

**Sungi Development Foundation**

# **STRATIGIC PLAN**

**2017 - 2025**

**9/1/2017**

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# I. CONTEXT

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## I.1. Landscape of Pakistan

Located in South Asia, Pakistan is the world's sixth most populous country in the world and is the second largest Muslim nation after Indonesia. In 2016, the estimated population of Pakistan is approximately 185 million with a projected increase over 227 million by 2025. The population is projected to comprise an inverted pyramid of a large proportion of younger people: up to 63 percent below the age of 30 years. It is these very demographic projections which raise a number of national issues.

'Pakistan has a 1,046-kilometre (650-mile) coastline along the Arabian Sea and its Gulf of Oman in the south and is bordered by India to the east, Afghanistan to the west, Iran to the southwest, and China in the far northeast, respectively. It is separated from Tajikistan by Afghanistan's narrow Wakhan Corridor in the north, and also shares a maritime border with Oman'<sup>1</sup>.

Pakistan is a land of ancient cultures, including the Mehrgarh of the Neolithic and the Bronze Age Indus Valley Civilization, Hindus, Indo-Greeks, Muslims, Turco-Mongols, Afghans, and Sikhs. Numerous empires and dynasties, including the Persian Achaemenid Empire, Alexander of Macedonia, the Indian Mauryan Empire, the Arab Umayyad Caliphate, the Delhi Sultanate, the Mongol Empire, the Mughal Empire, the Durrani Empire, the Sikh Empire, lastly the British Empire<sup>2</sup>. The ancestral heritage, therefore, of the people of Pakistan is entwined over the centuries and have historically lived in parallel with the others' faiths.

The religious composition of the population of Pakistan shows that the majority of 96.3 per cent is comprised of Muslims. More than 70 per cent of Pakistani Muslims are of Sunni'ite Faith and approximately 30 per cent are Shi'ite Muslims. According to the last published National Census conducted in 1978, around 6 million Pakistanis (3.7 percent) are non-Muslim religious minorities. The largest religious minority is that of Christians (1.6 percent) followed by Pakistani Hindus. These are followed by the Pakistani Sikhs, Baha'i, Zoroastrians (Parsi) and Ahmadis.

According to "Awaaz Migration of Minority Report", an estimated 21 persons leave Pakistan every day<sup>3</sup>. This is being attributed to the large-scale discrimination and institutionalized marginalisation of the minorities; many non-Muslims have migrated out of Pakistan in recent years.

Pakistan has five provinces of Balochistan, Gilgat-Baltistan, Khyber Pakhtunkhwa, Punjab and Sindh, and further including the Federally Administered Tribal Areas and the Federal Capital of Islamabad. The country of Pakistan is divided into 151 districts, 6000 union councils, 596 administrative subdivisions of Tehsils and approximately 50,568 villages. Pakistan is a semi-industrialized economy with a well-integrated agriculture sector. It has a growing services sector and the 24th-largest in the world in terms of purchasing power and the 41st-largest in terms of nominal GDP<sup>4</sup>.

## I.2. Constitution of Pakistan

The fundamental rights of all citizens, both by birth and naturalized citizens are ensured in the 1973 Constitution of Pakistan 'All citizens are equal before law and are entitled to equal protection of law. There shall be no discrimination on the basis of sex. Nothing in this Article shall prevent the State from making any special provision for the protection of women and children. Full participation of women in national life.— Steps shall be taken to ensure full participation of women in all spheres of national life'.

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<sup>1</sup> <https://en.wikipedia.org/wiki/Pakistan>

<sup>2</sup> <https://en.wikipedia.org/wiki/Pakistan>

<sup>3</sup> Awaaz, -----

<sup>4</sup> The World Factbook. 2017-05-24

### **1.3. National Vision of Pakistan for Development**

The National Vision for 2025 has been carved based upon the guiding principles of the National Constitution of Pakistan, and the national legal framework, and the Universal Sustainable Development Goals towards a systemic transformation to create new learning and training opportunities for the children, youth, women and men. The long-term agenda for development is based on the Seven Pillars of: developing human resources, empowering women as a social capital, achieving sustained, indigenous and inclusive growth, governance, institutional reform and modernization of the public sector, energy, water and food security, private sector led growth and entrepreneurship, developing a competitive knowledge economy through value addition, and modernization of transportation infrastructure and greater regional connectivity<sup>5</sup>.

The Seven Pillars are closely interlinked with one another and the success of the Seven Pillars depends on implementation of the National Vision 2025 into action; ensuring that dignity and human rights of women, men, youth and children are protected in their immediate and extended environment. Furthermore, women are educated, trained and empowered to take active part in eliminating poverty, hunger, education and participate in 'fast lane' of the national economy.

The Poverty Reduction Strategy Paper-II (PRSP) of 2010 provides a long-term national economic strategy to reduction of poverty and it built upon nine pillars: (i) Macroeconomic Stability; (ii) Protecting the Poor and the Vulnerable; (iii) Increasing Productivity and Value Addition in Agriculture; (iv) Integrated Energy Development Programme; (v) Making Industry Internationally Competitive; (vi) Human Development for the 21st Century; (vii) Removing Infrastructure Bottlenecks through Public Private Partnerships. The empowerment of women is an essential, recurrent theme aimed to reduce the institutionalized gender disparity. Similarly, the environmental sustainability issues are an imperative crosscutting theme and regarded as an integral part of the programme, which is woven throughout the PRSP-II<sup>6</sup>.

Furthermore, the National Social Protection Strategy (NSPS) 2007, integrated comprehensive protection system, covering the entire population especially the poorest and the most vulnerable. The NSPS comprises a range of programmes and policies such as social insurance and assistance; income transfers to the very poor; support to vulnerable households to manage risks; and investment in human capital and physical assets to strengthen their resilience.

