

STRATEGIC PLAN

2026–2028

"Socio-Economic Conditions of the Communities Improved with Reduction in Effects of Climate Change, Disasters and Poverty through Sustainable Community-based Interventions in Sindh."



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Strategic Plan

2026-2028



Participatory Village Development Programme, Sindh - Pakistan

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CONTENTS

I. Abbreviations	3
II. Executive Summary	4
III. Country Context and Strategic Issues	6
A. Brief Overview of Area Operating Environment and Trends	6
B. Strategic Choices and Justification	9
IV. Proposed Strategy.....	14
A. Program Results Matrix	14
B. Program Implementation Strategy	20
C. Organizational Management Strategy	22
D. Partnership Strategy	24
E. Resource Acquisition Strategy.....	25
V. Action Planning.....	25
VI. Monitoring and Review of Strategic Plan Progress	25
A. Monitoring Committee.....	25
B. Review Committee.....	26

I. Abbreviations

<i>BOD</i>	<i>Board of Directors</i>
<i>BMZ</i>	<i>German Federal Ministry for Economic Development Cooperation</i>
<i>CBO</i>	<i>Community Based Organization</i>
<i>CPI</i>	<i>Consumer Price Index</i>
<i>CED</i>	<i>Christian Engineers in Development</i>
<i>CRS</i>	<i>Catholic Relief Services</i>
<i>CSO</i>	<i>Civil Society Organization</i>
<i>CSR</i>	<i>Corporate Social Responsibility</i>
<i>CWS</i>	<i>Church World Services</i>
<i>DKH</i>	<i>Diakonie Katastrophenhilfe</i>
<i>EAD</i>	<i>Economic Affairs Division</i>
<i>ED</i>	<i>Executive Director</i>
<i>EDT</i>	<i>Entrepreneurship Development Training</i>
<i>EOBI</i>	<i>Employees Old Age Benefit Institution</i>
<i>FAO</i>	<i>Food and Agriculture Organization</i>
<i>FATF</i>	<i>Financial Action Task Force</i>
<i>FY</i>	<i>Financial Year</i>
<i>GDP</i>	<i>Gross Domestic Product</i>
<i>HDI</i>	<i>Human Development Index</i>
<i>HRDN</i>	<i>Human Resource Development Network</i>
<i>ICT</i>	<i>Islamabad Capital Territory</i>
<i>IEC</i>	<i>Information, Education and Communication</i>
<i>INGO</i>	<i>International Non-Governmental Organization</i>
<i>IRC</i>	<i>International Rescue Committee</i>
<i>IUCN</i>	<i>International Union for Conservation of Nature</i>
<i>KNH</i>	<i>Kindernothilfe</i>
<i>KP</i>	<i>Khyber Pakhtunkhwa</i>
<i>LC</i>	<i>Livelihood Committee</i>
<i>M&E</i>	<i>Monitoring and Evaluation</i>
<i>MOU</i>	<i>Memorandum of Understanding</i>
<i>NHN</i>	<i>National Humanitarian Network</i>
<i>NGO</i>	<i>Non-Governmental Organization</i>
<i>PCP</i>	<i>Pakistan Center for Philanthropy</i>
<i>PCCHI</i>	<i>Pakistan CSOs Coalition for Health and Immunization</i>
<i>PPP</i>	<i>Purchasing Power Parity</i>
<i>PSX</i>	<i>Pakistan Stock Exchange</i>
<i>PVDP</i>	<i>Participatory Village Development Programme</i>
<i>PTI</i>	<i>Pakistan Tahreek-e-Insaf</i>
<i>SDG</i>	<i>Sustainable Development Goal</i>
<i>SO</i>	<i>Specific Objective</i>
<i>SP</i>	<i>Strategic Plan</i>
<i>SWOT</i>	<i>Strengths, Weaknesses, Opportunities, Threats</i>
<i>TORs</i>	<i>Terms of Reference</i>
<i>UN</i>	<i>United Nations</i>
<i>UNDP</i>	<i>United Nations Development Program</i>
<i>UNICEF</i>	<i>United Nations Children Fund</i>
<i>USA</i>	<i>United States of America</i>
<i>USD</i>	<i>United States Dollar</i>
<i>UUSC</i>	<i>Unitarian Universalist Service Committee</i>
<i>WB</i>	<i>World Bank</i>

II. Executive Summary

Participatory Village Development Programme (PVDP) started its development journey from District Tharparkar in 1997. PVDP was registered on 15th June 1998 under the Societies Registration Act 1860 in Hyderabad with Registration Number 3830. Since 1997, PVDP has been engaged in Drought Mitigation Programme in District Tharparkar and supported thousands of families to make them Drought Resilient. In year 2010, PVDP started work outside of District Tharparkar for the flood affected communities in severely affected districts of Sindh Province; Khairpur, Thatta, Umerkot, Mirpurkhas, Badin and Sanghar. Since its establishment, PVDP has implemented different projects on Flood Emergencies and development with the support of its kind partners; Catholic Relief Services, Christian Engineers in Development, Concern Worldwide, Kindernothilfe (KNH), Church World Services (CWS) P/A, ICCO, Action Medeor, Misereor, Tearfund UK, Unitarian Universalist Service Committee (UUSC), International Rescue Committee (IRC) and Diakonie Katastrophenhilfe (DKH).

With the passage of time, members and supporters of PVPD have considered the need to reorganize its initiatives and efforts in a more integrated and professional manner so that it could support other communities in neglected areas of Sindh Province. The strategic envisioning of its members has worked well and now PVPD is working in South Sindh whereas it has a history of working in different districts of Sindh Province in disasters. The development and humanitarian interventions initiated by PVPD are benefiting many marginalized communities. PVDP has trained staff members who implement various development and humanitarian programs in a pragmatic way.

The management of PVDP and the Board of Directors (BOD) realized the need to have a strategic plan for future envisioning and planning for organizational growth and expansion. The strategic plan was developed for three years, from 2026 to 2028. A three-day strategic planning exercise was conducted on October 07-09, 2025, in PVPD Head Office Mirpurkhas. The communities, board members and heads of key departments were consulted in the pre-workshop phase. 10 key staff members which were selected through a process participated in the strategic planning exercise.

The **goal of the strategic plan 2026-2028** is 'Socio-Economic Conditions of the Communities Improved with Reduction in Effects of Climate Change, Disasters and Poverty through Sustainable Community-based Interventions in Sindh. "

*The **strategic objectives** foreseen from 2026 to 2028 are as below:*

SO1: "Livelihood and food security sustained through climate resistant agriculture inputs and income generation solutions in the target communities." SO1 will work on **livelihoods and food security** with a focus on agriculture, livestock and food security.

SO2: "Improved awareness, knowledge and capacities for climate change responses in the target communities. SO2 will work on **climate change resilience and adaptation** with a focus on climate resistant agriculture and food security.

SO3: "Community based resilience enhanced to cope with future disasters." The SO3 will contribute to **disaster risk reduction and emergency response** with inputs on emergency response, disaster mitigation and disaster preparedness.

SO4: "Health and hygiene improved in the poorest of the poor and disaster-prone communities through integrated and climate resilient water and sanitation interventions." SO4 will focus on the **WASH** with interventions in hygiene promotion, clean drinking water and sanitation.

SO5: "Women and girls and Youth have improved their economic conditions and are financially independent through entrepreneurship development." SO5 will work on **women empowerment and youth development** focusing on vocational and technical skills and enterprises development services for women and girls.

SO6: "Strengthened peace, harmony and religious pluralism among all segments of the society." SO6 will focus on **interfaith harmony** with a focus on social cohesion, peace education and harmonious living.

