



# **Strategic Plan 2014-2018**

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## ***Acronyms/Abbreviations***

BoD	Board of Directors
CWS	Church World Service
CPCS	Center for Peace and Civil Society
DDMA	District Disaster Management Authority
DRR	Disaster Risk Reduction
HID	Human Institutional Development
ICT	Information Communication Technology
LHDP	Laar Humanitarian Development Program
LG	Local Government
M & E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation and Learning
MIS	Management Systems International
NBA	Need-Based Approach
NDMA	National Disaster Management Authority
NHN	National Humanitarian Network
PDMA	Provincial Disaster Management Authority
PHN	Pakistan Humanitarian Network
RBA	Rights-Based Approach
SPO	Strengthening Participatory Organization
RDPI	Rural Development Policy Institute
RTI	Right to Information
SIP	School Improvement Plans
SMCs	School Management Committees
SWOT	Strengths, Weaknesses, Opportunities and Threats
TORs	Terms of References (ToRs)
WASH	Water, Sanitation and Hygiene

# 1. Introduction

## 1.1 Background

Indus Consortium is a collaborative platform of three rights-based development organizations i.e. Laar Humanitarian Development Program (LHDP), Doaba Foundation and HELP Foundation. These three organizations have been active since long time mainly responding to natural disasters and other development needs of their respective operational areas along River Indus. These organization adopted an innovative approach to create a joint platform for learning, synergy, evidence based advocacy to address macro level structure causes of development problem on the basis of their field experience and create solidarity among communities living around river Indus and are vulnerable to natural and manmade disasters.

The joint platform is a manifestation of a joint force of the people living around Sindhu (Indus River) basin in Pakistan. The Consortium represents the unity among various groups of different ethnic, linguistic and geographic features and their determination to struggle for the development of the people around Indus River

The concept of a joint forum of various organizations for the holistic socio-economic development of these least served rural, riverine, disaster-prone and marginalized communities was visualized by Doaba Foundation district Muzaffargarh and shared with LHDP in District Badin. This pragmatic and innovate idea got acceptance and proved a step towards joint thinking in 2004. . In 2005 another likeminded organization - HELP Foundation - from poverty-stricken district of Rajanpur in Punjab, joined the two organizations i. With the association of these three based organizations the thinking firmed up to create a development consortium for improved research and coordination.. For this transitional purpose, another prominent research & development actor - Rural Development Policy Institute (RDPI) based in Islamabad – became part of the consortium in 2008.

The idea was materialized in the form of establishment of Indus Consortium in 2008. The consortium being a joint platform form aimed to carry out socio-economic, environmental, DRR-centric and rights-based development initiatives primarily in proximity of the banks of historical River Indus in the districts like Thatta, Qambar-Shahdadkot, Ghotki and Kashmor in Sindh province, and Layyah, Jhang, Bhakkar, Muzaffargarh, D.G.Khan, Rajanpur and Rahimyar Khan in Punjab province. The consortium devised the Terms of Reference (TORs) with the consultation of the three founding organizations at field level work, and with the RDPI for research, collaboration and coordination.

## 1.2 The Purpose and Scope of the Strategy

The idea of consortium approach has evolved and strengthened with nine years experience now. All three partners' organizations and staff have gained significant insight by engaging at various internal and external forums, which has helped them to understand overall development context. The experience and interaction with various organizations across the

country has revealed several opportunities and strengths for working together. There is a vast capacity and coordination gap to engage in policy discussion, influence existing mechanism from the grassroots community perspective and meaningfully contribute to improve the governance set-up which is quick, accountable and participatory and responsive to people. In very short period of time, Indus Consortium's role is being gradually recognized among members as well as external stakeholders. In this evolved situation where the role of Indus Consortium is being recognized widely and member organizations also see its value addition, there is need to develop clear future direction and focused areas.

Social institutions of all kinds are like socio-living organisms, which incessantly change, grow and transform with the passage of time and due to respond to changing internal and external context. Vibrant and self-motivated social institutions need to review their super structure (vision, mission, core aims, basic principles and broader goals), management style and thematic priorities with the passage of time, especially after every 5-year cycle to become relevant and fit for purpose.

The strategic planning is the most effective and efficient practice to revisit an organization/institution's core priorities and objectives along with governance structure and systems. Since the Indus Consortium has completed its normative and formative phase, therefore, it needed critical review of its past experiences to draw future imperatives to make a difference in the lives of those communities with whom the Consortium partners are working

This Strategy is intended to guide IC's future with renewed and expanded work domain to **promote joined-up action** on the key areas of strategic significance for IC's effectiveness and uniqueness in the country. In doing so it aims to consolidate its own internal structures and position as a national consortium committed to championing for the rights of the excluded and marginalized along with reducing their suffering through programme interventions at ground.