National Plan of Action is yet another roadmap for the country to restore peace and bring

### **1.4 Global Commitments and Cooperation for Development**

At an international level, the GOP Government of Pakistan has signed the universal Sustainable Development Goals (SDGs) for 2015-2030 to 'transform the world for people, planet, prosperity, peace through partnership'. There are 17 goals in the SDGs and Sungi will partner with the Government of Pakistan, United Nations and other development partners to achieve following goals:

- Goal: 1&2      End poverty in all its forms everywhere. Gender inequality plays a large role in the perpetuation of poverty and its affects can be seen on education, health, nutrition, and security.
- Goal: 5      Achieve gender equality and empower all women and girls.  
Gender equality stand-alone goal, the SDG's can only be successful if women are completely integrated into each and every goal
- Goal: 13      Take urgent action to combat climate change and its impact.  
SDGs encourages the public sector to take initiative to minimize negative impacts on people, and environment

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<sup>5</sup> Roadmap to Vision 2025, p.3

<sup>6</sup> Poverty Reduction Strategy Paper-II (PRSP) (2010) Government of Pakistan, Ministry of Finance

- Goal: 16 Promote peaceful and inclusive societies for sustainable development. Provide access for all and build effective, accountable and inclusive institutions at all levels.
- Goal: 17 Partnerships for the Goals - Strengthen partnerships for implementation and revitalize the global, national and local level partnerships for sustainable development<sup>7</sup>.

In 1989, Pakistan signed the Convention on the Rights of Children and the Convention on the Elimination of All Forms of Discrimination Against Women. Hence, the Government of Pakistan is obligated to submit regular reports on the progress on the status of girls and women which in turn ensures all levels of the state to contribute in improving their learning, working and living conditions.

## 2. SITUATION ANALYSIS

The human development chart of Pakistan reflects uneven growth, where severe human deprivations persist. National and regional progress has bypassed some groups, communities and societies: people have been left out. New development challenges have thus emerged, ranging from inequalities to climate change, from epidemics to desperate internal and external migrations, often due to religious and sectarian conflicts.

Pakistan is an agricultural country and an international brand name known for the fresh fruit and vegetables exported to the world's green grocers. The farmlands of Pakistan produce enough food sources to meet the national nutritional requirements of 180 million people and then a further excess for exports. Distressingly, 40 percent of the population of Pakistan is living below the poverty line; with 12 percent living in absolute poverty. In the food insecure districts of Pakistan, the economically poor families, and hence nutritionally challenged, may only afford one meal a day.

Continuous droughts, war, and emergencies impact maximally on the poor, vulnerable and economically disadvantaged groups. Around 49 percent of expectant mothers are anaemic, as a result 31 percent of all new-born Pakistani children have a low birth weight which impacts their long-term health; 60 percent children are severely anaemic; 42 percent have a clinically stunting of their centile growth charts. These are the most concerning indicators for any nation: clinically malnourished children are harbingers of a nutritionally depleted future workforce unable to compete in the world economy.

Eliminating poverty and the above described food insecurity has become an urgent priority for Sustainable Development Goals. Around 22.64 million of both girls and boys are out of schools between the ages of 5-16 years. At secondary level 49 percent of population of girls are out of school compared to 40 percent of the boys' population<sup>8</sup>. Girls are more likely than boys to never set foot in a classroom, despite the 20 year progress in the access to schools<sup>9</sup>.

Gender discrimination is a critical dimension of poverty and systemic marginalisation. Women constitute 48.6 percent<sup>10</sup> of the population of Pakistan, yet their participation in the development process is far from satisfactory. It has been estimated that women form about 70% of the poor in the world and in Pakistan it is no different<sup>11</sup>. Pakistan is one of the few countries in the world to have a negative sex ratio with 100 women to 108.5 men, uncovering an appalling reality about society that gives preference to sons over daughters; many girls do not reach puberty, raising questions of female infanticide, nutritional neglect and familial abuse. Pakistan ranks 124th out of 156 on the Gender Development Index and 82nd out of 93 on the Gender Empowerment Measure<sup>12</sup>.

<sup>7</sup>[https://en.wikipedia.org/wiki/Sustainable\\_Development\\_Goals](https://en.wikipedia.org/wiki/Sustainable_Development_Goals)

<sup>8</sup>Pakistan Education Statistics 2015-16 p 21. Ministry of Education & Professional Training, GOP.

<sup>9</sup><http://uis.unesco.org/en/topic/gender-equality-education>

<sup>10</sup>World Bank: <http://www.tradingeconomics.com/pakistan/population-female-percent-of-total-wb-data.html>

<sup>11</sup><http://www.dawn.com/news/802516/poverty-has-a-womans-face-2>

<sup>12</sup><http://www.dawn.com/news/1105278>

The existence of the historic patriarchal culture is enveloped in ethnic and regional taboos. This is witnessed most commonly in rural areas where the physical and economic mobility of the women is restricted. The female rural citizen of Pakistan, thus, remains unable to access external resources may have been ear-marked by the Government. To reiterate, this renders women ineffectual to access opportunities and resources, and relegates them to their traditional domestic roles, denying them economic empowerment.

Statistically, a woman born in Pakistan has an increased likelihood of being poor with lesser access to education, health and productive resources. Poverty and gender inequality form a vicious cycle that push millions of women and girls into constant denial to rights, deprivation and discrimination. Low levels of education, lack of decision making power and restricted mobility in these areas renders low enterprise skills among women owing to lack of exposure and training leading to low earnings.

Health remains on the periphery of the development landscape. Currently, Pakistan stands among the worst performers in child and infant mortality. Pakistan has the highest neonatal and infant mortality rate regionally and internally. The number of deaths of children under 1 year of age per 1000 live births was estimated at 69, in 2013, against the target of 4013, caused mainly due to the prevalent unsafe, rural delivery practices. High maternal mortality combined with a high fertility rate results in one out of every 89 women dying from pregnancy related causes. Thus, the Government of Pakistan faces a daunting challenge in improving health outcomes for children and adults alike.

Pakistan faces extreme risk regarding climate change. Natural disasters have a negative impact on poverty alleviation and development efforts. Of recent, four years of devastating floods, putting the lives and livelihoods of at least four million citizens at risk, and military operations against militants displacing thousands more in the conflict zones of Khyber Pakhtunkhwa (KPK) province and the Federally Administered Tribal Areas (FATA), Pakistan's humanitarian crises need urgent domestic and international attention.