SO7: "To enhance the protection and restoration of biodiversity and natural habitats in priority conservation areas" SO7 will focus on **Nature Conservation and Biodiversity** to improve ecosystem, forests, public outreach and awareness on Biodiversity

*The **organizational management strategy** envisaged is as below:*

- PVDP is governed by General Body having 25 members who have the mandate of selection of BOD for three years.
- PVDP is governed by a Board of Directors (BOD) consisting of 7 members. The TORs of the board members are signed by all the board members. Regular BOD meetings will continue in the next three years and are well recorded.
- The operational head is an Executive Director (ED) with clearly defined roles and responsibilities.
- PVPD has a clear humanitarian and development mandate, and it has experience of working since 1997 in Sindh. PVPD is working on humanitarian and community development aspects.
- The organization has financial policy, procurement policy, administration policy and HR policy in place. PVPD will adapt the practice of revising and reviewing its policies in consistency with the laws of the Government of Pakistan on a yearly basis in next three years.
- PVDP uses double-entry accounting system applied. The financial management system transferred to digital system keeping in view its resources. PVPD will continue practice of annual financial audit by a chartered accountant firm. The project-based audits will be carried out as per the donors' requirements.
- PVPD has strong safeguarding and Do No Harm policies and will be reviewed on an annual basis.
- PVPD does have program policies available. PVPD developed program guidelines document. MEAL framework. MEAL department is operationalized with competent staff. Learning and knowledge management will be promoted in PVPD.
- PVDP will continue the capacity building of its staff and would introduce new programs, such as in house trainings, on the job trainings and internship training for new and existing staff.
- Projecting and marketing the impact of the work of PVPD, research-based publications will be an essential tool. Branding guidelines will be prepared in 2026 and applied in the next three years.
- PVPD has an active website with the domain name www.pvpdsindh.org. Regular updating the website will continue a regular basis. PVPD have activated its social media handles on Facebook, LinkedIn, and Twitter. PVPD will develop its communication and media policy in 2026 for the next three years.
- PVPD is complying with all government requirements and compliances.

- Annual revision of all organization policies will be mandatory. It will be appropriately documented with precise dates and versions mentioned on the documents considering Strategic Plan 2026-2028 for future learning.

*The **partnership strategy** envisaged is as below:*

- PVPD will continue networking with the government departments and other organizations. Sharing of information and joint ventures will be organized with key government departments. Political influencing and lobbying by BOD and PVPD management will be considered in next three years.
- PVPD will initiate good-faith meetings with different organizations working on the same issues/themes to exchange information and lessons learnt. Consortium approach will be applied for future projects and programs.
- Membership of different networks will be an important topic and PVPD will play a key role in the networks, consortiums and alliances aligned with its mandate.
- PVPD will maintain a healthy and productive relationship with its donors and supporters. New potential partnerships with UN Bodies, international NGOs, individual philanthropists, and other institutions will be mobilized.

*The **resource acquisition strategy** envisaged is as below:*

- PVPD has its fundraising policy with key focus on marketing, donor retention and Corporate Social Responsibility (CSR) funds. A fundraising and business development department will be established to have specialized staff with experience to work on fundraising on a regular basis.
- PVPD has its own infrastructure including office building and guest houses in both Mirpurkhas and Tharparkar. 2 PVPD owned vehicles are available as well. Local products of artisans and beneficiaries have huge scope of sale. PVPD has developed its business development strategy.
- PVPD will establish linkages with potential donors/INGOs through submitting concept papers, project proposals and responding to calls for proposals by the donors.
- The organization will focus on its current and new individual philanthropists to widen its network of individual donations to the organization.
- PVPD is currently managing funds from different channels. The funding generated from donors/INGOs, the income from business activities, income from individual philanthropists and income from crowdfunding channels.

III. Country Context and Strategic Issues

A. Brief Overview of Area Operating Environment and Trends

1. Country Profile

Pakistan came into being on August 14, 1947. Since its establishment, different undemocratic governments have ruled predominantly due to which democratic political institutions remained weak. The tradition of the repeated overthrow of democratically elected regimes and alterations in the constitutions that suited undemocratic rulers did not allow democratic institutions to flourish and support democratic values in the country.

The economy of Pakistan is the 26th largest in terms of Purchasing Power Parity (PPP) and the 46th largest in terms of nominal Gross Domestic Product (GDP). The Gross Domestic Product (GDP) in Pakistan was worth 346.34 USD billion on 2021 according to official data from the World Bank. The GDP value of Pakistan represents 0.26 percent of the world economy.

Using the lower-middle-income poverty rate, the WB estimated that the poverty ratio in Pakistan stood at 39.3 per cent in 2020-21 and is projected to remain at 39.2 per cent in 2024-25 and might come down to 37.9 per cent by 2024-25 (The News International). Moreover, by using the upper-middle-income poverty rate, the global financial institution estimated that poverty stood at 78.4 per cent in 2024-25 and it would be standing at 78.3 per cent in 2023-24 and is projected to come down to 77.5 per cent in 2024-25. The WB used the lower-middle-income poverty rate (\$3.2 per day) and estimated that the poverty ratio in Pakistan stood at 39.3 per cent in 2023-24 and is projected to remain at 39.2 per cent in 2024-25 and might come down to 37.9 per cent by 2025-26. The World Bank (WB) has estimated that poverty in Pakistan has increased from 4.4 percent to 5.4 percent in 2024, as over two million people have fallen below the poverty line.

Pakistan has become the sixth-largest population in the world, with nearly 225.9 million people. Pakistan's population is equivalent to 2.83% of the total world population. Almost 62.8% of the population lives in rural areas (World Bank). About 96.47 percent of the people of Pakistan are Muslim, while 5.53 percent are other major religious minority groups, including Christians (1.27%), Ahmadis (0.09%), Hindus (2.14%), Sikh-Parsi-Bahi (0.02%) according to Pakistan Bureau of Statistics.

Pakistan has a semi-industrialized economy with a well-integrated agriculture sector. The Government justifies high spending on the military to reciprocate India's spending on its arms and army to defend the disputed territory of Kashmir. With an average annual per capita income of US 508.977, Pakistan is listed among low-income countries. It ranks 154 out of 189 countries in the UNDP Human Development Index.

Because of the unequal distribution of resources, almost 22% of the population lives below the poverty line. This poor segment of society which lives mainly in rural areas lacks access to basic needs such as education, health, safe water supply, and sanitation services. This situation severely undermines the capability of the poor communities to secure gainful employment and is a major cause of increasing income poverty and their social exclusion from developed society.

According to Water Aid, a non-governmental organization, Pakistan is among the top 10 countries that lack access to clean water. Out of Pakistan's total population, 79.2 percent of the rural poor have access to clean water. On the other hand, 98 percent of Pakistan's prosperous have access to clean water. Seventy-nine million people in Pakistan do not have access to a proper toilet. According to UNICEF, 25 million people still practice open defecation, and 70 percent of the households still must drink bacterially contaminated water.

Traditional gender roles in the country define a woman's place in the home and not at the workplace. A male is described as a breadwinner. Consequently, society, in general, invests far less in women than men. Women in Pakistan suffer from the poverty of opportunities throughout their lives. Female literacy is 47% if compared with male literacy, which is 71%. Female labor rates are exceptionally low, and violence against women and girls, including domestic violence, rape, honor killings, acid attacks, and trafficking, is uncontrolled in Pakistan. The legal code discriminates against women and girls and creates major obstacles in seeking redress for acts of violence. According to the rights groups, honor killings largely go unreported, and victims include very young girls. The Government's initiatives to improve women's rights have a limited impact.

The continued retention of Pakistan on the 'grey list' of the Financial Action Task Force (FATF) is a continuous threat to the Pakistan economy and international trade. Pakistan is taking effective measures to address all strategic deficiencies and strengthen its position of Pakistan to come out of the grey list. Until then, Pakistan must undergo strict and tight regulations.

Due to the continuous political instability and recurring military interventions in decision-making, Pakistan is far from witnessing a healthy and democratic political system. In addition to this Government is trying to strengthen bilateral ties with the USA, China, and many Muslim countries to seek economic assistance, technology transfers, closer defense ties, and cooperation on energy projects.