This Strategy is to be read against the backdrop of changed development and humanitarian situation, priorities and emerging discourse on sustainable development, ending extreme poverty, disaster risk reduction and building resilient communities and society. It reaffirms the vision and mission articulated initially with minor changes. The priority objectives set in this document for coordinated action across the country. Likewise, it is built on the detailed situation analysis, strengths and weaknesses review of and the experience of last nine years.

This strategy has been developed through a consultation process among the member organizations, and external stakeholders. This will provide clear direction and guide our work the next five years; it remains a working document, and therefore will remain open to review and revision, if new challenges or opportunities demand; thematic areas and strategic priorities could be revised in future. . This review will be an important mean to monitor the effectiveness of this Strategy as a tool that helps us remain true to our mission for effective delivery of humanitarian assistance.

## **2. Context and problem analysis**

External situation on which internal decision depend are rapidly changing. Political situation is very fluid in Pakistan and keep changing, it affects overall policy environment, decision making and people participation. Similarly economic conditions which have direct affect on peoples' lives are also not stagnant and are quickly changing. Disasters are becoming frequent associated with climate change and other environmental factors contributing to the miseries of people. Change in social structures, urbanization and deteriorated security situation in Pakistan has impact on the lives of people. . Following section provides brief analysis of both internal and external changes which have direct implications on the work of IC.

### **2.1 Political situation**

First time in history Pakistan has experienced smooth political transition and continuity of democracy. There is a move towards creating local government institutions. Main political parties are reluctant for power sharing at local level with local government institutions. Democracy in Pakistan is considered not a continuous process of involving citizens but limited to national and provincial elections. However, it is expected that the continuity of process will strengthen the democratic institutions. This provides an opportunity for citizens and organizations such as IC to mobilize communities to fully participate in the decision making forum where ever it is possible. Local governments will be appropriate forums. There is an emergence of vibrant youth and alternate political class which could be an opportunity.

Democracy without peoples' participation in key decisions is incomplete, however looking into the structure of state institutions which are mainly controlled by elite the long struggle is required by those who are disposed.

Provinces have yet to show leadership after getting powers under 18<sup>th</sup> amendment. They need to plan better and improve their governance systems. On political front it has also been noted that elected democratic governments have always been reluctant to promote local government system. Currently the local government institutions have been run by bureaucracy since last 4 years. After the pro-active role of Supreme Court, there is a hope that by early next year all the provinces will have elected local governments. These institutions will be an opportunity for IC and its partner organizations to facilitate citizens for their effective participation.

### **2.2 Vulnerable to disasters**

Pakistan is climatically most vulnerable to natural disasters; floods, droughts and earthquakes. More recently, climate change and global warming are leading to an increase in frequency of natural disasters – flash floods, cyclones, and droughts. Such recurring natural disasters and epidemics exacerbate the precarious conditions surrounding the livelihoods of the poor and excluded people. Chronic, long term emergencies, often linked with climate change and

environmental degradation have devastating impact on the livelihoods of people, especially the vulnerable.

Recent humanitarian crises provoked by natural disasters have raised new challenges for all those involved in prevention of natural disasters, its management and recovery. Pakistan has suffered head-to-head disasters in the last few years, especially after year 2005. The frequency and severity of disaster may remain same or increase due to the extreme weather events triggered by climate change. The poverty and inequality is at rise in Pakistan, further exacerbated of disasters. Poor population of the country is more vulnerable and exposed to the multiple hazards and shocks. During any emergency the most vulnerable and affected people are poor and they hardly get support for rehabilitation of their livelihood. For them facing a single emergency has lifelong implications. Hence, effective and inclusive disaster response and management is directly linked to the poverty reduction strategies.

The operating areas of three organization of IC are prone to floods droughts and cyclones. Therefore, the communities need to be linked to developed long term resilience mechanism.

### **2.3 Policy environment**

The government of Pakistan in recent times has developed several policies to provide guidance and future direction to the climate change, disaster risk reduction and humanitarian work. Government is also developing vision 2025 and five year plan. In last few years federal government has developed climate change policy, policy and a detailed framework for disaster risk reduction. This is very encouraging enabling environment as far as policy formulation is concerned. However, the major problem in Pakistan is policy implementation. This is an important area to understand the challenges in policy implementation, formulate strategies to remove the challenges and make the institutions accountable for putting an appropriate mechanism for effective and timely policy implementation.

There might be some gaps in existing policies too which need to be strengthened through revision and continuous dialogue among communities, government and other stakeholders. Simultaneously efforts should be augmented for implementation of the better components of existing policies.

The important challenge in policy formulation and implementation is the role of provincial and local government. The devolution of powers after 18<sup>th</sup> amendment, the implementation responsibilities lies with provincial government. Until and unless the provinces are not taken on board or do not development their own policies, strategies or plan the federal government policies will not bring any significant change. Currently none of the province has developed their provincial policies and strategies regarding climate change or disaster risk reduction. This is a grey area which needs an immediate attention.