In all national policy documents, the Government of Pakistan has expressed a full commitment to improve on the social sector. However, funding and coverage are limited to eliminate inequalities. Administrative arrangements are inadequate for regular funding and monitoring and evaluation (M&E) capacities not up to the mark, which negatively impact on programme efficiency and quality of service delivery. Consequently, these programmes have limited impact on poverty and vulnerability<sup>14</sup>.

Pakistan requires a prolonged period of macroeconomic stability, financial discipline and consistently transparent policies that place poverty reduction at the centre of the country's overall economic policies<sup>15</sup>; to be able to achieve sustainable development goals, national vision 2025 and to eradicate poverty among rural and urban poor. Although The Poverty Reduction Strategy ii, was covered for three-years but its framework is going beyond this timeframe. It considered a long-term national economic strategy focusing on reduction of poverty.

### **3. SPECIFIC CONTEXT**

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Following is the specific contextual picture in which the Sungi Development Foundation is working to bring lasting change for excluded rural population.

#### **3.1. Gender Justice**

Systematic discrimination at household and societal level against women and girls is one of the most pervasive causes and consequences of the power inequality that drives poverty and injustice, and is

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<sup>13</sup><http://www.pk.undp.org/content/pakistan/en/home/mdgoverview/overview/mdg4.htm>;

<sup>14</sup> PRSP II 2011

<sup>15</sup> PRSP II 2011

often exacerbated when gender intersects with other identities, such as religion, ethnicity, age and health. Women and girls in Pakistan are subjected to different forms of violence including domestic violence, honour killing, acid attacks, rape/gang rape, stove burning, polygamy, informal divorce, dowry, exchange marriages, child bride marriages and denied right to education, health and economic opportunities. The large scale acceptance of violence against women and girls within the society and its impunity is alarming. Violence against women and girls, is a violation of women's human rights, a barrier to women's active citizenship, and hence, a fundamental constraint to them actualising their full potential and to a life with dignity.

Gender based discrimination also underlies numerous ways in which women's and girls' sexual and reproductive health and rights are violated. In Pakistan, women's bodies are sites of patriarchal power and spaces, where men are at their most oppressive and women are most oppressed. The control over women's bodies by an intimate partner, family, community, society, culture and religion and the state manifests itself in their denial of their right to make choices in regards to their sexual and reproductive health. There are numerous examples where these forces against gender equality are played out. For instance, early and forced marriages, rape (including marital rape), sexual harassment, lack of information about, and access to, reproductive health services. These forms of subordination of women and girls have resulted in 40% of girls in Pakistan married before their 18th birthday, according to UNICEF and 8% of adolescents are already mothers before they turn 20<sup>16</sup>.

The Global Gender Gap Reports of 2013 and 2014, published by the World Economic Forum ranks Pakistan as the second worst country in the world in terms of gender equality and equitable division of resources and opportunities among men and women<sup>17</sup>. The two fundamental and primary root causes of gender injustice and inequality, and of women suffering in Pakistan, besides high levels of female illiteracy, are economic poverty (which also in turn affects women and girls health and nutritional status) and women's lack of access to, and their control over, productive resources, entitlement and economic opportunities (which in turn reduce women's ability to have choices).

Resource allocation and expenditure on education is one of the impediment for girls' access to education (besides quality of education, governance capacity, social and cultural norms etc). Pakistan still spends less than 3% of GDP on education and even that money is not spent effectively and accountably<sup>18</sup>.

### **3.2. Poverty Alleviation and Sustainable Livelihoods**

This program pillar of Sungi Development Foundation focuses on Women Empowerment and Economic Development. Gender inequality is a recognized issue in Pakistan and the country has the second lowest ranking in the 2016 Global Gender Gap Report of the World Economic Forum on women's economic participation. Women's labour force participation is merely 24 percent<sup>19</sup>. Government budget allocated for basic social services such as health and education is not adequate to address the growing population's needs. 45.6 percent of the Pakistani population is living below the poverty line<sup>20</sup>.

About 70 percent of Pakistan's economy is informal and women are overrepresented in it and are usually termed as home-based, piece-rate/ own account workers, or domestic workers with limited access to decent wages or social security benefits. With few economic and entrepreneur opportunities to women in the country, mostly poor women chose to do home based work. Such informal women workers, in both rural and urban localities, are largely illiterate and lack financial independence.

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<sup>16</sup>Pakistan Health and Demographic Survey 2013

<sup>17</sup><http://reports.weforum.org/global-gender-gap-report-2014/rankings/> [cited 1 January 2015]

<sup>18</sup> Federal and provincial budgets for year 2017-2018

<sup>19</sup>Labor Force Survey, 2014-15

<sup>20</sup> UNDP Human Development Report, 2014

Violence further exacerbates women's secondary position in the society and according to the Demographic Health Survey, 32 percent of married women experience physical violence in Pakistan<sup>21</sup>. During extreme events such as drought, floods and other climate-related disasters, women face additional risks, in large part due to gender inequities that result in women bearing the disproportional brunt of disaster impacts. Women's subordinate position in the household and society in general and their limited access to economic and social services and financial resources make them more vulnerable.

Studies show that improving the level of gender equality in education and employment would lead to better economic growth. There is a positive link between gender equality and per capita GDP and human development indicators<sup>22</sup>. There is growing evidence that gender gaps in labour force participation, entrepreneurial activity, and education obstruct economic growth. The opportunity for women to earn and control income has been associated with broader economic development, and total factor productivity gains. Moreover, strategies such as institutional strengthening, technical advisory services and capacity enhancement of the government, civil society organizations and associations and groups of women informal workers support the adoption and implementation of policies and laws, and generation of gender disaggregated statistics.

