



Rutgers WPF Pakistan
STRATEGIC PLAN
2012-2016

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LIST OF ACRONYMS

AHAN	Adolescent Health Awareness Network
ASEAN	Association of South East Asian Nations
APWA	All Pakistan Women's Association
CBO	Community-Based Organization
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
HIV	Human Immunodeficiency Virus
HR	Human Resource
IEC	Information, Education, and Communication
INGOs	International Non - Government Organizations
ICPD	International Conference on Population and Development
LSBE	Life Skills Based Education
LGBT	Lesbian Gay Bisexual & Transgender
M&E	Monitoring and Evaluation
MT	Management Team
NGO	Non - Government Organization
OCHA	Office for the Coordination of Humanitarian Affairs
SAARC	South Asian Association for Regional Cooperation
SOPs	Standard Operating Procedure
S&OP	Strategic & Operational Plan
SGBV	Gender Based Violence
SP	Strategic Plan
SRHR	Sexual and Reproductive Health and Rights
SWOT	Strengths, Weaknesses, Opportunities and Threats
YAN	Youth Advocacy Network
YFHS	Youth Friendly Health Services
SMH	Safe Motherhood

ACKNOWLEDGEMENT

I am pleased to share Rutgers WPF Pakistan's Strategic & Operational Plan (S&OP). This document, which provides a five years Strategic and Operational plan is a means to enhance effectiveness of Rutgers WPF Pakistan, while making the organization more responsive to the SRHR needs of the country.

I would like to extend my deep appreciation to the Gender Based Violence Team of Rutgers WPF Pakistan for their sustained efforts and diligent hard work in the successful completion of this publication.

The entire team of Rutgers WPF has played a crucial role in the realization of the strategic and operational plan, their enthusiastic involvement, significant contribution and ready ownership throughout the entire process has made this document richer and more comprehensive.

My sincere gratitude goes out to all stakeholders involved in the first phase of S&OP assessment, including partner organizations, local and international NGOs, UN agencies, Dutch NGOs Forum, representatives from Ministries and government official, Youth Coalitions and Alliances, religious scholars, media personnel, and donors.

I would like extend my deep appreciation to Dr. Inam-ul Haq, Dr. Imtiaz Alvi, and Dr. Adnan Khan for guiding Rutgers WPF by sharing their invaluable insight and experience regarding the national and international health perspectives, the impact of the 18th Amendment on the health sector and development issues.

I also extend my gratitude to Rutgers WPF, the Netherlands, for their technical input and support with regards to the development of this publication.

Rutgers WPF Pakistan gratefully acknowledges the role of Packard Foundation, whose support and commitment towards made this publication possible.

We are obliged to RIZ Consulting for their guidance as well as their technical expertise throughout the process of developing this document.

The Strategic Plan will facilitate Rutgers WPF Pakistan in achieving its mission of working towards improving the sexual and reproductive health and rights of the people of Pakistan.

Qadeer Baig

Country Representative for Pakistan

EXECUTIVE SUMMARY

2010 witnessed the merging of Rutgers Nisso Groep (RNG), a Dutch center with expertise on research, knowledge transfer and developing and implementing effective and innovative LSBE interventions, with World Population Foundation (WPF), focusing on the realization of Sexual Reproductive and Health Rights.

Rutgers WPF Pakistan's strategic plan has been a combination of in-depth consultations with staff, donors and development experts, supplemented by intensive workshops to provide the required and necessary input into producing this document. Rutgers WPF Pakistan engaged RIZ Consulting to conceptualize and develop this Strategic Plan in a consultative, participatory and experiential way.

Keeping in mind the ever changing and continuously challenging environment in Pakistan, three priority strategic directions have been identified to inform future, more prudent and efficacious decisions.

These are:

- Evidenced Based Advocacy;
- Partnerships;
- Resource Mobilization.

Through this Strategic Plan, Rutgers WPF Pakistan seeks to:

- Increase partner involvement in project life cycle and improve networking efforts;
- Strengthen the current monitoring and evaluation mechanism;
- Intensify initiatives aimed at youth and women;
- Work closely with parents, relevant government stakeholders and the community in LSBE education efforts;
- Advocate at both policy and community levels while also involving the media.

