



CMDO's Strategic Plan (2015-20)

(Draft)

**Community Mobilization and Development
Organization (CMDO), Peshawar
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1. <u>CMDO-An Introduction</u>	

Community Motivation and Development Organization (CMDO) is a registered non-for-profit, non-partisan national non-governmental organization established in August 1998. It was initially set-up in response to an urgent need of mines affectees in Bajaur Agency, FATA. During the last 16 years, CMDO has emerged as one of the leading Non-Government Organizations (NGO) in FATA and KP province that deliver both developmental and humanitarian programs in number of sectors. The operational districts/areas include Peshawar, Nowshera, Charsadda, Mansehra, Lakki Marwat, Bannu, Karak, DI Khan, Tank, Swat, Buner, Lower and Upper Dir (12 districts in KP), and Khyber, Mohmand, Bajaur, Orakzai, Kurram, North and South Waziristan Agencies (7 FATA Agencies). CMDO has been meaningfully engaged in complex humanitarian emergencies and made significant contribution to relief efforts during 2005 earthquake, 2005-05 floods in Peshawar, 2009/2014 IDPs response, and 2010 flood response. It has also responded in relief operations during 2001 Afghan refugees' crises.

Since its establishment, CMDO has also been providing multi-sectoral services in the field of Education, Livelihoods Enhancement and Protection, Primary Healthcare and Nutrition, Community Physical Infrastructure (CPIs), Water, Sanitation and Hygiene (WASH), Housing/Shelter and NFIs, Skills Development, Human Rights Protection, Child Protection, Renewable Energy, Community Services, Social Mobilization and Institutional Development, Youth Promotion through Entrepreneurships, Disaster Risk Management, Agriculture and Livestock, Institutional Development & Social Accountability, Emergency relief and Rehabilitation, and Peace building and Conflict Management. Social mobilization, gender mainstreaming, and self reliance are cross cutting themes of CMDO's core program. CMDO has a Social Network of more than 3,000 Community Based Organizations (CBOs) in 12 KP districts and seven FATA agencies.

CMDO is currently implementing a number of projects in districts Bannu, Lakki Marwat and Karak (KP Province) and Bajaur Agency (FATA). Most of the project teams comprises of locals who understand the cultural context of the area and are fluent in local languages. CMDO in its current projects are partner with:

- DDCF/SNG-DFID for Improving Primary Education through Quality Assurance System at Public Primary Schools in Lakki Marwat
- PPAF on Livelihoods, Vocational Skills and Enterprise Development, Social Mobilization and community empowerment through Community and Leadership Trainings, Integrated Livelihoods Enterprise and Employment Development (LEED) and Institutional Development, CPIs - Water and Sanitation, irrigation channels, Hydro and Renewable Energy/solar water pumps and lighting, and Institutional Development (ID)
- British Council for Advocacy through Active Youth Citizen Program in three KP districts.
- GTZ/KFW for community organizations and renewable energy in Bajaur Agency

CMDO over the last 16 years has partnered with several International Organizations, UN Agencies, Government Agencies and National Institutions. Some of these are World Bank, European Union, DDCF/Sng-DFID, USAID, US Department of Agriculture, US Department of Labour, ABT Associates, British High Commission (BHC), Response International, John Snow Incorporation (JSI), Learning For Life UK, Save the Children International, Islamic Relief, Save the Children UK, OXFAM-GB, CIDA, ICBL, Technology Up-gradation and Skill Development Company

(TUSDEC), Civil society HID Programme (CHIP), Association for Aid & Relief (Japan), Swiss Foundation for Landmine Victim Aid (SFLVA), Eden Social Welfare Foundation, Taiwan, UNICEF, UNDP, UNESCO, UNHCR, FAO, WFP, Pakistan Poverty Alleviation Fund (PPAF), FATA Development Authority (FDA), British Council Pakistan, Paiman Alumni Trust, Trust for Voluntary Organizations (TVO), and National University of Science and Technology (NUST).

1.1 Vision, Mission & Values

CMDO's **Vision** is a world, free of poverty, where everyone enjoys fundamental rights to lead a life of dignity and honor without discrimination on the basis of creed, race, ethnicity, language, gender and nationality.

CMDO's **Mission** is to promote effective partnership among organizations and individuals through dialogues, exchange of views, resources and experiences sharing, and efforts to build common perspective for eradication of poverty and human sufferings.

In order to pursue the attainment of its Vision and Mission, CMDO supports following **Values**.