### **2.4 Governance**

The dilemma in Pakistan's governance system is that it tilted towards rich and described highly non-participatory, unaccountable and non-responsive to the needs of poor people. Absence of

rule of law, rampant corruption, nepotism and favoritism emerging from patronage based politics are the core characteristics of our governance system. Public sector institutions supposed to provide social services as well as technical guidance in water; agriculture, forest and fishing are crippled and only benefit those who have power. This is a major challenge for poor in Pakistan to reverse these trends and make public sector institutions capable, responsive and accountable to the needs of poor. There is a danger that emerging local government systems and humanitarian architect may be affected with similar problems such as inefficiency, non-transparency and accountability if the effective citizens' engagement from very inception is not ensured.

In the backdrop of above and not very encouraging history of Pakistani state in engaging systematically with their citizens on the issues which affect them and the decision which have long time implications over them, it is imperative that citizens' groups are organized, their capabilities are built, they are networked and well informed to collectively engage and influence relevant institutions.

## **2.5 Conflict and political unrest**

Internal conflict and security is a major concern in Pakistan, especially in relation to the war on terror, geopolitical dimension due to Afghan war, struggles by ethnic minorities and provinces for greater political autonomy. Such conflicts have complex roots reflecting deep-rooted ethnic, religious and political divisions. These conflict areas have witnessed widespread human rights abuses, suppression of democratic processes and made current development and humanitarian context more complex and fragile. The costs of such conflicts for government budgets has also led to major cuts in govt. expenditure on social services for those people not directly involved in the conflict.

Recent years have witnessed a rise in religious conflicts and the 'war on terror' has given an increased virulence to fundamentalist ideology and groups in the region. Issues of conflict and politics have a significant bearing on civil society space, which is often constrained and increasingly under threat of being curtailed.

## **2.6 Economic situation and finances**

Pakistan economy is struggling since last 5-6 years. Low economic growth, increased inflation, energy crisis, shortfall in balance of payments, unmanageable public debt mainly external debt coming with stringent conditions such as increase in energy prices, high unemployment and rising poverty are major economic challenges and have disproportionate effect on poor and vulnerable groups.

Pakistan's taxation system is regressive. Little over 62% of tax revenue and one-fourth of total revenue come from indirect taxes, which means our taxation system is not progressive and heavily relies on indirect sources which ultimately are being paid by poor. Major chunk of annual budget is spent on debt repayment, defense and mainsting public institutions; hardly



one-fifth of federal budget is spent on development related expenditure. Very little amount is spent on disaster risk reduction, health and education.

## **2.7 Inequitable distribution of natural resources**

For rural poor land and water are the two most precious productive resources. Unfortunately land in Pakistan is highly unevenly distributed where big landowner control major portion of land either legally or illegally. The state land is occupied by powerful people rather distributed among landless. As the pressure on land is increasing the land reserved for forest are also being occupied by powerful groups and people. Productive agriculture land is also under pressure from rapid urbanization. Not having proper land use plans, productive agriculture land is being converted into citizens and other urban infrastructure, putting pressure on scarce land resource which is the only source for food production.

Water is another important source. Fortunately Pakistan inherited best irrigation system from colonial era. However, as water is becoming scarce due to several reasons a tension between provinces as well as farmers in same canal command area is increasing. Powerful farmers are grabbing water denying the right of small and tail end farmers which may lead to conflicts in future. Another important aspect of water management is related to hill torrent which historically people have been using for irrigation purpose but the practice has been gradually abandoned. The third element of water management is related to the drainage aspect of it. Over irrigation has created soil salinity and waterlogging, to address the issue of waterlogging and flooding government has initiated various drainage project which are causing harm to the lives, livelihood of people as well as environment.

## **2.8 Social context**

The operational area of IC partners faces several social challenges. Dominant patriarchal thinking and taboos create bottlenecks of effective women involvement in development programmes without them realizing the full benefit of interventions is not possible. Our society has created these inequitable systems where women are marginalized economically; politically and socially therefore the entire society has been paralyzed without them.

The other prominent social feature is absence of collective thinking, sensitization and confidence among communities that they could be the masters of change. There are several factors contributing to it but increased local level conflicts and segmentation of society on different basis supported by existing powerful classes as this suits to them.

Majority of masses' unawareness of their rights is single most important weakness on which existing powerful people thrive, this trend need to be reversed. Organizing and mobilizing communities for common cause and creating solidarities could be the powerful tools for self-realizing and this could be an area where IC can develop its niche.