Rutgers WPF Pakistan is confident that this Strategic Plan will define and inform our future decisions and interventions in strengthening and furthering SRHR efforts and initiatives in Pakistan and we look forward to having you on board.

RUTGERS WPF INTRODUCTION

The end of year 2010 witnessed a successful and rewarding communion between World Population Foundation & Rutgers Nisso Groep, who merged into one association: Rutgers WPF.

A. RUTGERS WPF AND ITS MISSION

Rutgers Nisso Groep (RNG) was a Dutch centre of expertise focusing on research, knowledge transfer, and developing and implementing effective and innovative interventions in LSBE and counseling. In 2001, the international department, Youth Incentives was added, with financial support of the Ministry of Foreign Affairs. Youth Incentives mission is to support and empower young people, male and female, to make informed choices regarding their reproductive and sexual lives from a rights-based approach. Programmes were carried out in the Netherlands, Malawi, Mali, Rwanda, Bangladesh and Russia.

World Population Foundation (WPF) was established in July 1987, on the first World Population Day, commemorating the birth of the world's 5th billion citizen. Its main goal is now defined as the realization of sexual and reproductive health and rights (SRHR) of all people. WPF supports projects with Southern ownership and is strong in advocacy at a national, European and international level. WPF has field offices in Pakistan, Vietnam and Indonesia and programmes in Kenya, Uganda, Tanzania, South Africa, and Thailand, while a 3-year programme in India has recently been completed. Youth Incentives and WPF also collaborated on a project in China.

Both organizations joined forces at the end of 2010, and therefore new strategic principles had to be worked out. These strategic principles aim to provide the basis of the activities of the new organization called Rutgers WPF. In 2011, a multi-annual Work Plan was formulated, based on these principles, in which priorities were determined, choices were made and concrete objectives were established.

B. INTERNATIONAL SCOPE

Rutgers WPF has 75 employees working from the Netherlands, a country with a long history in the area of sexual and reproductive health and rights. The organization also has outreach in the international arena with 40 employees working at field offices in Indonesia, Vietnam and Pakistan. In addition to this, Rutgers WPF has been collaborating for many years with other partner organizations in African and Asian countries.

C. MISSION STATEMENT

The mission of Rutgers WPF is to work for human development and improve the quality of life and human rights - especially the sexual and reproductive health and rights - of all, in particular in the Netherlands and in low and middle-income countries, by:

- Promoting Sexual and Reproductive Health and Rights (SRHR) through education and access to comprehensive SRHR information and services;
- Creating awareness of SRHR and the relationship between SRHR, population growth and poverty among policy makers, politicians and the general public;
- Functioning as a centre of research and expertise;
- Co-operating with organizations and supporting projects that have similar or complementary objectives;
- Mobilizing (financial) resources to realize the above.

In our work special attention is paid to women, young people and marginalized groups.

