
<ul style="list-style-type: none"> • Committed and hardworking team • Friendly working environment • Professional and Committed Team having exposure • Experience team in programmatic themes • Professional theatre group • Low cost service delivery • Assets and inventory present with the organizations (Printer Laptop, Desk top, Camera) • Co-ordination with local NGOs, CDCs and Government departments • Positive approach on how to utilize resources • Organization's Registration • Clear Vision/Mission/objectives • Publication • Established Policies • Local Issues Knowledge • Bank Accounts • Membership /Affiliation • Well developed Website 	<ul style="list-style-type: none"> • Turnover of technical skills • Lack of insufficient resources i.e. human, financial and physical • Limited conduct of existing policies • Shortage of assets • Limited documentation (Meeting minutes, record keeping etc) • No recent Annual Reports • No branding and marking (Broachers/leaflets and other printed material) • Lack of Long Term Strategy • Lack of M&E department

External Opportunities	External Threats
<ul style="list-style-type: none"> • Acceptance within community/target population • Good relation with different stakeholders • Networking with regional, national, international networks and forums • Donor and Support Institutions • Close linkages/relations with print and electronic media 	<ul style="list-style-type: none"> • Socio political threats • Negative competition • Local Tribes and inter and intra community feuds • Climate change threats • Shortage of funding • Security deterioration

16 Ultimate Accomplishment

The PRB' 2019-2023 is an aspiring strategy –making it happen will require phasing its work. A key priority will be to align our fundraising and communications strategies to ensure that PRB has the necessary funds, materials and support in place to make its vision realize. In the first instance, the key focus will be to achieve the peace objectives. PRB is committed for program funding in support of this work for five years.

In the plan gender equality, governance, development, community empowerment, agriculture, animal health & livestock production, training, education and humanitarian work are cross cutting issues as well as distinctive objectives in the indicated paths. The management planning and supporting synergies with food-security and nutrition policies will be focused on using nutrition as an enabling entry point for gender-sensitive resilience-enhancing measures.

PRB will strive to reduce poverty in a gender-inclusive and socially equitable manner through the livestock and agriculture sectors. PRB will ensure that program staffs are supported to make linkages across different program objectives during its strategic planning period. During the execution period of this five years plan PRB will pay attention to build up an effective dynamic management and finance system to convince the donors, communities and authorities requirements. It drives to make change happen and to inspire others to help make it happen.

It is no doubt PRB will align its fundraising and communication strategies to ensure that PRB has the necessary funds and support in place to realize its vision. It will be effective and certain that our systems and management processes support us to work together with our stakeholders. PRB has learned from development sector thinking on improving effectiveness through more smart approaches and building more adaptive and flexible programs. Thus, we are committed to a monitoring, evaluation and learning approach which allows us to constantly assess the assumptions reinforcement our 'theories of change' and to adapt to new opportunities to achieve change, rather than using a more linear, logical framework approach.

We will develop a framework to assess our program against the strategies and priorities we have set and critically reflect innovate, learn and adapt as the strategy progresses. And the key notions of this strategy is to outline an approach to build on respect for people we work and has the commitment to be more efficient, effective and transparent and committed to satisfy the relevant stakeholders.