## 2.9 Emerging role of civil society and social media

There has been positive development and changes too in our society. More than a quarter century experience of civil society and non-governmental organizations, their role is increasing and being widely recognized. Civil society organizations are becoming mature and vibrant to take side of poor. In addition to non-governmental organizations other organs of civil society such as media, especially social media has emerged as a powerful tool for poor and marginalized groups if properly used.

### 2.10 Rights analysis

## 3. Looking Back

### 3.1 Successes and contributing factors

The nine years experience is very rich. This was a novel idea to create joint platform in the environment in Pakistan where trusting each other was a miracle. During these five years the platform not only existed but strengthened and performed several important initiative. Following section briefly looks into the success and milestones achieved in last five years along with challenges and shortfall.

2005-2008	2009
<ul style="list-style-type: none"> <li>• Developed common understanding among allies on priorities</li> <li>• Process of establishing platform of three organization working in different geographical areas with the same aim</li> <li>• Increased interaction among partner organizations and communities</li> <li>• Agreed Principles for joint working</li> <li>• Information and resource sharing among partner organizations.</li> <li>• Spirit of self-reliance among all</li> </ul>	<ul style="list-style-type: none"> <li>• Repute within CSOs of Pakistan at national level</li> <li>• Smooth functioning of the forum for long period</li> <li>• Joint fora developed and partnerships developed.</li> <li>• Inclusion of another organization</li> <li>• Increased knowledge and cross learning</li> <li>•</li> </ul>
2010	2011
<ul style="list-style-type: none"> <li>• Established office at national-level</li> <li>• Increased linkages with NGOs and INGOs</li> <li>• National-level response to flood and Increased ability to respond emergency</li> </ul>	<ul style="list-style-type: none"> <li>• separate office set-up established in Islamabad</li> <li>• Recognition of unique identity</li> <li>• Internal strengthening [processes improved and systems developed.]</li> </ul>
2012-2013	
<ul style="list-style-type: none"> <li>• Improved coordination with national level stakeholders .i.e CWS, CCE.</li> <li>• Improved institutional and professional Capacity of staff and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Development of support systems i.e HR, Finance &amp; Admin.</li> <li>•</li> </ul>

<ul style="list-style-type: none"> <li>•</li> <li>• Research studies on curriculum review, risk assessment of schools and connection of ICT between farmers and livelihoods carried out</li> <li>• Registration with SECP</li> </ul>	
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**Factors contributed to success:**

- Increased coordination, consultation and ownership
- Mutual understanding, common interest and accommodative behavior
- 
- Regular experience sharing among members
- Commitment to the objectives and principles of the consortium by council
- Process oriented gradual growth with realistic objectives
- Community ownership and their role in agenda setting
- 

**Challenges or shortfall**

- Funding constraints
- weak support systems and procedure
- 
- Difficulty to apply for project due to non-registration
- Gradual paradigm shift to RBA approach of partners
- Slow decision making at early stages

Abstract understanding to develop common objectives

**3.2 Successes, Weaknesses, Opportunities and Threats [SWOT Analysis]**

Strengths	Weaknesses	Opportunities	Threats
<p><b>Indus Consortium</b> and its members:</p> <ul style="list-style-type: none"> <li>- Have good rapport at grass roots and national level with rising recognition.</li> <li>-</li> <li>- Thematic priorities are set by communities and are significantly relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of simplified tailor made relevant information and data</li> <li>• No female in decision-making</li> <li>-</li> <li>- Inadequate Staff and Management</li> </ul>	<ul style="list-style-type: none"> <li>- Scope of Indus Consortium priority areas</li> <li>-</li> <li>- Policies and laws of government (both in case if they are in favor and if</li> </ul>	<ul style="list-style-type: none"> <li>- Proposed regulatory mechanism for NGOs may reduce existing space</li> <li>- Negative perception against NGOs</li> <li>-</li> <li>-</li> </ul>

<p>to local context.</p> <ul style="list-style-type: none"> <li>- Institutional set up and presence from grassroots to national level</li> <li>- Are capable of mainstreaming local issues with national level</li> <li>-</li> <li>- Effective coordination and communication &amp; cost effective approaches</li> <li>-</li> </ul>	<p>capacity in linking the existing work with polices and laws at (both national and international)</p> <ul style="list-style-type: none"> <li>- Lack of communication strategy</li> <li>-</li> </ul>	<p>not)</p> <ul style="list-style-type: none"> <li>- Local government institutions</li> <li>- RTI act</li> <li>- Strategic partnership with international organizations</li> <li>-</li> <li>- Community's willingness for qualitative change</li> </ul>	<ul style="list-style-type: none"> <li>- Increasing militancy</li> <li>- Increasing trend of favoritism among donors</li> </ul>
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## 4. Future direction

### *Vision*

*IC envisions a democratic and equitable society where all citizens enjoy equal economic, cultural and political rights.*

### Values

## 4.1 Strategic objectives

### **Objective-I:**

To contribute in improving and strengthening of humanitarian governance at district, provincial and national level

### **Objective-II:**

To Influence agriculture polices, practices, programmes and promoting social protection to improve livelihoods for poor

### **Objective-III:**

To promote accesses to safe drinking water & sanitation; sustainable use of water resources through advocating for Improved management and equitable distribution

### **Objective-IV**

Indus Consortium will emerge as a vibrant, professional and representative platform of the communities of Indus Basin.