D. RUTGERS WPF PAKISTAN

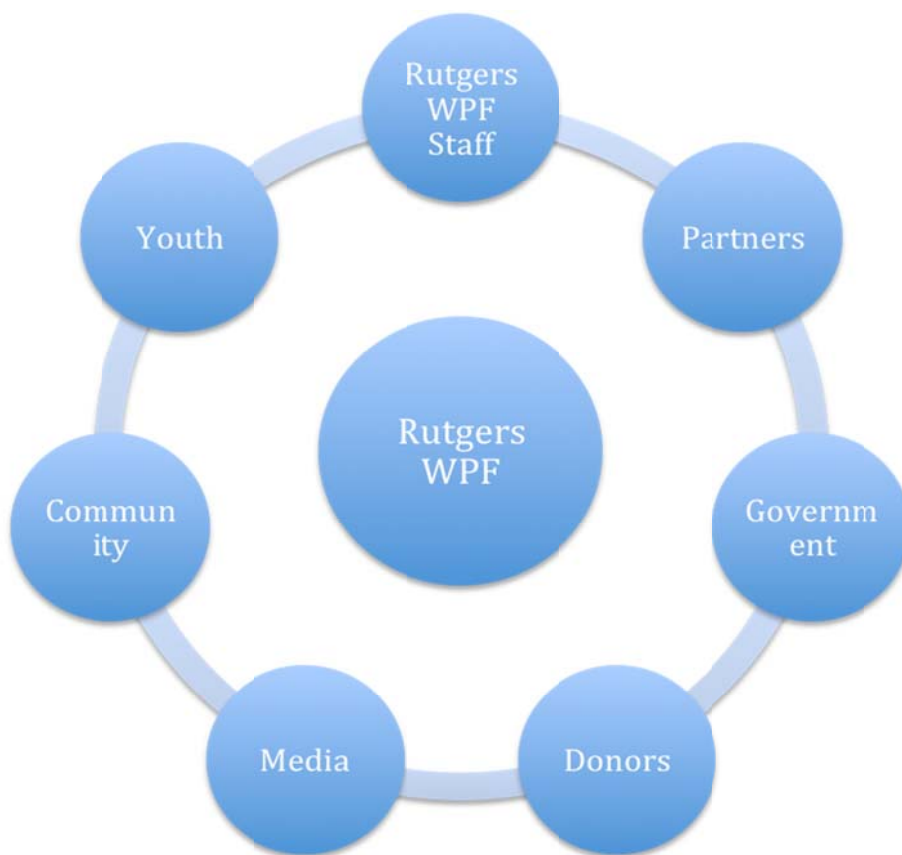
In Pakistan, interventions on Family Planning started back as early as the 1960s. Initially, the focus was one-sided and all the programmes took into consideration only the reproductive health aspects. In 1998-9, the World Population Foundation (WPF) established its field office in Pakistan (Islamabad) with the agenda of directing the Family Planning perspective towards the broader perspective of SRHR which was critical for achieving the health, population and development targets more effectively in Pakistan.

During the first five years of its work in Pakistan, WPF supported government institutes as well as civil society organizations in designing and management of Sexual and Reproductive Health projects and provided technical assistance and trainings for the effective implementation of the programmes. WPF also formed a network of local NGOs known as “Adolescent Health Awareness Network (AHAN)” to strengthen local linkages in terms of sharing resources and experiences to improve reproductive health services and information for adolescents in Pakistan.

In 2003, WPF along with AHAN conducted an “Assessment study on knowledge, attitudes and practice of Reproductive Health Indicators”. The study showed a number of alarming statistics regarding unsafe sexual practices, sexual exploitation, early marriages, unsafe abortions and maternal death, etc. regarding the adolescents of Pakistan. With this study as an evidence-base, WPF focused its

aim on enhancing the attitudes, skills and behaviors of adolescents in Pakistan for a greater and long-lasting impact. For the past few years WPF’s major focus has been on adolescence SRHR with a specific focus on “school-going youth”.

E. STRATEGIC STAKEHOLDERS AND RELATIONSHIPS



Donors during the last 5 years include the Delegation of the European Commission to Pakistan, Dutch Ministry of Foreign Affairs, the World Bank, Embassy of the Kingdom of the Netherlands, David and Lucille Packard Foundation, Dutch National Postal Code Lottery, de Westberg Foundation and PSO.

Partners during the last 5 years are represented from both NGO and Governmental sectors. They include Aahung, Participatory Integration Development Society (PIDS), Pakistan Village Development Program (PVDP), Health and Nutrition Development Society (HANDS), Awaz Foundation Pakistan: Centre

for Development Services (AWAZ-CDS), Sarsabz Foundation, Transformation & Reflection for Rural Development (TRD), Youth Advocacy Network, APWA, Proctor & Gamble (P&G), Peace, Education and Development Foundation (PEAD), Sindh Agricultural and Forestry Workers Coordinating Organization (SAFWCO), NATPOW, Bargad, Balochistan Rural Support Programme (BRSP), Shade, Khwendo Kor, Al-Asar Development Organization (ADO), National Educational & Environmental Development Society (NEEDS), Society for community Organization and Promotion of Education (SCOPE), Society for Community Organization and Promotion (SYCOPE), Community Development Foundation (CDF), Kainnat Development Association (KDA), Ministry of Youth Affairs (MoYA), Ministry of Population Welfare (MoPW), Ministry of Education (MoE) and Provincial Ministry of Education (Sindh, KPK, Punjab, Balochistan).