### **3.3. Governance, Peace and Social Harmony**

Governance and social harmony program is yet another pillar of Sungi Development Foundation programming. The program is premised on the understanding that the poor governance of public services, human rights violations, uneven distribution of resources, and lack of trust among citizens and the state have contributed to the growing number of local conflicts which often turn into major acts of violence. Poor governance and lack of trust between state and citizens is contributing in sectarian or extremist thinking as United Nations Security Council in its 6946<sup>th</sup> meeting concludes that "conflicts breed where there is poor governance, human rights abuses and grievances over the unequal distribution of resources, wealth, and power"<sup>23</sup>. According to the World Bank, 2011 World Development Report, fragility is the "period when states or institutions lack the capacity, accountability, or legitimacy to mediate relations between citizen groups and between citizens and the state, making them vulnerable to violence"<sup>24</sup>.

Militancy and violence are major destabilizing factors effecting social fabric of Pakistan. While causing unrest, disorder and violence in society, the conflicts and militancy in Pakistan over the decades have resulted in thousands of deaths from suicide attacks, bomb blasts, targeted killings and other terrorist acts. Despite the government's repeated bans on militant groups including sectarian, they are becoming more active and defiant across the country. While the forms and patterns of violence kept changing over the years, rise in violence in Pakistan that started in year 2007 continued through year 2012 towards end of year 2014, indicates a nexus among local, national and other groups who perpetuate violence. Among others, Sindh and Punjab are the worst hit by violence, target killing and, law and order situation. Subsequently women and youth are the most vulnerable segment of the society who are not only deprived by many of their rights due to increasing violence but also often become victim to the sectarian and other violent acts. With the growing skepticism, the irony of the state is that the opportunities including better education opportunity, objectivity, adherence to the human rights, civic education, right to participation, etc., which may provide a better alternate and relief to women and youth, are shrinking. Further, both formal and informal education institutions have ineffective role by not promoting social harmony and tolerance among youth. The environment is such where local disputes rapidly deteriorate into violence, against a background of lawlessness, insecurity, intolerance, discrimination, corruption and rising extremism in which the relationship between citizens and the police, judiciary and the state is one of deep mistrust.

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<sup>21</sup> Pakistan Demographic Health Survey, 2012-13

<sup>22</sup> Global Gender Gap Report 2016

<sup>23</sup> UN Security Council resolution during 6946 session

<sup>24</sup> World Development Report 2011, World Bank



Last but not the least, the vested interest groups seek cultural spaces and intend to replace it with a culture of silence and violence. Ground realities indicate that cultural assets, spaces of expression, metaphors and symbols have been the first target of these vested interest groups. These trends are gradually eradicating expressive and creative contents of cultures while curbing cultural festivities, music consorts and grassroots cultural spaces that have been instrumental in steering up the cultural processes for social and political change. Local cultures are also exposed to the double edged sword of modernization at one end and radicalization/religious dogmatism at the other.

One of the core issues regarding the above-mentioned is that the spaces for learning, expression, music, art and literature have either been occupied or made irrelevant. This has led towards a process of cultural suspension, which subsequently destroyed the cultural fabrics of this multilingual and multicultural society. Moreover, local history and folklore are high at risk due to the fast track replacement of the oral tradition by the modern communication and cultural tools. Similarly the local music has been at the verge of extinction that will also fold treasures of the folk wisdom, knowledge of music and the overall philosophy of tradition about arts and music. Government cultural departments and existing literary and art association do not have the capacity to effectively address this situation with a vision and diligence. People are getting away from their history, values, music and arts, which resulted in the weak degeneration of cultural spirits of co-existence and intolerance particularly among the youth.

In this context, SDF is supporting and strengthening social harmony; addressing land/water/natural resource conflicts; security sector reforms; local dispute prevention and pre-emption; implementation of the United Nations Security Council (UNSC) resolutions regarding Women, Peace and Security (WPS) and finally advocacy of human rights and international humanitarian laws.

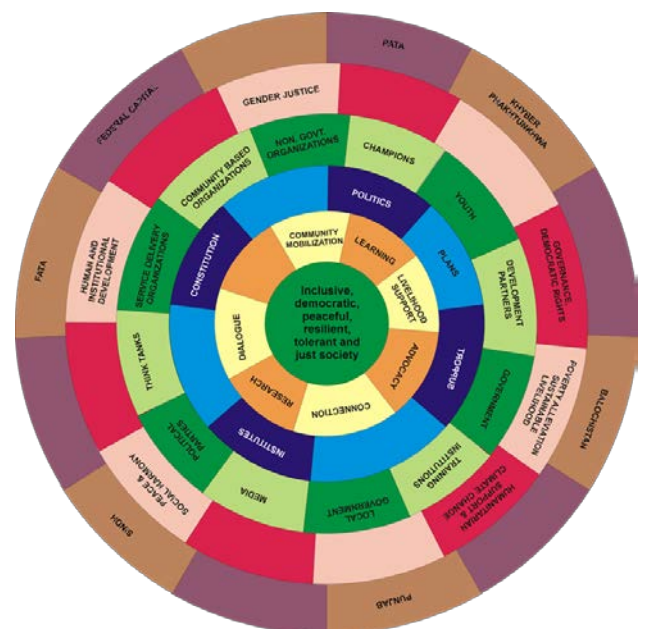
#### 4. ABOUT SUNGI

Sungi was formed in 1989 by a group of visionary leaders spearheaded by renowned social thinker and activist Omar Asghar Khan. In the last 25 years Sungi has made credible and widely recognized efforts for social change and development of vulnerable communities. Being a leading development and humanitarian organisation in Pakistan it works for bringing positive change in society by mobilizing deprived and marginalised communities creating an environment in which communities at the local level may be able to transform their lives through equitable and sustainable use of resources.

Sungi has evolved a unique approach whereby it has combined advocacy work with grass root community-motivated development aiming for an environmentally sustainable socio-economic development. Sungi as a rights-based organisation advocates for the rights of citizens including (Human Rights in General and rights of women, children, minorities and other marginalised or vulnerable groups). Over the past years, it has evolved into one of the leading rights-based development and humanitarian organisations of Pakistan; with its programme outreach in Khyber Pakhtunkhwa, Punjab and Azad Jammu and Kashmir.

From 1989 to 1993, Sungi remained an advocacy-oriented NGO focusing on environmental issues, particularly deforestation. The group mobilised a network of civil society activists to organise campaigns related to public sector development policies for Hazara.