- Participatory ecological based integrated development
- Gender mainstreaming
- Priority development of poor and marginalized communities
- Conservation of natural environment and cultural heritage
- Peace for conflict prone communities
- Cost effective sustainable community development interventions
- Cooperation with Government and Civil Society
- Holistic understanding of regional, national, and local environments

1.2 Objectives, Strategies, & Approaches

In line with its Vision and Mission, Following are CMDO's Objectives, Strategies and Approaches.

Objectives

- To strengthen and promote participatory ecological based integrated development process
- To undertake humanitarian relief and recovery operations in emergencies related to natural disasters and violent conflicts
- To work on community empowerment, particularly women through capacity building and networking
- To reduce poverty through livelihood enhancement, skilled trainings, and income generation activities
- To enhance education/health services and physical infrastructure among poor and marginalized communities
- To undertake policy research and advocacy activities for strengthening institutional reforms and development processes

- To promote peace, tolerance, and social harmony in conflict prone communities
- To protect and conserve natural environments and cultural heritage in the intervention areas

Strategies

- Undertaking participatory research at grass root levels
- Social Mobilization and Organization of marginalized poor communities
- Promotion of ecological based integrated development among marginalized communities
- Awareness raising and Sensitization
- Capacity Building initiatives and Trainings
- Advocacy campaigns and Lobbying
- Linkages and Networking activities
- Knowledge Management and Dissemination