## 4.2 Objective-I:

**To contribute in improving and strengthening of humanitarian governance at district, provincial and national level**

### **Background and rationale**

Frequency of disasters has increased in Pakistan and could be associated with climate change. Poor and marginalized people are hit hard by these disasters. Three partners' organizations

#### **Mission statement**

**Indus Consortium works for local communities to enhance their resilience and participation in development**

have been responding to floods and other disasters and posses good field experience in disaster response, rehabilitation and to some extend disaster risk reduction activities.

After 2005 earthquake, Government of Pakistan has created various institutions and policies to improved disaster planning and response. This humanitarian architect is evolving in Pakistan. There are several gaps which need to be filled.

This objective addresses those gaps, identifies milestones and priority actions to improve policy environment especially policy implementation, strengthen institutions responsible and mobilize communities. The success of this objective will be measure by following milestones:

- Implementation of DRR, Climate Change policies at provincial and district level
- strengthening DDMA/PDMA structure
- Adequate financing for DRR and resilience
- DRR fully mainstreamed in LGIs

<b>Milestone</b>	<b>Success indicators</b>	<b>Major tasks</b>
Implementation of DRR, Climate Change policies at provincial and district level and linking it with global climate justice	<ul style="list-style-type: none"> <li>• 3 Districts in Sindh and Punjab have developed contingency plans</li> <li>• 3 Districts in Sindh and Punjab have developed district disaster risk reduction plan and climate change adaptation plans</li> <li>• 3 districts supported to activate DDMA structure</li> <li>• Enhanced regional and global networking and participation</li> </ul>	<ul style="list-style-type: none"> <li>• Improving internal understanding and capacity building</li> <li>• facilitate interaction forums among citizens, DDMA's and PDMA's to develop, implement and review participatory plans</li> <li>• Dissemination and discourse on national climate change and DRR policies at district level</li> <li>• # of communities supported to implement DRR plans and climate change adaptation plans.</li> <li>• Mapping of existing institutions and initiatives related to climate justice and develop relationship</li> </ul>
	•	•
Adequate financing for DRR and resilience	<ul style="list-style-type: none"> <li>• Two provincial and five district budget analysis produced every year</li> <li>• # of communities engage and monitor budget cycle at district level</li> <li>• Organized budget event in two provinces</li> </ul>	<ul style="list-style-type: none"> <li>• Indus consortium staff at provincial to influence budgets</li> <li>• Partner organizations facilitate communities to engage in district level budget processes.</li> <li>• Organize budget events in 5 districts</li> </ul>
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### 4.3 Objective-II:

**To Influence agriculture policies, practices, programmes and promoting social protection to improve livelihoods for poor**

#### Background and rationale

Majority of rural poor depend on agriculture sector including livestock and fishing. These are their main sources of livelihood. These livelihoods along with food security are under threat due to variety of reasons. Poor agriculture sector governance, lack of assets and natural disasters has contributed much to the problem. The absence of crop insurance, lower agriculture wages mainly to women, soil degradation inequitable water distribution, unregulated agriculture markets, limited off-farm employment opportunities and lack of skills are major bottlenecks. In recent years agriculture investment has also increased and reduced subsidized has affected poor and small farmers.

Except Benazir Income Support Programme there is no other social protection mechanism which provides risk guarantee and support to poor families during distress and emergency. Reduced livelihood options, food insecurity and absence of social protection are adding existing inequalities and causing poverty. To address these challenges IC aims to achieve following milestones:

- Agriculture and livelihoods are disaster resilient with alternate livelihood options
- Improved governance of agriculture, fishing and livestock sector
- Social safety nets , crop and livestock insurance and targeted subsidies for input

<b>Milestone</b>	<b>Success indicators</b>	<b>Major tasks</b>
Agriculture and livelihoods are disaster resilient with alternate livelihood options		<ul style="list-style-type: none"> <li>• Effective liaison with local , provincial and federal Government departments should be established for successful and smooth implementation of projects</li> <li>• Poor groups of targeted areas in the five districts should be more food-secure with increased access to sustainable livelihood</li> </ul>
Improved governance of agriculture, fishing and livestock sector	<ul style="list-style-type: none"> <li>• Increased resources for agriculture, properly used and targeted</li> <li>• Improved coordination among different wings of agriculture and livestock</li> </ul>	<ul style="list-style-type: none"> <li>• Effective advocacy plan must be in place for enhancing demand for targeted subsidies and input support in agricultural policies and ensure its implementation</li> <li>• The Consortium should develop common position on provincial agriculture policies</li> </ul>
Advocate for Social safety nets to strengthen food security livelihoods	Understanding developed on the role of Social safety nets to strengthen food	

	security and livelihoods  Advocacy priority identified and plan developed	
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**4.4 Objective-III:**