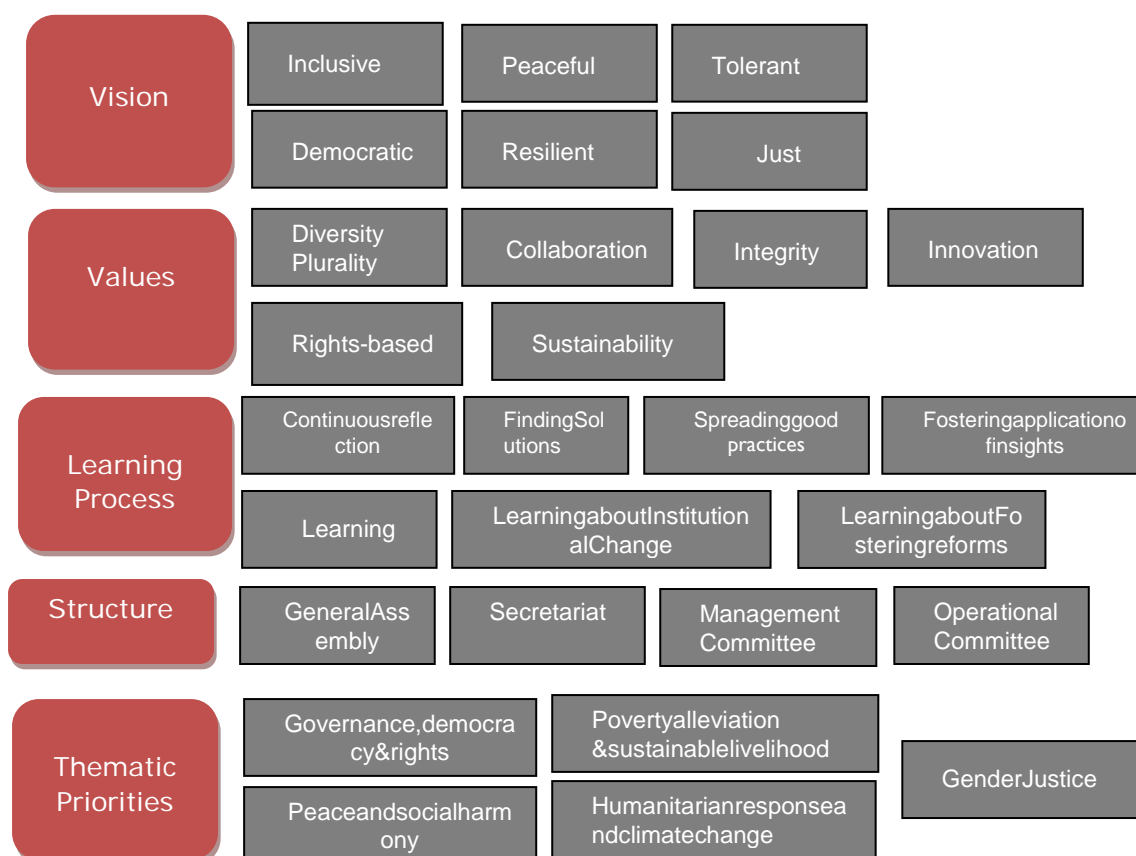
The devastating floods of 1992 brought Sungi into direct contact with local communities as it mobilised emergency relief work in the area.



Sungi is aiming to contribute towards sustainable communities (villages/hamlets) operating on self-motivated plans and resources. Its model focuses on social mobilisation, capacity development, sustainable livelihood, resilient natural resource planning and advocating for rights. Gradually, it will build on its strengthening of local community activists who will progressively play their role in local as well as provincial/national level planning, policies and institution building processes. Through Sungi’s participation and lead role in several Humanitarian networks (NHN, SAAG, PHF) and other rights-based consortiums like AAWAZ, PPC, PNF, PCSF and others, Sungi will help people to raise their voices to positively influence the budgeting and policy making.

Sungi has been aiming to democratize public policies and budget processes through community consultation and participation in district and provincial planning processes. Sungi will continue this role further through its integrated programme model which will link the grassroots with higher governance levels.

## 5. STRATEGIC FRAMEWORK



Sungi’s core belief is that every human being must have access to quality education, health, security, respect, dignity, decent living without any discrimination. ‘Human development is for everyone’. Every child, adolescent, youth, woman and man has a right to develop its full potential for the national development, peace, security and harmonious relationships with families and communities – with special focus on left out and excluded communities.

Sungi is committed to work and collaborate with the government and non-government organizations to translate the nation vision 2025 into action to provide essential services—health, education, social, legal, and physical infrastructure needed to empower people and ensure that they are able to live

their lives with dignity, and that human rights are protected, lives are secure, there is full employment and women are empowered, and that poverty and hunger are eliminated<sup>25</sup>.

Sungi is determined to implement the Sustainable Development 2030 (5 goals out of 17) to strengthen 'universal peace in larger freedom, eradicating poverty in all its forms and dimensions, including extreme poverty, human rights, of all and to achieve gender equality and the empowerment of all women and girls<sup>26</sup>.

### **5.1. Vision**

Sungi's vision is to reduce inequalities, build peaceful, just and inclusive societies free from fear, violence, poverty, hunger; protect human rights, promote gender equality, empowerment of women and girls for sustainable economic growth, human dignity, development for every one for decent work in peaceful and health environment.

### **5.2. Mission**

Sungi's mission is to bring about pro-people changes in policies, institutions and practices through institutionalised economic, social, political empowerment respecting diversity and sustainable use of resources without any discrimination.