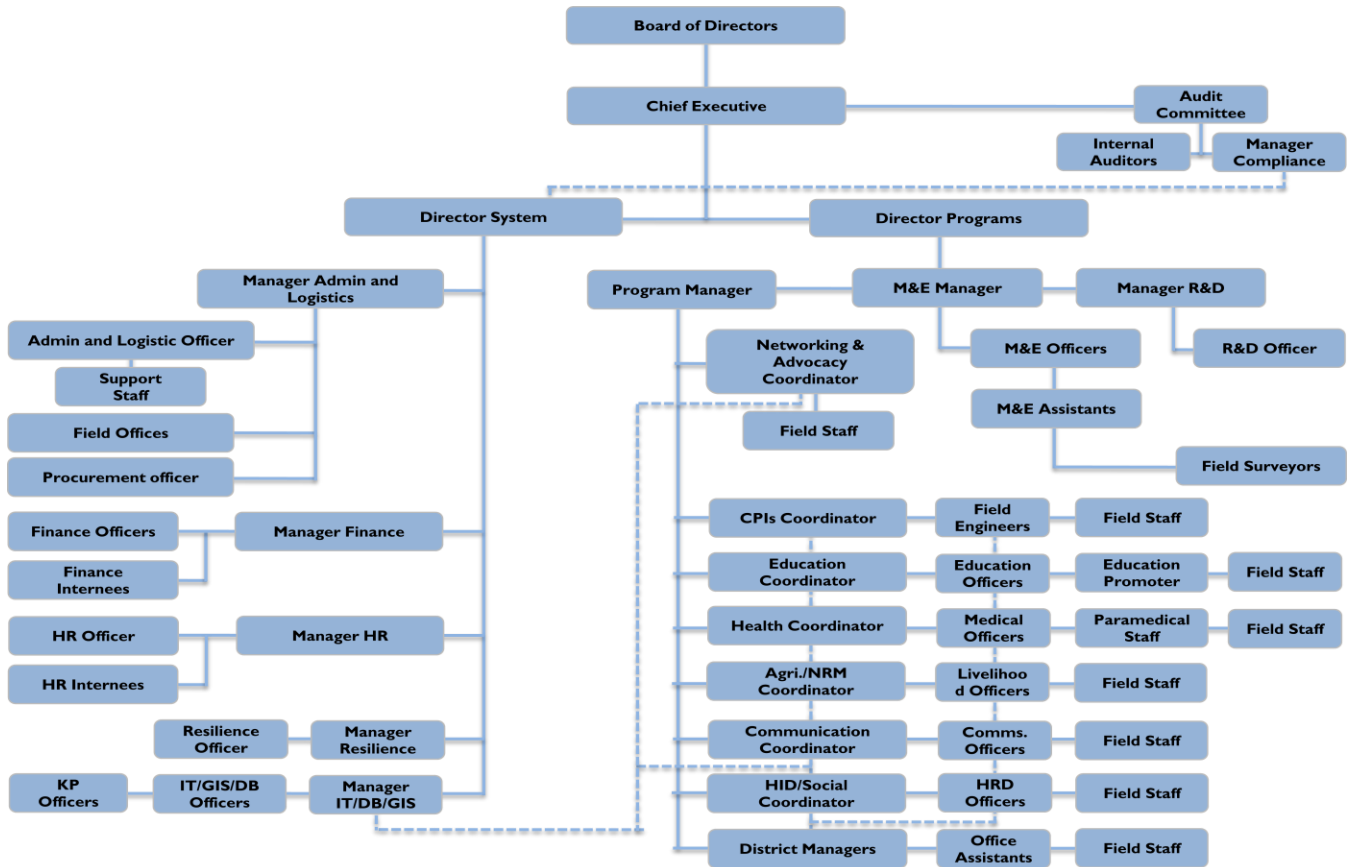
Approaches

- Participatory Development
- Social Inclusion & Equity
- Gender Mainstreaming
- Decentralization & Bottom Up Planning
- Incorporating Indigenous Knowledge and Skills
- Self Help Initiatives

1.3 Organizational Structure and Institutional Strengths

CMDO has an independent Board of Directors (BODs) responsible for the policy-level decisions. The Chief Executive (CE) is the administrative head who along with the Management Core Team is responsible for programs planning and implementation. At the head office level, CE assisted by the Program Director (PD), Director System (DS) along with core managers heading Program Support Unit (PSU), HR, Finance, M&E, and IT&DB. CMDO has a strong Internal Financial, Social and Procurement Audit departments provides strong bases for internal control in terms of compliance and adherence to agreed terms and conditions set-forth in SOPs/donors' agreements. The field operations are directly managed through field offices. Each field office is managed by District Manager assisted by local field teams.

CMDO Organogram



1.3.1 Financial, HR and Logistic System

CMDO has been managing grants by different donors as per each of their requirements. It has strong internal control mechanism put in place and has operation manuals/standards on Human Resource Management, Finance and Logistics/Procurement. It has a team of professionally qualified finance and accounting personnel as part of the program team. It has been using financial and logistic software of SAP-II and Quick Book Accounting Software. SAP-II being integrated software is also serving as a web based. Additional support, oversight and technical backstopping are provided by Internal Auditors which conducts regular audits of all programs.

1.3.2 Internal Audit Committee

CMDO has an internal audit committee appointed in 2011 by BOD. This committee is entrusted with the function to undertake a periodic review of financial operations. A full time compliance manager is working to ensure general internal and financial control and compliance to CMDO operational standards based on GAAP (Generally Accepted Accounting Principles) and donor agreements. The compliance manager has been mandatorily reporting directly to the internal audit committee of the BOD.

1.3.3 Monitoring, Evaluation & Research (MER)

An appropriately strengthened monitoring, evaluation and research section works to ensure effectiveness, quality of program, and accountability to donors and beneficiaries. CMDO has established internal checks and balances (including hierarchical concurrence) to maintain quality of the outputs to the satisfaction of client. The Unit meets frequently with project staff to review and evaluate the progress, and provide technical backstopping for incorporating findings of monitoring and evaluation in the implementation. CMDO utilizes modern techniques like GIS (Geographical Information System) for tracking activities & beneficiaries maintaining a complete profile of each beneficiaries that includes information and developing a comprehensive data base.

1.3.4 Program Management and Quality Control

All CMDO programs are periodically monitored against predetermined quality/ performance indicators. Purposely, it develops quality indicators matrixes (Indicators Tracking Table (ITTs) as well as Activity Tracking Table (ATTs) for each of the project and being used as integral part of the descriptive reports to the donors. This has been used for ensuring an efficient program implementation as well as providing informed decision provision to the Management for program effectiveness and further expansions. Staff collects data on prescribed indicators matrix regularly and do analysis on sophisticated software and generate reports. After the data is analyzed the performance of each activity is assessed and the results are shared with the concerned staff to address weaknesses and bring improvements. The government and community stakeholders serve as a feedback mechanism to ensure that various activities are taking place according to the implementation plan.

1.3.5 Community Networks

All CMDO's program interventions are based on decentralized approach and community empowerment. CMDO provides facilitation for the role of a 'catalyst' by organizing communities into 'institutions of people', that are broad-based, inclusive and democratic in nature. CMDO's community networks are representative bodies that are empowered to mobilize and plan resources, resolve conflicts, raise voice for rights that could influence pro-poor policies and development. The community institutions are three-tier structures, beginning with Community Organizations (COs) which are formed at the household/community level. These are thence federated at the village level into Village Organizations (VOs) which are ultimately represented by apex level bodies at the union council and are called the Local Support Organizations (LSOs). The process of collective approach through building community institutions is steady and incremental so that it is contextual and according to the nature of local needs. They are formed to mobilize collective action and enhance social cohesion in communities for meeting common interests.