The operating environment for non-profit sector in Pakistan is tightened day by day and there are continuous shifts in the policies of the government towards non-profit sectors. The security agencies are engaged in clearances and No-Objection Certificates (NOCs) for projects and organizations have shaken the working conditions. The relationship between NGOs and government departments is an area where stronger coordinated efforts are required to fill the gap between these two key sectors. PVPD has its own challenges along with other NGOs in the country and will look to address these challenges in this strategic plan through coordination, networking and meeting compliances (auditory, security and legal) to enable its operations remain continued in the coming years.

2. PVPD's Position in the Current Environment

Participatory Village Development Programme (PVDP) started its development journey from District Tharparkar in 1997. Mr. Dominic Stephen, founder of PVDP, realized the gravity of the situation and the complex socio-psycho and economic problems of communities in Tharparkar and established PVDP in 1997. PVDP was registered on 15th June 1998 under the Societies Registration Act 1860 in Hyderabad with Registration Number 3830. Since 1997, PVDP is engaged in Drought Mitigation Programme in District Tharparkar and supported thousands of families to make them Drought Resilient. In year 2010, PVDP started work outside of District Tharparkar for the flood affected communities in severely affected districts of Sindh Province; Khairpur, Thatta, Umerkot, Mirpurkhas, Badin and Sanghar. Since its establishment, PVDP has implemented different projects on Flood Emergencies and development with the support of its kind partners; Catholic Relief Services, Christian Engineers in Development, Concern Worldwide, Kindernothilfe (KNH), Church World Services (CWS) P/A, ICCO, Action Medeor, Misereor, Tearfund UK, Unitarian Universalist Service Committee (UUSC), International Rescue Committee (IRC) and Diakonie Katastrophenhilfe (DKH).

With the passage of time, members and supporters of PVPD have considered the need to reorganize its initiatives and efforts in a more integrated and professional manner so that it could support other communities in neglected areas of Sindh Province. The strategic envisioning of its members has worked well and now PVPD is working in South Sindh whereas it has a history of working in different districts of Sindh Province in disasters. The development and humanitarian interventions initiated by PVPD are benefiting many marginalized communities. PVPD has a trained group of staff members who implement various development and humanitarian programs in a pragmatic way. To reduce poverty, injustice and miseries of the marginalized communities in its target areas, PVPD is focusing on the following thematic areas:

- **Livelihoods and Food Security** with a focus on agriculture, livestock and food security.
- **Climate Change Resilience and Adaptation** with a focus on climate resistant agriculture and food security.
- **Disaster Risk Reduction and Emergency Response** with inputs on emergency response, disaster mitigation and disaster preparedness.

- Integrated and Climate Resilient Water and Sanitation Interventions. **WASH** with Interventions in Hygiene Promotion, Clean Drinking Water and Sanitation.
- **Women Empowerment and Youth Development** focusing on vocational and technical skills and enterprises development services for women and girls.
- **Interfaith Harmony** with a focus on social cohesion, peace education and harmonious living.
- **Nature Conservation and Biodiversity** with focus on ecosystem, forests, public outreach and awareness on Biodiversity

3. Stakeholders

PVPD has established strong working relationships with national and international NGOs. PVPD has good working terms with district government, social welfare department and with other line departments as well. PVPD is an active partner with Provincial Disaster Management Authority (PDMA Sindh). PVPD regularly participates in meetings, activities and training programs of these public organizations.

PVPD has signed Memorandum of Understanding (MOU) with Economic Affairs Division (EAD). PVPD is certified by Pakistan Center for Philanthropy (PCP) and has a non-profit status by Federal Board of Revenue (FBR). PVPD is certified with Sindh Charities Commission.

PVPD has strong networking with local NGOs working in Tharparkar and Mirpurkhas districts and regularly participates in capacity building, experience sharing, and resource sharing interventions with these organizations.

PVPD is member of National Humanitarian Network (NHN), International Union for Conservation of Nature (IUCN), Pakistan CSOs Coalition for Health and Immunization (PCCHI), Human Resource Development Network (HRDN), Sindh Net, PSEA Sindh Chapter and GNDR. PVPD actively participates in activities organized by these networks.

B. Strategic Choices and Justification

1. Strategic Choices

1.1 Livelihood and Food Security: According to United Nation's Committee the food security is that all people always, have physical, social and economic access to sufficient, safe, and nutritious food that meets their food preferences and healthy life. In Sindh, almost more than 75% of the local population is engaged in livestock farming as their livelihood source. (USAID & Concern Worldwide report 2019) Sindh is severely affected by intensifying malnutrition. As many as 48 per cent children under the age of five are stunted (OCHA report 2018). In a need assessment conducted by PVPD in 2019, it is noticed that 90% of the population in district Tharparkar has no sufficient food to meet their basic daily requirement. Pakistan ranked 154 out of 189 countries in the Human Development Index as defined and calculated by the United Nations Development Program (UNDP). Pakistanis rely on farming, livestock, fishing, and agricultural labor for their livelihood. According to UN-OCHA Food insecurity is also very high and between 20-30% population (40 to 62 million people) is in some form of food insecurity in Pakistan.

1.2 Climate Change: Climate change is the long-term increase in the earth's average surface temperature and the large-scale changes in global, regional, and local weather patterns that result from that increase, caused by a significant increase in the levels of greenhouse gases that are produced using fossil fuels. Since last two decades it is highly noted that weather pattern has been changed, community of district Tharparkar and Mirpurkhas reported in different assessment/surveys done by PVPD that due to change in weather pattern, monsoon season pattern changed and it

caused agriculture production, in district Mirpurkhas every alternate year's people are facing flooding situation it also affects the livelihood. These climatic changes will have a variety of effects, but the most severe for livelihoods and food security are predicted to be the increased severity and duration of heat waves and rain events. According to German Watch, Pakistan has been ranked globally in the top ten countries most affected by climate change in the past 20 year.

1.3 Disaster Risk Reduction and Emergency Response: Disaster risk reduction is the concept and practice of reducing disaster risks through systematic efforts to analyze and reduce the causal factors of disasters. Reducing exposure to hazards, lessening the vulnerability of people and property, wise management of land and the environment, and improving preparedness and early warning for adverse events are all examples of disaster risk reduction. Enhanced resilience allows better anticipation of disasters and better planning to reduce disaster losses rather than waiting for an event to occur and paying for it afterward. However, building the culture and practice of disaster resilience is not simple or inexpensive. The 2005 earthquake and the 2010 and 2011 floods have revealed the vulnerability of Pakistani society and economy to disasters. Damages and losses have been massive. Since 2005, the calamities have claimed over 80,000 lives and affected about 50 million people. In addition, the financial and economic losses of these events are estimated to have exceeded \$24.7 billion so far.

In terms of hazards, Pakistan is among the most disaster-prone countries in South Asia, having suffered an estimated US\$ 18 billion in damages and losses during the past decade (World Bank, 2017). Regular flooding also takes place at the Indus River basin where major floods occur during the July-September monsoon season because of the seasonal low depressions developing over the Arabian sea or the Bay of Bengal (NDMI, NDMA, UNDP, 2007). There is a great need to consider capacity building needs of the local communities to mitigate impacts of the future disasters to prevent loss of precious human lives, livestock, and family and community assets. These losses can be averted if sound preparedness efforts for disaster mitigation are taken.