### **5.3. Goal**

Sungi programmes will contribute towards achieving the Sustainable Development Goals (SDGs) and the National Vision 2025 by focussing on following goals:

|                   |                                                                                                                                |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------|
| SDG Goal: 1&2     | End poverty in all its forms everywhere.                                                                                       |
| SDG Goal: 5       | Achieve gender equality and empower all women and girls.                                                                       |
| SDG Goal: 11 & 13 | Inclusive, safe, resilient and sustainable cities combating and taking urgent actions to combat climate change and its impacts |
| SDG Goal: 16      | Promote peaceful and inclusive societies for sustainable development.                                                          |

Sungi will contribute in achieving following:

|             |                                                                          |
|-------------|--------------------------------------------------------------------------|
| Pillar I.   | Gender Justice (Achieve gender equality and empower all women and girls) |
| Pillar II.  | Governance, Peace, Social Harmony and Institutional Reforms              |
| Pillar III. | Achieving Sustained, Indigenous and Inclusive Growth                     |
| Pillar IV.  | Energy, Water & Food Security (Combat climate changes and its impact)    |

## **6. THEMATIC PRIORITIES:**

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### **6.1 Governance, Democracy and Rights (GDR)**

Sungi's GDR program focuses on strengthening democracy; promoting and protecting human rights; accountable and transparent governance with an independent and politically active civil society. The goal is to support the establishment and consolidation of inclusive and accountable democracy in the country to advance freedom, dignity and rights based development. Following are the objectives  
Promote participatory, representative and inclusive political processes and government institutions.  
Foster greater accountability and transparency  
Protect and promote universally recognized human rights.

Sungi believes that communities and citizen' groups should act as support structures for individuals so as to encourage them to take socially valuable actions as well as to express their concerns. When

<sup>25</sup> National Vision 2025, Ministry of Planning, Development & Reforms

<sup>26</sup><https://sustainabledevelopment.un.org/post2015/transformingourworld>

properly endowed and informed, communities can contribute to decisions that affect them and play an invaluable role in creating a sustainable society.

**Human Rights:** Promoted and strengthened through intense social mobilization process, human rights aspects include key activities;

- a) Increased information, awareness and education (constitutional, legal, political, social justice).
- b) Public dialogue and debates on rights and policies
- c) Institutional strengthening and capacity building at the local level
- d) Use of IEC interventions and media including street theatre, radio, social media and other IEC material
- e) Campaigning and lobbying
- f) Developing networks and alliances

**Policy Advocacy:** Policy advocacy has been a hallmark of Sungi's work over the years. Number of successes could be accredited to Sungi that includes forestry reforms, climate change policy, home-based workers policy, resettlement of development infrastructure affectees, etc. Theme internally focuses on building campaigns on various issues identified by human rights /other relevant conventions and UN charters for approval of laws, policies and reforms agenda in 4-provinces, AJK, FATA and GilgitBaltistan (GB). Advocacy around the issues of disaster hit communities across the country.

Our major policy advocacy interventions include collaboration with several civil society networks, e.g. IHI, NHN, AmanTehrik, TDN, FRM, HRAN, JAC-ER, around human rights issues and democratic governance.

## **6.2 Poverty Alleviation and Sustainable Livelihood (PASL):**

Poverty alleviation and sustainable livelihood is an integral part of Sungi's work around social development. It includes three sub-themes/actions.

**Natural Resource Management (NRM):**Sungi has a firm commitment towards promoting sustainable livelihoods of the marginalized communities through sustainable use of natural assets and safeguarding environment. This is being done through community based natural resource management approach. The purpose is to help the communities to appreciate the local natural resources, obtain additional produce through biological and environment friendly use without jeopardizing the local ecology and depleting natural resource base. All interventions and initiatives are carefully examined and measures are taken to ensure the safeguard of environment. Sensitisation campaigns and training events are organised educating farmers about the adverse effects of excessive use of chemicals, pesticides and fertilizers. Ecologically sound alternatives as well as renewable energies are introduced and skills are imparted to the farmers and entrepreneurs to go for biological solutions. Conservation of biological assets and gene banking of indigenous species is among many other strategies. The efforts to set up local seed banks proved to be successful and an increasing number of farmers are using and multiplying local varieties.

**Enterprise Development:** Sungi continues promotion of traditional crafts as income generation opportunities for women economic empowerment and conservation of cultural heritage. Sungi promotes fair trade practices in enterprises. Craft related production and business increase the sphere of beneficiaries in Sungi's working area.

It is becoming increasingly difficult for the rural households to sustain their livelihoods through agriculture and out migration to urban areas is on the increase, hence, creating on-farm and off-farm income generating opportunities at the household and village is critically important. This will help in retaining local talent and potential to create the threshold of human resources necessary to firmly

place the remote areas on the road to development and prosperity. Sungi promotes and facilitates its partners to develop linkages with other organizations, local and national market for sustainable development, which provides them financial support in developing quality products as well as updated product designs for sale.

### **6.3 Humanitarian Response and Climate Change Adaptation (HRCCA)**

Pakistan is susceptible to different hazards depending on its geography and climatic conditions. Catastrophic events, both natural and manmade, bring about heavy loss of human lives and livelihoods, as well as damage to property and infrastructure. The country is also vulnerable to manmade disasters including armed conflict, bomb attacks, industrial hazards, urban fires. Additionally, climate change poses a serious challenge to social, environmental and economic development, and lead to internal migrations. The effects of global climate change in Pakistan are already evident in the form of growing frequency of droughts and flooding, increasingly erratic weather behaviour, changes in agricultural patterns, reduction in freshwater supply and the loss of biodiversity. Above all, there have been serious capacity issues and inadequate resources within the relevant agencies to respond to the large scale emergencies and disasters.

**Approach:** In case of any emergency occurrence emergency response team takes lead in launching quick emergency response. Detailed situational analysis of the humanitarian crisis for emergency declaration is done by the emergency teams. More specifically the program provides leadership for rapid/needs assessments, coordinate with the government agencies, mobilize funds, deploy its emergency response team and activate its referral mechanisms.

Besides having a pool of experts on its roster (<http://www.sungi.org/SER-Sungi/signin.php>) , Sungi maintains rolling Emergency Response Fund (ERF) amounting to 20 million (PKR) which is activated in case of large scale emergencies for immediate response.

Sungi has also been actively involved in building networks and alliances for a better and coordinated effort across humanitarian architecture of Pakistan. Highlights of Sungi's efforts in this regard include the contributions in formation of Joint Action Committee (JAC – ER) and National Humanitarian Network (NHN). These networks at one hand have been instrumental in bringing the humanitarian actors to one platform and carry out improved and coordinated emergency responses across Pakistan, on the other hand, the response capacities of CSOs have also improved through mutual learning and knowledge management.