2007 - 2012: BUILDING UPON LESSONS LEARNED

Documenting lessons learned are important to catalogue significant new understandings that have evolved. Based on the lessons learned, the knowledge base of an organization is built and a history of best and worst practices in decision-making and programme implementation can be established to inform future decisions.

PARTNERSHIP AND COORDINATION

Partnership management and coordination/networking was a major challenge faced by Rutgers WPF during the past couple of years. The partnerships management not only includes contracting partners for working on SRHR issues, but also their involvement in different stages of the project cycle. The involvement of partners in designing projects proved to be an effective strategy, which ensured ownership of the concepts and actions. Similarly, south-south partnership with/between multi-purpose organizations and SRHR organizations was an effective strategy to enhance capacity building and networking of the organizations for SRHR movement building. In addition, coordination and networking with local public administration also proved to be an effective strategy, which not only has cost implication but also helps in smooth implementation of interventions through partner organizations.

Currently, Rutgers WPF is devising a strategy to introduce a formal structural unit within the organization during 2012 that would look after resource mobilization and partnership management.

MONITORING AND EVALUATION

A strong planning, monitoring and evaluation mechanism was considered to be vital for enhancing evidences and replicating good practices both internally and externally. Planning in compliance with contemporary dynamic and socio-political situation in comparatively conservative target areas is an important area of consideration as observed during the past few years. Rutgers WPF field monitoring was also identified as a weak area, which decreases efficiency of interventions. Web-based PME was introduced by Rutgers WPF that entails regular feedback and follow-ups in parallel with field monitoring.

YOUTH INVOLVEMENT

Looking at the current 'window of opportunity' i.e. largest youth population ever observed, investing in youth caught the focus of the development sector. Rutgers WPF also focuses on youth and strives for meaningful youth participation in its initiatives. These include, but are not limited to, enhancing the capacity of youth and youth networks [e.g. YAN, NYTF etc.] in the field of SRHR and policy advocacy for ensuring meaningful participation of youth in policy-making processes. Efforts are required for true representation of youth with diverse background in designing interventions with youth advocacy networks operating across Pakistan.

LSBE – SRHR EDUCATION

In a conservative society like Pakistan, a culturally appropriate curriculum is a prerequisite for working on sexual and reproductive health and rights of young people as learned during the course of Life Skills Based Education Programme of Rutgers WPF Pakistan. Rutgers WPF during its SRHR Education programme concluded that short term [one year] whole of school based interventions enhances the efficiency and effectiveness of interventions, while the long term and level [I-II-III] based curriculum involves many risks *inter alia* high rate of teachers' turnover, transfer of district education department, and commitment of school administration. Teaching SRHR curricula divided in different levels creates confusions at implementation in contrast to a comprehensive curriculum incorporating sessions of all levels. The whole of school approach also requires minimum commitment from schools for having yearlong implementation, which as a lesson learned creates supportive environment in

schools vis-à-vis engaging parents and also earn communal support in SRHR education. Involving parents and relevant government stakeholders, particularly district education department, also remained a good practice, while communal support for creating awareness on SRHR of youth was crucial as observed during implementation of LSBE Programme. Similarly the need for more sensitive and tailored interventions was found by Rutgers WPF as still the government viz-a-viz social milieu are not ready for digesting the term SRHR. In addition, SRHR education for above 13 years children is late and space should be created by designing early sexuality education.