1.4. Water Sanitation and Hygiene (WASH): According to UNICEF, 25 million Pakistanis still practice open defecation. 53,000 Pakistani children under five dies annually from diarrhea due to poor water and sanitation. An estimated 70 percent of households still drink bacterially contaminated water. The Government of Pakistan has recognized the importance of drinking water and sanitation in its Vision 2025. Vision 2025 emphasizes the provision of safe drinking water and improved sanitation through an integrated development strategy. Sindh Province has multiple issues in relation to WASH including access to drinking water, drinking water quality, water management, access to sanitation, hand washing facility and hygiene. Communities mostly use unprotected dug wells at the household level. The communities complain about poor water quality (in terms of taste) and insufficient quantity of water presently available to them. Due to the lack of latrine facilities, the people are compelled to practice open defecation. Personal and environmental hygiene conditions in the areas are found to be in poor shape. Most people have very few means to take care of their personal and environmental hygiene because they use unprotected water for drinking. Communities do not have adequate knowledge about health and hygiene issues and complain about stomach and skin diseases. 62% of Urban Population and 84% of the Rural Population do not treat their drinking water. According to a report of Sindh Rural Development Project in Tharparkar funded by Asian Development Bank (ADB) 85% communities do not have access to clean drinking water, and 7% communities have access to toilet.

1.5 Women Empowerment and Youth Development: Women's empowerment and can be defined to promoting women's sense of self-worth, their ability to determine their own choices, and their right to influence social change for themselves and others (World Vision Australia). In 2021, Pakistan has moved down in Gender Gap from 151st to 153rd ranking. The country also ranks 178th out of 181 countries. According to Government of Pakistan sources, Sindh has the second-highest number of totals out of school females followed by Khyber Pakhtunkhwa (KP) and Baluchistan.

However, Sindh has the highest contribution of 36% to the national figure of primary female out of school children, followed by Punjab's 30% for the same level. Gender biases (Gender norms are still regressive in Pakistani society. Forty percent of women need permission from a family member to seek or remain in paid employment, according to the 2019 Pakistan Social and Living Standards Measurement (PSLM) survey. Less than 10 percent of households say women can decide for themselves.) Sexual harassment (According to the breakdown provided by the ministry, 5,048 cases of sexual violence and workplace harassment were reported in 2018, 4,751 in 2019, 4,276 in 2020 and 2,078 in 2021) In 2019, Pakistan's total literacy rate was around 58 percent, with less than 46.49 percent of women being literate and more than 69.29 percent of men. The Human Rights Commission of Pakistan lists 460 cases of reported honor killings in 2017, with 194 males and 376 females as victims. Of these murders, 253 were sparked by disapproval of illicit relations and 73 by disapproval of marriage choice. In Pakistan, one in three girls is married before reaching the age of 18 (Demographic and Health Survey 2012-13). According to an estimate, approximately 70 to 90% of Pakistani women are subjected to domestic violence. Various forms of domestic violence in the country include physical, mental and emotional abuse.)

1.6 Interfaith Harmony: According to Global Political Review, interfaith harmony means bringing peace and tranquility promoting among people by positivity. Today, people remain divided based on religious and ethnic rivalries in many parts of the world. Pakistan is a multi-religious, multi-ethnic and multi-cultural society where religious extremism and militancy have created a divide. This divide has geared many intolerant incidents against religious and ethnic minorities in different parts of the country. The acceptance of co-existence and diversity has been shattered in the last two decades in the country. It is evident that religious doctrinal differences are primarily responsible for spreading fear and hatred among the people of Pakistan. Emergence of Taliban in Afghanistan witnessed the mushrooming of various groups who preached hatred against other faiths in Pakistan. School curriculum needs to be revised to teach religious tolerance and peace among all religions. PVDP is on the premise that peace education and social cohesion are the ultimate routes toward a just, peaceful, tolerant, and diverse society. The inclusion of religious scholars, parliamentarians, politicians, academia, and youth is key to being sensitized to the peacebuilding and social cohesion topics to bring long-lasting change in society.

1.7 Nature Conservation and Biodiversity: Pakistan is biologically very diverse, given its varied geography (glaciers, mountains, deserts, coasts, wetlands, and forests). 98 mammal species, 700 bird species, 177 reptiles, 22 amphibians, 198 freshwater fish. Many species are endemic. Ecosystems include coastal & marine (mangroves, Indus delta), riverine forests, thorn forests, subtropical/pine/alpine forests, wetlands, drylands, glaciers & snow fields. Forest cover in Pakistan is quite low (around 5.7 % of land area) and decreasing. Use of timber and fuel wood, illegal logging, clearing for agriculture & expansion of settlements. Habitat Loss, Fragmentation, Degradation Wetlands are under threat from encroachment, water scarcity, pollution, unregulated development. Riverine/mangrove ecosystems threatened by reduced freshwater flows and salinization. Changes in precipitation, more frequent & intense extreme weather events (floods, droughts) affecting habitats. Glacial melt in the Himalayas/Karakoram affecting downstream water flows, altering ecosystems. Governance, Enforcement, Awareness, Weak enforcement, gaps in monitoring/data, limited capacity especially in remote areas. Lack of awareness among communities, insufficient participation in many cases. There is a set of protected areas: national parks, wildlife sanctuaries, game reserves etc. Large Tree-Planting & Reforestation Initiatives. *Billion Tree Tsunami* in Khyber Pakhtunkhwa: large-scale restoration/afforestation of degraded lands. Urban forests (e.g. Clifton Urban Forest in Karachi) also show local level action. Conservation efforts, tagging & monitoring. WWF-Pakistan's WRAP project (Water Resource Accountability) across many districts, promoting nature-based solutions. Forest area is still small; many forests are degraded or fragmented. Many species & habitats are under-documented; scientific data is lacking for many ecosystems or species. Enforcement of laws (against poaching, habitat destruction, and pollution) is weak or inconsistent. Sustainable financing is a challenge: conservation is often underfunded. Integration of biodiversity concerns in broader

planning (e.g. water, agriculture, and infrastructure) is limited. Human pressures (population growth, demand for land, energy, water) are intense and growing. Community-led conservation: involving local and indigenous communities can improve effectiveness. Restoration ecology: reforestation, wetland restoration. Already seen in some areas but big potential. Strengthening policy implementation & cross-sector mainstreaming (in water, agriculture, industry). Using ecosystem services and natural capital approach: recognizing and valuing what nature provides could help mobilize resources. Pakistan has considerable biological richness, but faces very strong pressures (deforestation, climate change, habitat loss, pollution). There are promising initiatives underway (protected areas, tree planting, species conservation, community engagement), but many challenges remain, especially in scaling up, strengthening enforcement, and integrating conservation broadly into development.

2. Relevance of Strategic Choices with Sustainable Development Goals (SDGs) and Government Policies

The priority areas identified in the strategic plan of PVDP have relevance to the SDGs and the national and provincial policies and strategies of the Government of Pakistan.

2.1. Relevance with Sustainable Development Goals (SDGs):

- The Livelihood and Food Security Program will compliment SDG 1 (no poverty), SDG 2 (zero hunger), and SDG 5 (gender equality).
- The Climate Change Program will complement SDG 1 – no poverty (target 1.5 reduce vulnerability to climate-related extreme events and disasters), SDG 13 – climate action and complement other SDGs as a cross-cutting theme.
- The Disaster Risk Reduction and Emergency Response Program will contribute to SDG 11 (sustainable cities and communities) and it will compliment all SDGs in disaster situations.
- The WASH Program will contribute to SDG 6 (clean water and sanitation).
- The Women Empowerment Program will compliment SDG 5 (gender equality) and United Nations Convention on the Elimination of All Forms of Discrimination Against Women (UN-CEDAW) and will compliment other SDGs as cross-cutting theme.
- The Interfaith Harmony Program will contribute to SDG 16 (peace, justice, and strong institutions).
- The Nature Conservation and Biodiversity will contribute to SDG 15 Life on Land and related SDGs are SDG13 and 14

2.2. Relevance to National Policies and Strategies:

- The Livelihood and Food Security Program will compliment Pakistan Poverty Reduction Strategy 2003, National Agriculture Perspective and Policy 2004 and will contribute to the Technical and Vocational Education Training (TVET Policy) of the Government of Pakistan.
- The Climate Change Program will contribute to National Forest Policy 2016, National Environment Policy 2005, and National Climate Change Policy 2012.
- The Disaster Risk Reduction and Emergency Response Program will contribute to National Disaster Management Framework 2005.
- The WASH Program will contribute to National Sanitation Policy 2006, National Drinking Water Policy 2009, and National Health Policy 2010.
- The Women Empowerment Program will contribute to The National Policy for Development and Empowerment of Women 2002.
- The Interfaith Harmony Program will contribute to the aim of the Ministry of Religious Affairs and Interfaith Harmony of the Government of Pakistan.
- The Nature Conservation and Biodiversity will contribute to the National Environmental Policy, National Biodiversity Strategy and Action Plan, National Forest Policy and Pakistan Environmental Protection Act 1997.