Program also promotes effective coordination with NDMA/PDMA/DDMA and the Civil Society Organization (CSOs) for better response through using the platform of National Humanitarian Network (NHN). In addition, capacity building of Disaster Management Authorities is done through provision of technical and physical support.

Sungi being a certified member of Core Humanitarian Standards (CHS) (formerly known as Humanitarian Accountability Partnership), program also ensures that international humanitarian standards are fulfilled to ensure quality and accountability. Sungi has further imparted knowledge and skills to Community Based Organisations (CBOs) in order to improve their accountability and transparency mechanisms and practices.

In order to prepare the communities to align and respond to climate change, Sungi has undertaken numerous interventions to enhance the resilience of communities, introducing disaster resilient coping mechanisms and climate friendly practices through DRR, CBDRM, SBDRM, livelihoods rehabilitation and local level Disaster Management Planning. DRR has been an integral part of all Sungi interventions.

## **6.4 Peace and Social Harmony**

Pakistani society, like all other societies, is made up of diverse people and groups e.g. on the basis of religion, faith, political ideologies/affiliations, linguistic or geographic ancestries. However, in the case of Pakistan all these categories instead of developing diversity in the country are causing hatreds, conflicts and blocks leading to a long term culture of intolerance and violence in our nation. The discrepancy between words and thought, desire and action, intention and deed, is amply brought out by our society. We want peace and security but promote violence and fanaticism and enthrone sentimentalism and sensationalism, belligerency and bigotry. Rationalism and moderation, logic and sanity, rule of law and respect for human rights are no more than a voice in the wilderness. Killing and molestation, loot and plunder are becoming our favourite pastime. The people are increasingly taking the law into their own hands. The entire society is swept by emotionally charged, high-sounding words of demagogues wearing different garbs. It is not a surprise that our society has become an inferno, where gruesome gangs, malevolent mafias and blood-thirsty terrorists rule the roost.

Sungi realizes that to be a responsible citizen of Pakistan, we must acknowledge diversity in our nation. We should learn to live side by side with our other fellow Pakistanis who have a different ideology or faith or a different ethnic background with respect to their religious beliefs, local languages or dialects, political beliefs, sects, or ways of living. We must display great tolerance and flexibility towards each other.

**Approach:** Sungi's approach is to engage civil society networks, faith-based organisations and groups, representing a wide range of stakeholders, to jointly work for the protection of basic rights irrespective of religious, language, ethnicity and class differences. The theme is rooted on the idea of building social harmony among groups with different ethnic, religious, linguistic, cultural and political backgrounds to share and understand each other's point of view and respect differences. The rising sectarian differences and inter-provincial harmony provide the rationale for the program. It also capacitates and promotes empowerment among the civil society networks and communities around social harmony and peace with a focus on reinstating social synchronization and building a culture of peace and participation, and partnering with all local stakeholders in the development process.

Sungi promotes collaboration among local communities, networks, peoples' movements and other stakeholders for advancement of peace, tolerance and social harmony. To achieve its goal, the peace and social harmony builds capacities of local communities, networks, peoples' movements and other stakeholders around peace, tolerance and social harmony and empower them to actively raise and advocate for their rights. In addition, people led action such as setting up Early Warning Systems at village and district levels, developing peace maps and creating a cadre of equipped Peace Makers are undertaken to stimulate peace through social harmony, tolerance and rule of law.

## **6.5 Gender Justice**

Gender equality and women empowerment is core of Sungi's programmes and strategies. Gender mainstreaming is ensured in all programmes/projects and organizational policies. Gender perspective is manifested in its vision and mission and is ensured through integrating it during program design and implementation.

Sungi being the rights based organization is striving for empowerment of women and excluded group since two decades. Projects for sustainable livelihoods, women political participation and promoting women in leadership role were embedded delicately to achieve the goal of women empowerment. Lobbying with political parties and parliamentarians for pro women legislation remained priority area.

**Approach:** For next five years, it is envisaged that along with existing work on gender awareness, women political participation and livelihoods other critical issues must be addressed under the

gender justice programme. Newly added areas are reducing GBV, improving Reproductive Health, promoting Protection (especially in post disaster situation) and Women Rights.

Reproductive health care is particularly focused during next years in FATA, KP and Punjab especially in IDPs communities and host areas. Pathways of community mobilization, awareness raising, capacity building are used to achieve the program objectives. The organization plans to work on Family planning, Awareness raising on HIV, TBAs training, and promoting MNCH through physical assistance.

Gender programme aims to work on protection and women rights. Along with social mobilization and livelihoods approaches, advocacy will remain central in the program. Issues will be addressed through Assistance in reproductive health (TBAs, linkages & health facilities), creating Women friendly spaces, providing legal assistance and facilitation desks at courts, advocacy for women protection laws and follow ups with policy & law makers on international commitment.

## 6.6. Geographical Coverage

Sungi is a national level organisation working with most marginalised communities residing in remotest areas of Pakistan. Sungi's programs are designed to reach out to all the provinces/areas of the country including AJK, GB, FATA, KPK, Punjab, Balochistan and Sindh.

## 7. GUIDING PRINCIPLES

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The following are the organisational guiding principles which will guide programmes, interventions and approaches:

**Non-discrimination principle** is practiced in all Sungi's programmes and will/ is offering equal opportunities to persons from all faiths, gender, religions, castes and beliefs. However, being a gender sensitive organisation it has always and will continue to give priority to women, excluded groups and communities in its institution and programme.

**Efficiency and effectiveness with innovation** is and will be the key principle in designing implementing and monitoring of programmes. Current programmes will support to achieve the national vision (2025), national action plan (2017) and sustainable development goals (2030).