To promote accesses to safe drinking water & sanitation; sustainable use of water resources through advocating for Improved management and equitable distribution

**Background and Rationale**

Water is becoming precious as its demand is increasing with finite availability of resources. Population increase is putting pressure on multiple uses of water among industry, agriculture, home consumption and environmental protection. As the water is becoming scarce water grabbing by powerful is becoming common along with water disputes among different provinces and farmers of canal commands. This may lead to future conflicts as farmers settled at the tail ends of canal commands are being denied from their water entitlements. The water scarcity, grabbing and pressure have negative consequences on food production hence affecting poor farmers mainly women.

The other important issue is related to the unavailability of safe drinking water and sanitation facilities to the majority of people, though official data says access to safe drinking is more than 90% and sanitation to about 70% but reality is different. Health cost related to unsafe water and inadequate sanitation is huge, mainly to the poor households, children and women. This objective addresses above two challenges by attempting to bring following changes:

- Common position and understanding developed on water distribution entitlements , water projects and advocacy plans developed
- Mobilization and alliance building of tail end farmers for equitable water distribution
- Integrated district WASH plans are developed and implemented

<b>Milestone</b>	<b>Success indicators</b>	<b>Major tasks</b>
Common position and understanding developed on water distribution entitlements , water projects and advocacy plans developed	<ul style="list-style-type: none"> <li>• Common position and cooperation on inter-provincial water distribution issues among target communities is improved.</li> <li>• Understanding and advocacy for better management of Hill</li> </ul>	<ul style="list-style-type: none"> <li>• Develop understanding and common position</li> <li>• Promote dialogue on water disputes and water cooperation at inter-provincial and regional level</li> <li>• Community interaction and participatory dialogue should be enhanced to promote common understanding</li> <li>• Enhanced participation of the partner</li> </ul>



	Torrents	<p>organizations in the regional forums to promote trans-boundary water cooperation</p> <ul style="list-style-type: none"> <li>• Advocacy strategy developed and implemented on Sindh Water sector improvement project especially its drainage component linked to LBOD</li> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Mobilization and alliance building of tail end farmers for equitable water distribution</li> </ul>	<ul style="list-style-type: none"> <li>- Water distribution equity promoted</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>• Tail-end farmers' alliance should be established to advocate for the water rights in Sindh and Punjab</li> <li>•</li> </ul>
Integrated district WASH plans are developed and implemented	<ul style="list-style-type: none"> <li>• Three districts develop integrated WASH plan</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring of the implementation of drinking water and sanitation policies</li> </ul>

#### 4.5 Objective-IV

Indus Consortium will emerge as a vibrant, professional and representative platform of the communities of Indus Basin

#### Background and Rationale

Indus consortium has evolved as an institution representing marginalized voices of the communities of Indus Basin and has successfully provided a platform where communities can join hand and amplify the collective voices by learning and sharing. However, external context has changed in last 6-7 years, so does the internal structure of the consortium. The changing context, development situation requires to bringing changes in the internal structure, systems, policies and governance of the consortium to make it fit for the purpose. Indus consortium requires not only changing to survive in competitive environment but grow into a robust institution. To address the challenges identified in SWOT analysis section above, consortium sets following milestones to become vibrant institution:

- Quality of human resources are hired, capacitated and retained
- Organizational systems and policies are in place
- Governance structure is strengthened
- Programme scale and quality improved