C. Process of Developing Strategic Program Plan

A three-day strategic planning exercise was conducted on October 07-09, 2025, in PVPD Head Office Mirpurkhas. The communities were consulted in the community consultation through a FGD questionnaire in the pre-workshop consultation by PVDP staff. The board members were consulted through a questionnaire to include BOD perspective in the strategic planning in the pre-workshop consultation by the consultant. The management, including Executive Director, Deputy Executive Director and Project Manager were consulted in the pre-workshop phase by the consultant. The key staff from different departments were consulted in the pre-workshop phase by the consultant to include different needs of the departments.

The planning exercise started with a mapping exercise of PVDP's existing initiatives based on geographical locations, target population, and available resources, both financial and human resources. Participants shared lessons learned, experiences, gaps, and issues related to past and current initiatives from a programmatic and management perspective. Based on consultations conducted with different stakeholders in the pre-workshop phase, a SWOT analysis exercise was conducted, which provided bringing the outside world threats and opportunities together with PVDP's internal strengths and weaknesses to create their strategic plan. The SWOT analysis provided a justification for short-term and long-term future strategic directions of PVDP. The exercise laid the foundation to prepare a results framework with a defined goal, strategic objectives, expected results, targets and indicators related to each thematic program area.

PVDP analyzed and identified Seven thematic areas under this strategic program plan. The new program areas i) **Livelihood and Food Security**, ii) **Climate Change**, iii) **Disaster Risk Reduction and Emergency Response**, iv) **Water Sanitation and Hygiene (WASH)**, v) **Women Empowerment and Youth Development**, vi) **Interfaith Harmony** and vii) **Nature Conservation and Biodiversity**

IV. Proposed Strategy

Program Results Matrix

Strategic Objective 1 (Livelihoods and Food Security)	Strategic Indicators	Means of Verification
Livelihood and food security sustained through climate resistant agriculture inputs and income generation solutions in the target communities.	<ul style="list-style-type: none"> Climate resistant agriculture solutions sustained in the target communities Livestock production increased for improved income generation Communities are self-employed and earning respectable income for their families. 	<ul style="list-style-type: none"> Project reports Evaluation reports Poverty statistics by Government
Expected Results 1.1	Strategic Indicators	Means of Verification
ER 1.1.1 Enhanced agricultural productivity through improved management techniques and to sustain food security from agricultural crops.	<ul style="list-style-type: none"> Food security measures at community level enhanced through establishment of Farmer field school (FFS) and trainings. Provision of Kitchen Gardening training, kits and seeds to encourage women farmers to grow vegetables to meet their food security needs. Development of climate smart agriculture guideline/policy/SOPS etc. Build capacity of farmers on draught resilient farming. Introduce drought resistant crops varieties to farmers. Encouraging alternative electricity source systems and development of technological innovations for improved water efficiency for crops and efficient equipment for irrigation practices. Networking and Liaising with other forums working on climate smart agriculture techniques. Exposure visits for farmers to learn about new agriculture practices and 	<ul style="list-style-type: none"> Quarterly reports Training reports Networking event/workshop report Visibility/IEC Material Monitoring and evaluation reports

	<ul style="list-style-type: none"> research. Establishment of seed banks (managed by the community). 	
ER 1.1.2 Developed efficient Livestock management practices with involvement of local communities for increased production and income generating opportunities.	<ul style="list-style-type: none"> Design and conduct training programs to enhance capacity building of community on livestock management through collaboration with livestock departments. Educate community to improve nutritional quality of livestock feed and cost-effective fodder production activities to cope with impending climate change impacts. Provide livelihood opportunities to community livestock extension workers (CLEWs) and build their capacity through livestock extension department. Communication builds up between local community and livestock departments to stay informed about latest innovations in field of livestock research. Provision of Feed and Fodder during lean period and drought like situation Improving existing livestock facilities through cash for work Promote artificial insemination practice 	<ul style="list-style-type: none"> Quarterly reports Training reports Monitoring and evaluation reports Visibility/IEC Material
ER 1.1.3 Sustainable livelihoods options and innovative solutions developed for community to support self-reliance and meet their immediate consumptions needs.	<ul style="list-style-type: none"> Provide small business establishment support to ultra-poor people or most vulnerable households Conduct detail vocational training need and market assessment Organize two months' vocational training; one month on basic live skills, literacy, numeracy and one month on technical vocational skills. Establish women vocational hub/center at village level and establish linkages with entrepreneurs and local market. Provision of Stitching machine and toolkit to communities at Hub/center Level. Develop linkages with MFIs for small loans to boost their businesses. 	<ul style="list-style-type: none"> Need assessment reports List of potential entrepreneurs Post training assessment reports Database of beneficiaries Training guides and reports Visibility/IEC Material Monitoring and evaluation reports
Strategic Objective 2 (Climate Change)	Strategic Indicators	Means of Verification
Improved awareness, knowledge and capacities for climate change responses in the target communities.	<ul style="list-style-type: none"> Climate change sensitization and awareness level increased in the target communities Natural resources are conserved and plantation increased in the target communities Alternate technologies introduced and sustained in the target communities 	<ul style="list-style-type: none"> Project reports Internal and external evaluation reports Annual progress reports MOUs with key government departments
Expected Results 2.1	Strategic Indicators	Means of Verification
ER 2.1.1 Improved public awareness	<ul style="list-style-type: none"> Climate change sensitization and 	<ul style="list-style-type: none"> Quarterly reports

on climate change in the target communities	awareness level increased in the target communities <ul style="list-style-type: none"> Natural resources are conserved and plantation increased in the target communities Collaboration ensured with key government departments on climate change and environmental protection. 	<ul style="list-style-type: none"> Database of beneficiaries Monitoring and evaluation reports
ER 2.1.2 Climate friendly technologies introduced and implemented in the communities to help reduce the emission of greenhouse gases	<ul style="list-style-type: none"> Smokeless stoves introduced and used in the communities Biogas introduced and implemented through community engagement. 	<ul style="list-style-type: none"> List of products introduced Number of households using smokeless stoves Number of communities using biogas Impact assessment reports
Strategic Objective 3 (DRR and Emergency Response)	Strategic Indicators	Means of Verification
Community based resilience enhanced to cope with recurrent and future disasters.	<ul style="list-style-type: none"> PVDP team capacitated and mobilized resources for future disasters Disaster affected communities are facilitated through emergency relief and lifesaving input Rehabilitation and reconstruction carried out in the disaster affected communities Communities can cope with future disasters through mitigation and preparedness inputs. 	<ul style="list-style-type: none"> Project reports Internal and external evaluation reports Annual progress reports Rapid Need Assessment Reports Risk Assessment Reports CBDRM Plans BOQs and list of CBOs capacitated
Expected Results 3.1	Strategic Indicators	Means of Verification
ER 3.1.1 Improved awareness, knowledge and capacities strengthened in the disaster-prone communities.	<ul style="list-style-type: none"> Disaster prone communities identified through Hazard Vulnerability Capacity and risk Assessments (HVCRA) Effective community-based disaster risk management structures in place to take up and advocate resilience building measures Built capacity of communities on CBDRM to prepare well and in placed mitigation measures Dissemination of knowledge and information on disaster preparedness and school safety to students in schools Effects of disasters mitigated through structural inputs in the disaster-prone communities Develop contingency planning on regular basis for disasters in the target areas. Develop Village disaster management plan (VDMP) and Union Council Disaster Management Plan (UCDMP) through engagement of local community and DDMA. Coordination was established with DDMA and district level disaster management forum. 	<ul style="list-style-type: none"> Quarterly reports CBDRM committees HVCRA Report Village and UC level disaster management plan Contingency plans Early warning system Reports on mock drills Database of beneficiaries Visibility/IEC Material Monitoring and evaluation reports