ADVOCACY (INVOLVING BOTH MEDIA AND POLICY MAKERS)

In Pakistan, the government and community are still governed by conservatism, especially when it comes to sexuality. Therefore, working both at community and policy level was considered equally important. There is a larger scope of reviewing the existing policies through researches in the areas of SRH rights of young people to develop evidence based advocacy for bringing policy level changes in the larger interest of young people. Instead of being fragmented, the need for a more holistic approach in advocacy was found, guided by a dynamic advocacy strategy. Moreover, objective oriented advocacy initiatives with clear indicators for measuring progress needs helps in creating evidences for future interventions. Before advocating for SRH rights there is a strong need to sensitize policy makers on SRHR of young people and women that will foster creating an enabling environment at policy level with regular lobbying and follow-ups.

Media (print and electronic) are considered opinion makers in Pakistan, therefore, involving media along with policy makers was found inevitable through a defined communication strategy. The media involvement at district level was learned to be more effective instead of limiting it to federal level. Enhancing knowledge of SRHR among the media personnel was also found to be a pivotal area.

Rutgers WPF has used following approaches to advocate for SRH rights during last 5 years;

1. **Knowledge Management** - to address the major misconceptions and wider information gaps related to sexual and reproductive health and rights of youth in Pakistan and policy research to achieve an enabling environment. This is strived for by rigorous research (applied, operational, action, qualitative) and by introducing innovative methodologies utilizing the newer mediums of technology (IT) and the exuberant media;

2. **Institutional Strengthening** - to act as a catalyst in strengthening and building capacities of partners in the field of sexual and reproductive health and rights of youth throughout Pakistan and setting up SRHR friendly communities, institutions and resource center(s);
3. **Policy Advocacy** - to promote evidence based structured debate and dialogue amongst a variety of stakeholders from across the country/region on issues related to sexual and reproductive health and rights of the youth and women of Pakistan;
4. **Resource Mobilization** - continue to draw more donors and strategic partners into development coalitions around SRHR, in order to ensure greater political and financial commitment and reduce misconceptions and gaps related to the issue of SRHR in Pakistan;
5. **Organization Development** - Rutgers WPF Pakistan believes in constant capacity enhancement, effective organizational structure, capable human resources (HR), efficient policies, systems and processes and application of Information Technology for Development (Website, SRHR Portal, CD ROMs etc.) to have wider outreach and impact;
6. **Partnerships** - Rutgers WPF Pakistan rightfully realizes the importance of partnerships in SRHR sector as no individual organization can accomplish everything on its own. Therefore, all the strategies mentioned above are carried out in strong collaborations with government, public sector organizations, CSOs, media and community stakeholders etc.

STRATEGY PLAN¹ PROCESS & RESULTS**A. PHASE I**

An S&OP² participatory assessment tool (qualitative) was developed that addressed key elements of S&OP understanding, leading to how such processes link to organizational development areas such as governance - organizational structure and procedures, the mission & strategy, human resource policies and organizational culture. The second part of the assessment tool linked S&OP with project and programme cycle including identification, design, implementation, monitoring and evaluation.

B. PHASE II

A workshop for Rutgers WPF Pakistan staff was conducted based upon the learning of Phase I assessments. The workshop was designed and developed to give participants the background of the S&OP process, provide them with essentials of team building and leadership, orient them to S&OP and agree on action planning in terms of design and development of such a document.

As part of the workshop, participants were introduced to the S&OP process. As part of this process, participants visualized how Rutgers WPF Pakistan would operate in 2016 in terms of its scope of work, organizational structure and partnerships.

C. PHASE III

This Phase was divided into two stages. As part of the first stage, a consultative meeting was held to orient Rutgers WPF Pakistan with the insight of experts within the development and social sector, research and the impending effects of the 18th Amendment.

As part of the second stage, a workshop was conducted to provide initial input in the S&OP document. Participants, working in three thematic groups, formulated a mission statement, goals, values and

¹ This Summary Strategy Paper was originally and contractually designed to be a Strategic & Operational Plan.

² A strategic and operational plan (S&OP) is an organization's process of defining its strategy, or direction and making decisions, allocating its resources to pursue this strategy, including its capital and people.

guiding principles. They also revisited and finalized the S&OP frameworks, which were formulated in Phase II and finalized the S&OP taskforce in terms of what were the next steps in the drafting and finalization of the S&OP document.