Milestone	Success indicators	Major tasks
Quality of human resources are hired, capacitated and retained	<p>Empowered and competent team is available</p> <p>Common understanding on RBA</p> <p># of capacity building initiatives taken</p>	<ul style="list-style-type: none"> <li>• Empower the team with clarity of vision and mission</li> <li>• Increase Council's capacity according to thematic priorities</li> <li>• Form an expert panel to develop support mechanism on technical matters</li> <li>• Organize thematic and skill-based trainings for its partner organizations</li> <li>• Staff needs to develop clearer perspectives on program implementation</li> <li>• Resource mapping for advocacy and RBA</li> <li>• Capacity building of council and staff on RBA</li> </ul>
Organizational systems and policies are in place	<p>Consortium is registered</p> <p>5 relevant internal system/policies in place</p>	<ul style="list-style-type: none"> <li>• Registration would be done in first quarter of 2014</li> <li>• Financial Strategy is developed</li> <li>• Asset management policy, MEAL Framework, HR Policy, Administration guide, financial information system and MIS is developed</li> <li>• Internal conflict resolution mechanism will be developed</li> <li>• Centralized database of partner</li> </ul>
Governance structure is strengthened	<ul style="list-style-type: none"> <li>• Effective decision making system is developed</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Formal written communication will be adopted.</li> <li>• organizations should be established at Islamabad office</li> <li>• Quarterly meetings should be scheduled and calendar should be maintained with rotating venue</li> <li>• Ensure female representation in the Council And staff</li> </ul>
Programme scale and quality improved	<p>Indus Consortium should emerge as a truly representative organization of Indus Basin communities</p> <p>Thematically, demographically and geographically focused interventions</p>	<ul style="list-style-type: none"> <li>• Strategic approach should be adopted to actualize vision and mission into tangible realities through doable time-bound actions</li> <li>• Indus Consortium should devise its own humanitarian development model based on rights-based approach</li> <li>• Clarity and position will be developed on following: <ul style="list-style-type: none"> <li>○ 18<sup>th</sup> amendment</li> <li>○ Local bodies systems</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Upcoming NGO bill</li> <li>○ RTI bill</li> </ul>
Image Building		<ul style="list-style-type: none"> <li>• .</li> <li>• Develop as a national advocacy organization working for the rights of poor</li> <li>• Indus Consortium offers doable solutions, , securing livelihoods and enhancing number of resilient communities</li> <li>• A national network having knowledge and influence on policies and practices on water rights and climate change at local, provincial and national levels</li> <li>•</li> <li>• Indus Consortium shall stay focused on its vision and mission; it would not be a traditional project-hunting NGO like many in Pakistan.</li> </ul>

## 5. Risk analysis and mitigation strategy

Risk description	Likelihood	Impact	Action
<b>Internal Consortium environment</b>			
strategy not fully internalized			
Programmes drift away from strategy			
<b>External environment</b>			
Political Instability, law & order situation in Pakistan			
Major earthquake, floods, drought, energy crisis	Unlikely to occur	High	
<b>Operational</b>			
Staff capacity, security and turn over	Likely to occur	High	
<b>Financial</b>			
Non compliance with WA accounts and financial standards and guidelines			
Improper utilization of funds			

<b>Legal compliance</b>			
Non-Compliance of Taxation rules set by Federal Board of Revenue			
<b>Programme</b>			
Non achievement of targets and plans			

## 6. Approach

Indus consortium will adopt following approaches separately or mix of different tools and techniques to achieve the above objective:

- **Intensive engagement:** Consortium will act as an institution that engages with all stakeholders that represent National, local NGOs/Civil Society through efficient and effective coordination mechanism. Engagement with national and provincial government, INGOs and other stakeholders will be intensely planned and implemented.
- **Advocacy:** Advocacy is known approach for influencing those who have powers to make decisions or change a situation. Consortium will conduct an evidence based policy advocacy to bring changes mentioned above. Three organizations working at ground; hence their field experience will be used as an evidence to talk to the power for higher level influencing outcomes.
- **Capacity building:** Consortium defines capacity building as a combination of knowledge, skills, tools and techniques to be applied to be able to bring changes. These include facilitating multi-stakeholders dialogue, citizens’ action, tailor made courses, research documents and learning events. Increase community’s access to existing knowledge centers and identifies the gaps among different organizations and communities to address the development challenges.
- **Empowered and informed citizenry:** Changing the citizen is an important process and important to bring other changes. Therefore consortium will be engaged to promote right to information as an important tool for citizens empowerment.
- **Lobbying:** Lobbying is also a tested tool to achieve different outcomes, which otherwise are difficult to achieve through public action or advocacy. At all levels, members will be encouraged to development key contacts with constituencies and those who have influence to change policies, programme and practices.

- **Public campaigning and media engagement:** Public campaigns will also be launched to draw attention of public authorities on certain important issues as well as engage with public generally to make them aware of the situation.

## 7. Monitoring

The monitoring and evaluation are two important component of any strategic plan. A detailed monitoring and evaluation framework is developed wherein Indus Consortium will adopt the following monitoring, evaluation & learning mechanisms, along with proposed schedules. The expected outputs, exact dates can only be finalized closer to the event and in consultation with partners.

<b>M &amp; E; Learning Mechanisms</b>	<b>Purpose</b>	<b>How to do</b>	<b>When to do</b>	<b>Who will be responsible</b>	<b>Output</b>
Annual review	<ul style="list-style-type: none"> <li>• Measure progress against indicators set for each strategic objective</li> <li>• Feed findings into annual report</li> </ul>	Review conducted to be based on partners' reports, staff's quarterly visit findings,	Q4 (without delay)		Crisp 10-15 page (max) annual review doc. with critical analysis of the progress of country programme against core indicators. Detailed account of achievements, success stories and failures during the yr. Financial mgt. details
Midterm review					

## 8. Organization structure and Governance

The prime decision making bodies of the network would be council comprising representative of all three organization. The council will provide overall strategic guidance, outline the priority areas for the year, approve budgets and new proposals and supervise the function of the consortium. *[ Please few more lines for the role of council, number of members and structure]*

### **Management:**

The day to day management of the activities will be the responsibility of management. Team which will be led by national coordinator comprising on staff ??????. The team may expand in the future depending on the activities and finances available.