	<ul style="list-style-type: none"> Communities are capacitated and mobilized resources for future disasters 	
ER 3.1.2 Built capacity of the people to effectively respond to disasters emergency/relief operations in the disaster affected communities.	<ul style="list-style-type: none"> Emergency response team (ERT) of PVDP and mechanism established to respond to future disasters. Built capacity of ERT on life saving skills (LSS) such as first Aid, search and rescue, firefighting. Ensure the Emergency response (ER) tool kit and people are well trained to use the Emergency response tool kit Provided emergency relief support to the disaster affected communities Provided rehabilitation and reconstruction services in the disaster affected communities. 	<ul style="list-style-type: none"> Quarterly reports ERT committees Village and UC level disaster management plan Contingency plans Early warning system Reports of mock drills Database of beneficiaries Visibility/IEC Material Monitoring and evaluation reports
Strategic Objective 4 (WASH)	Strategic Indicators	Means of Verification
Health and hygiene improved in the poorest and disaster-prone communities through integrated water and sanitation interventions.	<ul style="list-style-type: none"> Male and female community organizations (COs) are formed Safe handwashing and bathing practices are adopted among adults and children Installed public and household (HH) water points in good working condition Water quality meets national safe drinking water standards Installed sanitation facilities (PF latrines) in good working condition Open defecation reduced in the target communities through Community Led Total Sanitation (CLTS) approach 	<ul style="list-style-type: none"> Evaluation Reports Pre KAP Survey Report Post KAP Survey Report District Health Statistics
Expected Results 4.1	Strategic Indicators	Means of Verification
ER 4.1.2 Community have access to safe drinking water in the community and in the schools.	<ul style="list-style-type: none"> Strengthening and capacity building of community organization on WASH through social mobilization and training programme. Enhance community's awareness about water quality (including adoption of treatment of safe drinking water in the household) enhanced through an effective Behaviour change campaign. Provide alternative energy source solar submersible pumps Sustainable Rainwater harvesting systems developed and promoted. Rehabilitate and maintain dysfunctional and nonfunctional water sources. Construct rainwater harvesting structures at household and communal level. Reduction in water borne diseases among beneficiaries through access to safe drinking water. Develop UC level WASH plan with collaboration of relevant government 	<ul style="list-style-type: none"> Quarterly reports Training reports Beneficiaries database Database Visibility/IEC Material Physical infrastructure observation report/pictures Monitoring and evaluation reports

	<ul style="list-style-type: none"> department. Obtain Defecation Free status from the local government for intervention villages. 	
ER 4.1.2 Improved sanitation practices in the communities and in the schools.	<ul style="list-style-type: none"> Community improve knowledge on safe sanitation practices Safe handwashing and bathing practices adopted among adults and children Open defecation reduced in the target communities through Community Led Total Sanitation (CLTS) and School Led Total Sanitation approach Constructed sanitation facilities (latrines) meet national standards Ensure adequate water supply at household level for sanitation facilities Establish fund revolving system to secure community contribution for operational and maintenance of community level water and sanitation schemes. 	<ul style="list-style-type: none"> Quarterly reports Training reports Beneficiaries database Database Visibility/IEC Material Physical infrastructure observation report/pictures Monitoring and evaluation reports
ER 4.1.3 Community hygiene improved in the communities and in the schools.	<ul style="list-style-type: none"> Community and school children improved their knowledge on water, sanitation, health and hygiene through social mobilization/behavior change campaign. IEC material containing behavior change messages developed and disseminated. Children WASH group sensitized on SLTS approach. Ensure adequate water supply at school level for sanitation facilities Children improved health and hygiene through effective use of person hygiene kit. 	<ul style="list-style-type: none"> Quarterly reports Training reports Beneficiaries database Database Visibility/IEC Material Physical infrastructure observation report/pictures Monitoring and evaluation reports
Strategic Objective 5 (Women Empowerment and Youth Development)	Strategic Indicators	Means of Verification
Women and girls and youth have improved their economic conditions and are financially independent through entrepreneurship development.	<ul style="list-style-type: none"> Women are organized and sensitized to economic needs and problems Women-led businesses are sustained, expanded, and benefitted community at large. Improvement in the quality of life of the women entrepreneurs and their families. Youth are organized and sensitized to economic needs and problems as agents. 	<ul style="list-style-type: none"> Project reports Training reports Monitoring and evaluation reports Beneficiaries database
Expected Results 5.1	Strategic Indicators	Means of Verification
ER 5.1.1 Sustainable livelihoods options and innovative solutions developed for women and youth to support self-reliance.	<ul style="list-style-type: none"> Provide small business establishment support to ultra-poor people or most vulnerable households Conduct detail vocational training need 	<ul style="list-style-type: none"> Need assessment reports List of potential entrepreneurs Post training assessment

	<ul style="list-style-type: none"> and market assessment Organize two months' vocational training; one month on basic life skills, literacy, numeracy and one month on technical vocational skills. Establish women vocational hub/center at village level and establish linkages with entrepreneurs and local market. Provision of Stitching machine and toolkit to communities at Hub/center Level. Develop linkages with MFIs for small loans to boost their business. 	<ul style="list-style-type: none"> reports Database of beneficiaries Training guides and reports Visibility/IEC Material Monitoring and evaluation reports
Strategic Objective 6 (Interfaith Harmony)	Strategic Indicators	Means of Verification
Strengthened peace, harmony and religious pluralism among all segments of society.	<ul style="list-style-type: none"> Communities and youth are sensitized on interfaith harmony. Reduction in the incidents of interfaith, communal, or sectarian conflicts resolved peacefully with the active role of Peace Committees (PCs) and collaborating communities. 	<ul style="list-style-type: none"> Evaluation Reports Project Reports Training report, pictures, and attendance sheets Published and broadcasted material
Expected Results 6.1	Strategic Indicators	Means of Verification
ER 6.1.1 Peace promoted among multi-religious communities with community-initiated structures.	<ul style="list-style-type: none"> Peacebuilding and social cohesion curriculum developed. Information education and communication (IEC) material developed and published. Communities and youth are sensitized to peacebuilding and social cohesion. Community-based Peace Committees (PCs) formed and trained. Mass scale awareness raising organized with a community-based approach. Streamlined in all programs and interventions. 	<ul style="list-style-type: none"> Quarterly reports Training reports Beneficiaries database Database Visibility/IEC Material
Strategic Objective 7 (Nature Conservation and Biodiversity)	Strategic Indicators	Means of Verification
To enhance the protection and restoration of biodiversity and natural habitats in priority conservation areas	increase in protected habitat coverage and population stability of key native species.	<ul style="list-style-type: none"> GIS maps and satellite imagery Biodiversity assessment reports Species population monitoring data Government/NGO conservation reports
Expected Results 7.1	Strategic Indicators	Means of Verification
7.1.1 Degraded ecosystems restored through reforestation and habitat rehabilitation	<ul style="list-style-type: none"> Hectares of land restored - Survival rate of planted species 	<ul style="list-style-type: none"> Field monitoring reports Satellite images Restoration logs
7.1.2 Local communities actively engaged in conservation activities	<ul style="list-style-type: none"> Number of community members trained 	<ul style="list-style-type: none"> Training attendance records