VISION, MISSION, CORE & ORGANIZATIONAL VALUES

VISION ³	Rutgers WPF Pakistan envisages a society in which all people are equally able to exercise their Sexual and Reproductive Health and Rights
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MISSION ⁴	<p>The mission of Rutgers WPF Pakistan is to work for sustainable human development by promoting the sexual and reproductive health and rights of youth, women and marginalized groups by:</p> <ul style="list-style-type: none"> ▪ Promoting Sexual and Reproductive Health and Rights (SRHR) through information and education; ▪ Advocating on SRHR as basic Human Rights and its linkages with Poverty; among policy makers, politicians, media and the communities <p>Institutional strengthening for mainstreaming SRHR:</p> <ul style="list-style-type: none"> ▪ Functioning as a national/regional centre of research and expertise in SRHR; ▪ Facilitate Networking with national (Public & private), regional and international initiatives which have similar or complementary objectives for building SRHR movement; ▪ Mobilizing resources to realize the above.
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³ A vision statement outlines what the organization wants to be and concentrates on the future. It is a source of inspiration and provides clear-decision making criteria.

⁴ A mission statement tells you the fundamental purpose of the organization. It concentrates on the present and defines the customer and the critical processes. It informs you of the desired level of performance.

CORE VALUES

Dignity:

An intrinsic belief in the value, worth and rights of all individuals regardless of class, religion, ethnicity, sexual orientation, disabilities, age, sex, race, and nationality.

Respect:

Equal treatment for all. Acknowledging and giving space to others rights. Have to have a non-judgmental/ non-discriminatory attitude towards all human beings.

Gender Sensitivity:

To consciously promote and practice gender sensitive policies, behaviors and attitudes.

Empathy:

To be sensitive and compassionate to the needs of others especially towards marginalized, excluded individuals and groups.

Confidentiality:

Respect norms of privacy.

Transparency:

Open and visible in terms of organizational, programmatic, financial and operational systems and procedure.

Accountability:

To be held responsible for interventions, actions and results towards resource providers, partners and communities.

	<p>Leadership and Teamwork:</p> <p>Rutgers WPF Pakistan is in the forefront of SRHR, taking initiatives when appropriate, inspiring and convincing others, being innovative.</p>
<p>ORGANIZATIONAL VALUES</p>	<p>Courage:</p> <p>Advocate SRHR as critical to addressing human rights and social justice at all levels.</p>
	<p>Expertise:</p> <p>All activities will be based on scientific insight and evidence. Knowledge is applied in practical interventions, and quality is safeguarded through quality management.</p>
	<p>Learning organization:</p> <p>Rutgers WPF Pakistan considers itself as an organization where continuous learning is integrated in all aspects of work. This requires an open, transparent and flexible attitude within the organization with adequate systems in place, and an egalitarian, open and flexible attitude towards its relationships with internal & external stakeholders.</p>
	<p>Gender and HIV and AIDS Mainstreaming:</p> <p>Rutgers WPF Pakistan will promote the mainstreaming of gender equality and HIV and AIDS in all aspects of its work.</p>
	<p>Open Communication:</p> <p>An environment where people are comfortable and confident to share their opinions and values.</p>

STRATEGIC CHOICES

Based on the various consultations and assessments conducted during Phases I, II and III (as described earlier), the following three leading strategies were identified as key drivers that would determine future strategic priorities. Relevant sections from the Rutgers WPF Pakistan Strategic Principles Paper,⁵ followed by recommendations derived from earlier analyses (supplemented by consultants analyses and proposed planning templates agreed with Rutgers WPF Pakistan), are described below.

These templates are guided by a set of strategic objectives⁶ and related frameworks that identify key milestones (with time lines) formulated to mark progress over the course of five years.

A. STRATEGY 1: EVIDENCE BASED ADVOCACY

Rutgers WPF Pakistan works for human development and improving the quality of life and human rights (especially the sexual and reproductive health and rights) of all. The ICPD Programme of Action (1994) and other International Human Rights Instruments are guiding principles in this respect. Rutgers WPF Pakistan will advocate towards strategizing around reinforcing the ICPD and SRHR agenda beyond 2014/2015. Advocacy is one of the strategic approaches selected to achieve the goals and mission of the organization.