Sungi introduced innovative communications and social marketing approaches. Will network with a variety of organisations beyond the development sector (corporate sector, social movements, media and government agencies), and support more traditional work in this area, through messaging, generating and sharing evidence and bringing new players and energy to support the cause of peoples empowerment. Built capacity will reside significantly in the community groups and influencers and the networks and technologies that Sungi will stimulate and use. These will help to build local and national alliances that will enable sustained efforts.

**Transparency and accountability** will be promoted in all Sungi's programmes. Key elements of mutual accountability include:

- a shared agenda that identifies strategies, objectives, and commitments,
- an agreed upon monitoring framework that regularly reviews actions and commitments, and
- spaces and mechanisms for debate, dialogue and negotiation

**Synergy and impact:** The principle of synergy is about working together and finding creative ways of getting the biggest 'spark'. All programmes will work in tandem to deliver coordinated action, all underpinned by a strong communications component, including in particular the branded interactive web-based platform. Monitoring and Implementation of all programmes will be carefully developed and national/ provincial indicators will be adopted and adapted to measure the progress. The

information gathered through monitoring and evaluation will be shared with partners for raising awareness and promoting transparency and efficiency within the programme.

## 8. SUNGI'S THEORY OF CHANGE

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**Impact:** Sungi's overarching goal at impact level is "inclusive, democratic, peaceful, resilient, tolerant and just society".

**Within the country where** the inability of the Pakistani state to meet the needs of all of its citizens has distorted governance processes<sup>27</sup>. As a result, deep divisions are opening up which, coupled with growing inequalities, are further fuelling already escalating intolerance and community violence and the persistently worrying break down of law and order. This has placed Pakistan at 143<sup>rd</sup> rank among 173 countries of the world on Human Development Index and 60<sup>th</sup> ranking among 66 countries (lowest in South Asia) on the Rule of Law Index<sup>28</sup>. The resulting gulf between the political classes and citizens is further adding to destabilisation of the country.

**Situation/barriers on ground:** This shows the prevailing situation on ground and indicates major barriers of change which hinder raising the muted voices of poor and vulnerable especially women and excluded groups and manifests their active role in community level development, social and economic planning, democratic and other decision making processes in political and public spaces in a safe and secure manner. Other key challenges facing the society are:

- Feudal, Extremists, Security agencies, lack of incentive based mobilisation, sectarianism;
- lack of financial resources;
- Anti-poor national and international policies/implementation;
- Disasters, energy crisis;

**The immediate impact** of the above prevailing situation on ground is further deterioration of the prevalent realities of women and marginalised groups in Pakistan, in terms of further lowering their status, within the rapidly changing governance and political economy trends and fragile context. It also lowers the self-esteem of individuals, as well as the communities. Thus Sungi needs to enable them to claim their spaces in political and public decision making. The change desired is in **personal, social (public) and political spheres**. Sungi strives to make the change happen in these spheres explicitly through the following **Change processes** and key investments and milestones that Sungi will achieve through its focused and in depth interventions in development, humanitarian, climate change, livelihood and democratic governance from village to national level.

Sungi's approaches of social mobilisation, human development, institution building, livelihood support and advocacy are time tested and have yielded expected results. The practices and sustainable communities Sungi has developed, mainly in Hazara Division, will be adopted and adapted to other parts of the country, with complete respect for the social structures & environment and cultural codes.

In the next ten years, Sungi aims to contribute to building sustainable communities (villages/hamlets) operating on self-motivated plans and resources. Its model focuses on social mobilisation, capacity development, sustainable livelihood, resilient natural resource planning and advocating for rights. Gradually, it will build on its strengthening of local community activists who will progressively play their role in local as well as provincial/national level planning, policies and institution building processes.

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<sup>27</sup> See Farzana Shaikh 'Making Sense of Pakistan' 2009, and many others

<sup>28</sup> <http://worldjusticeproject.org/rule-of-law-index/>



Through Sungi's participation and lead role in several Humanitarian networks (NHN, SAAG, PHF) and other rights-based consortiums like AAWAZ, PPC, PNF, PCSF and others, Sungi will help people to raise their voices to positively influence the budgeting and policy making.

**Putting people first, developing human and social capital is at the core of Sungi's interventions.** Sungi has been aiming to democratize public policies and budget processes through community consultation and participation in district and provincial planning processes. While ensuring inclusivity within its programme interventions by bringing women, PWDs, religious minorities and other excluded groups, Sungi will continue its role through integrated programme model which will link the grassroots with higher governance levels.

## **9. KEY ASSUMPTIONS UNDERPINNING IMPACT, OUTCOMES AND OUTPUTS**

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The success of Sungi's plans hinges upon the following set of important assumptions that underpin each stage in the theory of change. These are as follows:

### **Outcome to impact assumptions:**

- Communities are willing to organize themselves not only for economic and social objectives but also for political and democratic rights;
- Women leadership is needed not only at the community and meso levels but also at the national level, in policy and decisions forums and structures;
- Political willingness and sustained commitment to strengthening inclusive democratic processes, tackling violence and exclusion;
- Political elites' are willing to support and sustain reform agenda ;
- Donors remain committed to supporting efforts to establish and consolidate a stable, inclusive , accountable and democratic governance in Pakistan;
- Process of state-building and peace-building continues in a sustained manner through concerted actions ;
- A critical mass of Pakistani citizens across the country is proactive in advocating for democracy.

### **Output to Outcome Assumptions:**

- Government officials are willing to respond sufficiently to increased levels of demand from women and other excluded groups for services;
- Complementary efforts with peer groups, networks and other partner groups supporting programmes in health, education and governance are able to strengthen service delivery sufficiently;
- Parliamentarians and justice system actors act to respond sufficiently to community pressure to initiate , enact and enforce legislative reforms agenda ;
- Media campaigns are effective in changing public attitudes which contribute to increased tolerance;
- Politicians and other decision-makers are willing and able to respond to evidence-based media campaigns and undertake to initiate and implement evidence-based policies;
- Conservative groups accept or are unable to prevent greater participation of women and other excluded groups in politics and public spaces;
- Community groups are able to overcome conflicts /divisions and pledge to work cooperatively for a shared community vision, prioritizing community cohesion and tolerance ;
- Citizens are motivated to take continuous actions which lead to sustained changes.