	<ul style="list-style-type: none"> • Number of community-led initiatives 	<ul style="list-style-type: none"> • Activity reports from community groups
7.1.3 Increase Forest cover through large-scale tree plantation and afforestation to enhance environmental sustainability and climate resilience.	<ul style="list-style-type: none"> • Percentage increase in forest cover (e.g., 10% increase over 5 years, measured via satellite imagery). • Number of trees planted and survived after 2 years. • Reduction in average soil erosion rates in targeted areas. 	<ul style="list-style-type: none"> • Satellite imagery reports • GIS-based forest cover maps • Remote sensing data before and after intervention
7.1.4 Environmental awareness and biodiversity education programs implemented	<ul style="list-style-type: none"> • Number of awareness sessions held • Number of participants reached 	<ul style="list-style-type: none"> • Event reports - Participant feedback forms - Media or outreach material
7.1.5 Biodiversity monitoring systems strengthened	<ul style="list-style-type: none"> • Number of species monitored regularly Use of standardized data collection tools 	<ul style="list-style-type: none"> • Biodiversity databases - Monitoring toolkits - Partner NGO or government reports

B. Program Implementation Strategy

Strategic Objective 1 (Livelihoods and Food Security):

Livelihood and food security sustained through climate resistant agriculture inputs and income generation solutions in the target communities.

Implementation Strategy

The implementation strategy for livelihood and food security thematic area is to focus on three sub sectors such as agriculture and livestock management. To promote livelihood and food security in the target communities, PVDP will select the intervention's communities and beneficiaries through systematic community selection framework and structured need assessment studies. The beneficiaries would be small farmers, livestock owner, tenants, unskilled girls/women, and agricultural laborers etc. It is planned to develop capacity building of small farmers and community livestock extension workers for adoption of new technology, storage of food and fodder and marketing training for small farmers. The agriculture activities would include formulation of seed bank, promotion of kitchen gardening, provision of seed to small farmers for enhancement of agriculture, organic farming for income generation, livestock management, and setting up farmer field schools. PVDP will identify and train Community Livestock Extension Workers (CLEWs) through collaboration with livestock department. The rural communities are dependent on farming and PVDP will promote and facilitate kitchen gardening, livestock farming, seedbanks, fruit tree saplings, and toolkit to the community members.

Strategic Objective 2 (Climate Change)

Improved awareness, knowledge and capacities for climate change responses in the target communities.

Implementation Strategy

PVDP will train its staff on climate change and environmental protection. Coordination will be done with key government departments working on climate change and environmental protection to ensure that key stakeholders and actors are engaged in this work. Communities will be sensitized on climate change through awareness raising sessions, workshops and campaigns with active participation of the communities. Tree plantations will be done at household and community level.

Smokeless stoves will be introduced at household level and will be trained in usage and maintenance as well. Biogas plant at community level will be introduced and the communities will be facilitated to apply indigenous and low-cost technologies to apply in the field.

Strategic Objective 3 (DRR and Emergency Response)

Community based resilience enhanced to cope with recurrent and future disasters.

Implementation Strategy

Disaster risk reduction (DRR) is focused strategic program of PVDP. However, the drought areas have also been focused on the three-years strategic plan. DRR activities have been planned with mapping of vulnerable areas for risk assessment, emergency preparedness & mitigation planning at village and UC level by involvement of all stakeholders. In addition to this village and UC level disaster management plans will be developed by engaging CBRM committee and DDMA. Village and UC disaster management committees will be formed; Disaster Management committees will continue in adjoining areas as well to manage DRR activities including retrofitting of safe places and construction of safety banks around vulnerable villages as well as initiation of tree plantation in respective areas. PVDP will also form emergency response team in villages and schools. PVDP will train emergency response teams on life saving skills and provide emergency response kits. Regular contingency plans will be developed in close coordination with Disaster Management Authority (DDMA) at district level. During disasters PVDP will keep close coordination with government line departments and civil society organization/DRR forum.

Strategic Objective 4 (WASH)

Health and hygiene improved in the poorest of the poor and disaster-prone communities through integrated water and sanitation interventions.

Implementation Strategy

The implementation strategy has been devised to consider soft and hard components of WASH Programme interventions. Behavior change awareness will be promoted in the communities. It has been emphasized on promotion of health & hygiene practices to prevent the spread of disease by conduction of awareness sessions with communities, schoolteachers & students about the importance of clean drinking water, hand washing and integration of hygiene and sanitation interventions. Community Led Total Sanitation (CLTS) and School Led Total Sanitation (SLTS) approach will be introduced and the target villages and schools. Community organizations will be formed or reorganized in 100 villages. PVDP will organize training and capacity buildings program for villages organization on WASH. PVDP will establish community fund revolving system of the operational and maintenance of communal water schemes. This system will ensure the sustainability of hard components. In addition to this PVDP will identify and train community resources people (CRPs) from each community. CRPs will work closely with social mobilization teams and support them in organizing and conducting the sessions on WASH. In schools Children WASH group will be formed and trained on health and hygiene. Through effective implementation of behavior change communities will attain Defecation Free status from the local government. Communal solar pumps and water ponds will be installed in the communities with no access to drinking water at all. Latrines will be constructed in the communities that cannot afford to construct latrines at household level. Bio-sand filters will be introduced in the communities where the water

Strategic Objective 5 (Women Empowerment)

Women and girls have improved their economic conditions and are financially independent through entrepreneurship development.

Implementation Strategy

The implementation strategy for women empowerment thematic area is to focus on skill development and entrepreneurship development among women. To promote and facilitate women empowerment

in the target communities, PVDP will select the communities and beneficiaries through systematic community selection framework and structured need assessment studies. The unemployed community members and women will be identified and enrolled through need assessments to get trained in different vocational skills. PVDP will organize need based vocational courses and basic life skills, literacy, numeracy for beneficiaries. The graduated community members will be facilitated to seek employment or start their small-scale enterprises at household and community levels. PVDP will establish community vocational center/hub and will develop their capacity to upscale business through linking with entrepreneurs, market and private fabric brand such as Gul Ahmed, Khadi etc. PVDP will facilitate the community members to develop their concrete business feasibility plans and will train the potential entrepreneurs in business management, marketing and management skills. The poorest of the poor beneficiaries will be facilitated through loans from micro-finance institutions. PVDP will facilitate the entrepreneurs in market linkages and value addition and will promote digital platforms in the community members.

Strategic Objective 6 (Interfaith Harmony)

Strengthened peace, harmony and religious pluralism among all segments of society.

Implementation Strategy

PVPD will adopt a community-based and policy-level approach to promote interfaith harmony, peace and social cohesion. PVPD will develop a rigorous peace building and social cohesion curriculum for all its training and advocacy activities. Information, education, and communication (IEC) material with short messages from different religions will be published and widely circulated among communities and policy level actors. At the community level, PVPD will organize community-based awareness-raising campaigns with community members and youth participation with special focus. PVPD will form and train Peace Committees (PCs) at the community level to actively promote peace and social cohesion and tackle any unwanted riots of religious extremism and militancy. With the active participation of key stakeholders, RWN will organize mass-scale awareness-raising and sensitization campaigns.

Strategic Objective 7 (Nature Conservation and Biodiversity)

Improve ecosystem, forests, public outreach and awareness on Biodiversity.

Implementation Strategy

PVPD will adopt a community-based and policy-level approach to work on Nature Conservation and Biodiversity. PVPD will develop a campaign and advocacy activities for improving ecosystem, expanding forests by tree plantation. Information, education, and communication (IEC) material with short messages from different religions will be published and widely circulated among communities and policy level actors. At the community level, PVPD will organize community-based awareness-raising campaigns with community members and youth participation with special focus. PVPD will form and train farmers and community leaders to actively promote tree plantation and awareness on nature conservation and biodiversity. With the active participation of key stakeholders, we will organize mass-scale awareness-raising and sensitization campaigns.