2. CMDO's Previous Experiences & Learning's

CMDO over the last 16 years is consistently working on identifying, prioritizing, and addressing the developmental problems of the poor and marginalized communities of FATA and KP Province. The areas where CMDO intervened are mainly least developed tribal and semi tribal regions where development issues are not adequately addressed in the mainstream plans and policies of Provincial and National Governments. CMDO through its research and demonstrative work has been able to develop deeper understanding on multifarious and complex developmental issues of FATA and KP Province. CMDO through its advocacy work has been able to contribute in influencing the policy and legislative development process at the provincial and national levels.

The interconnected CMDO programs mainly focused on the establishment and capacity building of above 3000 grass root community institutions through which it implemented more than 65 projects in various parts of FATA and KP province. The primary focus of CMDO programs were to bring improvements in the livelihood and built environments of intervened poor communities. The major activities in such programs include skill enhancements for income generation, community level physical infrastructure development such as water supply, sanitation, irrigation channels, renewable energy supply, and link access road, and bringing improvements in education and health services particularly for women and children.

CMDO through its policy research and advocacy work highlighted the development needs of poor population segments of FATA and KP Province and identifies key areas of improvements in relation to institutional reforms in present governing structures in the intervention areas. CMDO research also highlighted the issues related to conflict prone tribal communities and children engaged in armed conflicts. CMDO over a period of time also formulated new organizational development policies and procedures and management structures in order to address the expansions needs of its multi-sector development programs. CMDO implemented a vast range of developmental activities in FATA and KP Province through its following six integrated programs. Whereas, the gender mainstreaming, community development, social equity, policy research and advocacy, and knowledge management were cross cutting themes of all of its six integrated programs.

1. Institutional Development
2. Education
3. Health
4. Community Physical Infrastructure
5. Livelihood
6. Disaster Management

2.1 Integrated Programs Achievements

The following is the summary of the achievements in various interconnected CMDO programs implemented in FATA and KP Province.

2.1.1 Institutional Development

- Through social mobilization established more than 3000 multi-tier community institutions which include Community Organizations (COs), Village Organizations (VOs), and Union Council level Local Support Organizations (LSO)
- Capacity building of community institutions was undertaken through hundreds of Community Management Skills Training (CMST), and Leadership Management Skills Training (LMST),
- Improved Service Delivery of local public institutions through better coordination with Community Institutions
- Increased Networking and Linkages among District line agencies, Community Institutions, and Civil Society/Donors
- Functional Community Institutions & Networks are striving for integrated development in their respective areas

2.1.2 Education

- Over 15,300 persons benefitted in education and Literacy Programs that include 56% girls
- Established 42 Early Childhood Education Centres and enrolled 1,585 children that include 60% girls
- Established 125 Transitional Non-Formal Education Centre with total enrolment of 4,496 children that include 65% girls
- Mainstreamed 1,975 children into formal education centres, while provided vocational skill training to 2,521 children aged 14-16 boys and girls
- Established five English Medium Model Schools with total enrolment 568 children that include 45% girls
- Provided school supplies including books, stationery, school bags, stitched uniforms and shoes to 4,675 children under school supplies assistance program in 83 government schools
- Provided teachers and students furniture to 83 government schools
- Established 35 Learning Resource Centres in government schools through school libraries along with activity based teaching kits.
- Reconstructed and rehabilitated 117 primary and middle schools under schools infrastructure program
- Trained 470 government school and NFE teachers on advanced teaching methodologies, student performance evaluation etc.
- Introduced and established quality assurance system in 25 government primary school to the benefit of 3,166 children and 72 male and female government teachers
- Trained 1,125 PTCs male and female members in government schools
- Formed 25 children reading clubs for 470 students in 25 schools on reading, writing and speaking skills