Rutgers WPF Pakistan works from a rights based principle to sexual and reproductive health and rights for all. The main goal of Rutgers WPF advocacy is to create a supportive environment for the implementation of the ICPD Programme of Action and to advocate for progressive SRHR policies and the necessary financial support for realizing SRHR for all. Rutgers WPF Pakistan will continue to build the capacity of partner organizations in SRHR advocacy.

In the coming years, Rutgers WPF Pakistan will strategically work toward the UN General Assembly Special Session on the ICPD (ICPD+20) with other like-minded networks, CSOs and the Pakistan's Ministry of Foreign Affairs and Economic Affairs Division.

⁵ Aligned with Strategic Principles of Rutgers WPF, 25th June 2010

⁶ Strategic objectives provide a set of priority focus areas that determine programmatic and organizational direction for a stated number of years.

Rutgers WPF Pakistan is active in several relevant networks, technical working groups and has long term relationships with relevant UN institutions and government officials. Rutgers WPF Pakistan addresses a unique field in advocacy for SRHR due to the broad and complementary range of expertise. Rutgers WPF Pakistan is involved with multiple networks and alliances working on maternal mortality, young people's SRHR, meaningful youth participation and mobilization, gender equality, life skills based education, YFHS, SGBV, serving marginalized and excluded groups. Therefore they can align with a broad range of national and international networks in advocating and campaigning for various themes in the field of SRHR and bring the SRHR angle forward in their advocacy efforts.

In the local context, Rutgers WPF Pakistan in the coming years will work on the following four major themes, which encompass different programmes and initiatives while adapting multiple advocacy approaches best suitable to different themes:

1. Life Skills Based Education;
2. Gender Based Violence (GBV);
3. Safe Motherhood (SMH);
4. Youth Friendly Health Services (YFHS)
5. HIV and AIDS

Rutgers WPF Pakistan increasingly integrates advocacy initiatives with other SRHR interventions to promote the synergy between advocacy and programmes at different levels, advocacy at local and international level, as well as interdepartmentally within the organization. Rutgers WPF Pakistan's role is important to voice the concerns of 'South' while playing an active role in deciding the international advocacy agenda with regards to SRHR.

Presently, Rutgers WPF Pakistan has an advocacy strategy nearing completion; however, staff capacity still needs to be built in forms of evidence based research skills that would inform advocacy efforts. Presently, there exists an over emphasis on measuring advocacy efforts in terms of numbers of events arranged and not more closely focused around legislative and practice reform areas and corresponding performance measurements.

Rutgers WPF Pakistan must forge closer links with advocacy networks, nationally and internationally to ensure mainstreaming of SRHR e.g. women, youth and education advocacy networks.

Rutgers WPF Pakistan generates IEC materials, but there is a need to link such initiatives closely with research and advocacy efforts through the development of a comprehensive communication strategy.

Strategic Objective: To expand avenues for evidence based advocacy by generating research and knowledge in SRHR.

MILESTONES	By When?		
	Short Term 0-1 Years	Medium Term 1-3 Years	Long Term 3-5 Years
Meaningful participation of youth in all Rutgers WPF Pakistan initiatives ensured	✓	✓	✓
Document and generate from existing pool of work (inter alia LSBE, GBV, SMH, YFS)		✓	✓
Effective communication strategy developed and in place and implemented at all levels	✓	✓	✓
Long term and objective oriented Advocacy initiatives carried out	✓	✓	✓

B. STRATEGY 2: PARTNERSHIPS

Involvement of target groups and partnership with stakeholders is conditional for developing and implementing sustainable policies and convincing user-friendly programmes in the following areas:

1. Life Skills Based Education;
2. Gender Based Violence;
3. Safe Motherhood;
4. Youth Friendly Health Services.
5. HIV and AIDS

Partners will have a critical role in fostering movements and creating change agents.