C. Organizational Management Strategy

1. PVPD has a clear humanitarian and development mandate, and it has experience of 28 years working in Sindh. PVPD is familiar with local context and needs. PVPD will continue working in Province of Sindh for the next three years.
2. PVPD is governed by General Body having 25 members who have the mandate of selection of BOD for three years, BOD consisting of 7 members. The TORs of the board members are signed by all the board members. The BOD meetings are held on bi-annual basis, and the BOD ensures its participation in the day-to-day affairs through internal audit and finance committees. Regular BOD meetings will continue in the next three years and are well recorded.
3. The operational head is an Executive Director (ED) with clearly defined roles and responsibilities. The staff members and volunteers make up the professional team of PVPD. PVPD has a participatory management style which will be organizations thrust in next three years.
4. PVPD has strong internal policies and controls in practice. The organization has financial policy, procurement policy, administration policy and HR policy in place. PVPD will adapt the practice of revising and reviewing its financial, procurement and administration policies in consistency with the laws of the Government of Pakistan on a yearly basis in next three years.
5. PVPD has financial management and administrative system in place. PVPD uses double-entry accounting system applied. Board of Directors has a strong role in internal controls and internal audits. PVPD will continue practice of annual financial audit by a chartered accountant firm. The project-based audits will be carried out as per the donors' requirements.
6. Human resource policy is being applied in PVPD. PVPD has diverse and secular approach in its HR policy. PVPD will continue its diverse and secular approach as a key imperative of its humanitarian agenda. PVPD will work on its staff recreation and exposure visits to ensure that the staff members remain healthy, connected and dynamic. Staff turnover will be addressed through friendly policy benefits to the staff. Technical staff will be taken on board as per HR policy in next three years to enhance organization's portfolio. The SOPs of HR will be made available in local languages for all staff members to easily understand.
7. PVPD has strong safeguarding policies including child protection policy, gender policy and security policy available in its operational manual. The staff is trained in security every three months to avoid future security challenges and threats.
8. Key program policies including program guidelines, need assessment, MEAL framework and complaint mechanism policies are available. MEAL department is operationalized with competent staff. Learning and knowledge management will be promoted in PVPD and all lessons learnt will be recorded in next three years.
9. PVPD will continue the capacity building of its staff and would introduce new programs, such as in house trainings, on the job trainings and internship training for new and existing staff. Different partnerships will be established with capacity building organizations and institutions. Throughout the next three years, this strategic plan will be the thrust for motivating the management and staff to build up and enhance capacities and skills.
10. Projecting and marketing the impact of the work of PVPD, research-based publications will be an important tool. In the next three years, PVPD will prepare high quality publications and Information, Education and Communication (IEC) material.

11. PVPD has an active website with the domain name www.pvpdsindh.org Regular updating the website will continue on a regular basis. The practice of uploading annual reports and audits reports will be continued on a regular basis to ensure that all stakeholders may access relevant data of PVPD. Preferred mode of communication during the next three years will be email as it will allow staff to save time and ensure efficiency and effectiveness. PVPD has active social media handles on Facebook, LinkedIn, and Twitter. Regular updates on social media with appropriate coverage of events, news, and highlights will continue in the next three years. PVPD will have a media focal person for all social media, websites, electronic and print media.
12. PVPD complies with all government requirements and compliances. Annual renewal of Societies Registration Act 1860 will be continued in the next three years. The compliance management committee will actively play a key role in assessing the threats associated with frequent changes in the government policies for NGOs and would suggest recommendations with clear action plans to address those threats and may also address the issues of NOCs for different projects and programs. The Compliance Management Committee will coordinate with all the organizational departments but will directly report to the senior management (Executive Director and Deputy Director) in the organization.
13. Annual revision of all policies of the organization will be mandatory and will be documented properly with clear dates and versions mentioned on the documents in the light of Strategic Plan 2026-2028 for future learning.

D. Partnership Strategy

PVPD will maintain four levels of partnership including line departments and politicians, networking with NGOs, networks/consortiums, and donors/supporters:

1. PVPD is recognized by Government line departments with experience in Sindh. PVPD will continue networking with the government departments and other organizations. Sharing of information and joint ventures will be organized with key government departments. Similarly, at provincial level liaising with ministries and departments will be initiated. Wherever required, Memorandum of Understanding (MOUs) will be signed for joint ventures and joint programs. Political influence and lobbying by BOD and PVPD management will be considered in next three years to avoid any negative political interference in PVPD's work.
2. Networking with NGOs will be enhanced. PVPD will initiate good-faith meetings with different organizations working on the same issues/themes to exchange information and lessons learnt. Furthermore, new ideas and specialization in different topics/themes will be exchanged with the NGOs. Consortium approach will be applied for future projects and programs.
3. Membership of different networks will be an important topic and PVPD will play a key role in the networks, consortiums and alliances aligned with its mandate. PVPD will play active role in the Sindh Chapter of National Humanitarian Network (NHN).
4. PVPD will maintain healthy and productive relationship with its donors and supporters. New potential partnerships with different UN Bodies, international NGOs, individual philanthropists, and other institutions will be mobilized. Through this plan, PVPD will mobilize needed funds and resources. The humanitarian and charitable support is shrinking in Pakistan. PVPD will focus on local and international mobilization of new donors to increase its donor base for future partnerships and long-term support. Sindh is still priority of donors/international NGOs and supporters, and it will be worked on by PVPD in next three years.

E. Resource Acquisition Strategy

1. PVPD has its fundraising policy with key focus on marketing, donor retention and Corporate Social Responsibility (CSR) funds. Fundraising and business development department will be established to have specialized staff with experience to work on fundraising on a regular basis. All key staff will be capacitated in fundraising through in-house training and through participation in training organized by other resource organizations. The fundraising policy will be reviewed on an annual basis.
2. PVPD has its own infrastructure including office building and guest houses in both Mirpurkhas and Tharparkar. 2 PVPD owned vehicles are available as well. Local products of artisans and beneficiaries have huge scope of sale. PVPD will develop its business development strategy in 2026 to earn funds from its own resources. The future inflation can be addressed through PVPD's own funds earned and generated from its business development interventions. The organization's own funds generated from business development activities will be utilized during funding lag time periods to retain its core staff.
3. PVPD has limited donors, and it may cause future financial crisis at PVPD. PVPD will establish linkages with potential donors/INGOs through submitting concept papers, project proposals and responding to calls for proposals by the donors.
4. PVPD has a limited number of individual philanthropists who are supporting PVPD on regularly basis. The organization will focus on its current and new individual philanthropists to widen its network of individual donations to the organization.
5. PVPD is currently managing funds from different channels. The funding generated from donors/INGOs, the income from business activities, income from individual philanthropists and income from crowdfunding channels.

V. Action Planning

PVDP team will prepare action plan for 2026-2028 against Program Results Matrix, Partnership Strategy, Organizational Management Strategy, and Resource Acquisition Strategy. The action plan will serve to be an internal plan of PVDP and will provide directions to the organization for the achievement of the strategic plan in the next three years. All concept notes and project proposals should be submitted in accordance with the strategic plan.

VI. Monitoring and Review of Strategic Plan Progress

As a part of the whole strategic planning process two committees were formed to monitor the progress against strategic plans and review committees to review the strategic plan on annual basis:

A. Monitoring Committee

During the exercise PVPD developed a Monitoring Committee (MC). The committee's TORs will be developed, and annual deadlines will be decided by PVPD. The MC consists of below team members to present annual monitoring report on strategic plan:

Representative from Program, Admin and Management

B. Review Committee

During the exercise PVPD developed a Review Committee (RC). The committee's TORs will be developed, and annual deadlines will be decided by PVPD. The RC consists of below team members to present annual monitoring report on strategic plan:

S#	Name	Position
1	Javed Sadiq	Board Member
2	Saleem Dominic	Executive Director
3	Zahid Ali	Consultant