The management team will report to the council while other staff will be reporting to national coordinator. The team already has developed and is in the process to further strengthen the systems and procedures to ensure internal accountability, transparency, smooth working. *[Please add few more lines on this]*

## 9. Annexure

### Annex-I: Stakeholders Analysis

Society is based on diverse segments, which not only cooperate but also compete and work in conflicting environment. Social organizations, especially those working with diverse communities through partners, need to interact with variety of stakeholders i.e. community, media, CSOs, NGOs, Government agencies, political parties, corporate sections of society/market forces. Following matrix provides quick analysis of stakeholder to whom Indus consortium will be interacting or influencing.

Friends/Support factors
<ul style="list-style-type: none"> <li>• <b>Individual:</b> academia , researchers/intellectuals, development professionals, legal experts, political and social workers, writers, teachers and research students</li> <li>• <b>Organizations:</b>, Gomal University, Agricultural University, media, NHN, agriculture department, CWS etc.</li> </ul>
Competitors
<ul style="list-style-type: none"> <li>• NHN [humanitarian groups]</li> <li>• SPO [working with local NGOs and capacity building]; Sungi Development Foundation; Research institutions and think tanks; International NGOs</li> <li>• Political parties [voters’ attention, comments on manifesto, influencing public]</li> <li>• Feudal [land rights and food rights aspect]</li> <li>• Media [in some cases]</li> <li>• Relevant govt. dept.</li> </ul>
Donors
<p>The donors (UN, OGB, Plan, ActionAid, NED, UNDP):</p> <ul style="list-style-type: none"> <li>• Are capable of working at national level&amp;via national &amp; international frameworks</li> <li>• Have availability of relevant facts, data and research studies on national level</li> <li>• Have a developed support system</li> <li>• Have previous credibility and track record</li> <li>• Have experienced HR, accountability, transparency and MEAL mechanisms</li> <li>• Have effective coordination and communication&amp; cost effective approaches</li> <li>• Indus Consortium is comprised of community organizations</li> <li>• Available local infrastructure at local level [offices and community org.]</li> </ul>
Community
<ul style="list-style-type: none"> <li>• They expect solution of all their problems &amp; the organizations are project-oriented</li> <li>• Observe our practices and attitudes; they expect nothing more than materialistic support from day one and this demand has increased after disasters</li> <li>• Some segments (esp. religious groups) consider us paid staff and foreign [Zionist] agents and against Islamic values</li> <li>• At few places we succeed in making them clear of our actual roles</li> <li>• They expect facilitation, guidance and guidelines to solve their problems</li> </ul>

**Annex-II: Institutional Analysis**

<b>National level</b>	<b>Who is responsible</b>	<b>Capacity</b>
Parliament [The Senate and National Assembly]	Senators/MNAs Majority of the elected representatives are unaware of their role for legislation	The background of the Parliaments members is feudal Lack of legal awareness
The Judiciary	Judges and advocates ‘role of public voicing is not clear Judges and lawyers ‘role is ambiguous in certain situations, and show political motives.	Poor infrastructure and less number of judges. Social life of judges is limited Less reforms at local sub-judiciary level Advocates have less international exposures towards laws and rights Laws/approaches are not flexible There is no referral/advice to parliament
Ministries	In many cases the MNAs look less empowered than their secretaries Conflicts among MNAs of opposing parties	Bureaucratic and feudal gap Less capacity and lack of time-bound thinking among ministers
Federal departments/ authorities including NDMA Ministry of food security & research, Human rights division Information dept, Planning and dev. Dept., Met dept. IRSA Bureau of statistics and PEC	Chairpersons Parliamentarians committees	ToRs clarity Acceptance at provincial level There are coordination gap/issues towards provincial level Planning and budgeting issue Data and technology use
<b>Provincial level</b>		
PDMA [funds, planning skills, HR deficit, gender issues]		
Provincial assemblies		
Provincial authorities and departments including: Coastal dev. Authority, Education, Health, Planning and development, Agriculture Flood forecasting division Social welfare, Food		ToRs are clear, yet roles are ambiguous funds coordination capacity of HR
<b>District level</b> Institutional arrangement and power not at local level Local govt. system unstable Intra coordination is weak Gross Domestic Product (GDP) is not strong Planning and budgeting issues		