Rutgers WPF Pakistan needs to make a strategic shift focusing on marginalized and excluded communities and forge partnerships, linkages and networks. In order to do so, Rutgers WPF Pakistan will develop criteria and partnership strategy for working on SRHR. Greater efforts will be made by Rutgers WPF Pakistan to develop a deeper understanding of the socio-economic, cultural, security, gender etc. context.

Strategic Objective: To widen and strengthen partnership base on the focused SRHR areas.

MILESTONES	By When?		
	Short Term 0-1 Years	Medium Term 1-3 Years	Long Term 3-5 Years
Recognition of Rutgers WPF Pakistan as a partner of choice on LSBE, GBV, YFS, HIV and AIDS and SMH.	✓	✓	✓
Strategic partnerships established with I/NGOs, corporate, media (non CSR), youth networks and governments for promoting SRHR programmes.	✓	✓	✓
SRHR mainstreamed in existing implementing partner NG	✓	✓	✓

C. STRATEGY 3: RESOURCE MOBILIZATION

These themes were identified after thorough deliberations and acknowledgment that resource mobilization, at least for 2012, is a major priority, especially since it also has implications for organizational change efforts which are critical to meeting the stated objectives of the other strategies. As per good SP processes, one thematic area always relates to Organizational Development initiatives. Programmatic objectives have to be realigned with internal organizational changes.

Rutgers WPF Pakistan develops funding strategies for all potential national and international sources, and Rutgers WPF has been increasingly successful in raising funds through the field offices in Asia.

Rutgers WPF Pakistan’s Donor base needs to be widened since conventional SRHR donor sources are reducing their allocations. SRHR proposals will be aligned closely with emerging donor priority areas such as education, maternal and new born health, humanitarian relief and climate change. Innovative fundraising efforts including, mobilizing CSR, organizing fundraising events, guided by a business plan, would provide Rutgers WPF Pakistan with a robust and diverse resource base.

Rutgers WPF Pakistan will track donor trends closely, and potential extensions of existing programmes.

Innovative fund raising strategies (e.g. development of a business plan is a priority action for AOP 2012 that may look at tapping into national philanthropic efforts as well as CSR commitments of private sector, national and multinational organizations) would require greater Headquarters support working closely with the country team to mobilize sustainable resources at international fora to ensure that SRHR remains central to emergency and humanitarian efforts as well as ongoing development efforts, which are being accelerated by climate change and other natural disasters.

Presently, for example, donors to OCHA are recognizing the need to mainstream GBV and SRHR services in humanitarian response settings and Rutgers WPF Pakistan is well placed to accelerate its efforts towards advocating strongly for such a response.

Rutgers WPF Pakistan has a precedence of mobilizing corporate philanthropy and needs to strengthen such efforts. A number of INGOs in Pakistan are becoming increasingly dependent on the use of internet for fundraising initiatives, attracting individual and group contributions towards working closely with programmes.

Strategic Objective: Rutgers WPF Pakistan is adequately financed and resourced to promote SRHR for all in Pakistan.

MILESTONES	By When?		
	Short Term 0-1 Years	Medium Term 1-3 Years	Long Term 3-5 Years
Resource mobilization systems institutionalized with respect to tools and processes.	✓	✓	
Diversified and robust financial base secured (Donors, Public, Private and Corporate)		✓	✓
Partner organizations independently undertaking SRHR initiatives.		✓	✓

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2. Strategic & Operational Planning Orientation (S & OP) & Team Building Report, Phase II (January 2nd-4th 2011)
3. Strategic and Operational Planning Orientation and Team Building Workshop Report (February 26th-28th 2011)
4. Sensitization Workshop on Sexual and Reproductive Health Rights (December 2nd-3rd 2010)
5. Revised Country Strategy Paper-Pakistan, 2009-2012

SECONDARY SOURCE (WEB LINKS):

1. Rutgers WPF Pakistan Websites:
 - a. www.rutgerswpfpak.org

2. Rutgers WPF Headquarters:
 - a. www.rutgerswfp.nl
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