2.1.3 Health

- Established six well equipped and appropriately staffed Community Health Centers meant to provide mother child health services in Khyber Agency. It has treated more than 78,570 patients; provide treatment to 32,326 children including 18,430 under-five years of age and 2,230 laboratory tests conducted whereas 1,064 vaccines provided.
- Strengthened and capacitated 07 Tertiary Health Institutions in the Agency Head Quarter Hospitals of all FATA by providing them with essential medical equipments and supplies.
- Established and trained a network of 463 village health committees in KP and FATA comprises of Traditional Birth Attendants (TBAs), and (Lady Health Workers (LHWs), and Community Health Workers (CHWs) in 473 villages. This network is working to improve the overall health status of children, especially those <5 through increase awareness and knowledge at the household level. The health network is serving almost 450,000 populations.
- Strengthened the immunization program and has conducted 64 events in the communities.
- Conducted 679 child health days to strengthen immunization through the public health system.
- Conducted 1,368 child health care workshops on newborn and child health.
- Conducted 595 mobilization/sensitization sessions to attract people to the BHUs
- 28,389 persons including 14229 female benefitted from mobile medical camps
- Conducted 1,381 awareness and sensitization related events including family planning campaigns.
- Rehabilitated 11 Basic Health Units (BHUs) in district Bannu and Lakki Marwat by improving infrastructure and provided life saving medicines and medical and office equipments
- Registered and vaccinated 4,240 numbers of children, who were issued vaccination cards for immunization. Pregnant women are also identified for TT shots.
- Trained 1,040 teachers, to conduct hygiene and sanitation promotion activities in the schools which benefited more than 6,200 children.
- Trained more than 400 Primary Health Care Staff of government health facilities and more than 10,000 community members on best nutritional practices, preventive measures for communicable diseases and hygiene education

2.1.4 Community Physical Infrastructure (CPI)

- CPI program is stretched over to more than 360 villages in FATA and KP benefiting of approximately 418,482 populations
- Installed 739 hand pumps at the community level to the benefit of 147,800 persons
- Installed/constructed 49 tube wells/ submersibles/dug-wells
- Constructed 76 storage water tanks
- Installed 5 solar water pumps
- Installed 55 pressure pumps
- Installed 21 hand pumps in schools in order to provide access to children to safe drinking water
- Constructed 47,112 rft irrigation lines through 10 irrigation schemes
- Constructed 41 irrigation schemes including 11 submersibles pumps
- Constructed 9 pipe irrigation schemes

- Constructed 15 drip-irrigation schemes to the benefit of more than 45 poor farmers
- Rehabilitated 3.5 kms long irrigation channels/watercourses for agricultural development
- Constructed 250 pour flush latrines at the households level
- Constructed 7,215 rft long drainage lines
- Constructed 263,458 sq. ft street pavement
- Constructed 8 link roads/shingle roads
- Constructed culverts
- Constructed 18 flood protection/ gabion walls that protected more than 320 acres of agriculture land
- Installed solar lighting system at 810 households

2.1.5 Livelihood

- Trained 11,458 persons both male and female youth in various vocational trades/trainings
- Trained 202 Traditional Birth Attendants (women)
- Trained 2,751 female under Benazir Income Support Program on various business and enterprise development and management skills
- Developed 3600 Livelihoods Investment Plans including 1440 LIPs for women headed households
- Assets transferred to 1500 poor persons including 50% females entrepreneurs to earn sustainable livelihoods for themselves and their families
- Provided wage compensation to 450 vulnerable poor persons

2.1.6 Disaster Management

- Provided 16,000 agriculture packages (one-bag wheat seeds, one-bag fertilizer, one-bag urea, one-bag of vegetable seeds, livestock feed) to 16,000 flood affected families
- Constructed 3,425 transitional shelters for conflict and flood affected IDPs in KP
- More than 18,000 food insecure disaster affected families were provided food
- Distribution of Tents and NFIs in Bajaur and Mohmand Agencies in FATA and DIK and Tank in KP
- Household kitchens and Shade nets as protection from the sun were provided to 3500 families in Jalozai IDP camp in Nowshera
- Trained 6,443 IDPs families on skills such as masonry, plumbing, electrician, carpentry, tailoring and embroidery were provided
- In 2010 flood disaster CMDO distributed food, NFI and Tents in DIK and Tank districts
- Distributed food to 17000 households and conducted health camps in Nowshera, Charsadda, Peshawar and Lakki Marwat Districts in KP.
- Established 3 transitional camps for returnee IDPs for South Waziristan and contributed in the repatriation of 4500 families of South Waziristan

2.1.7 Research & Advocacy

- Conflict Management in the Tribal Areas of Pakistan
- Feasibility Study of Solar Energy Applications in FATA

- Job Market Assessment Project for Tribal Areas (FATA)
- Baseline Survey of Vulnerable Women and Children in District Peshawar
- Post Conflict Need Assessment (PCNA).
- Children Engagement in Armed Conflicts.
- Landmine Victims Survey
- Collaborated with Tribal Network in undertaking advocacy activities concerning to institutional reforms, peace education, strengthening of local media, protection of natural environments and cultural heritage, and promotion of the increased role of tribes in peace building and conflict transformation

2.2 Significant Impacts on Beneficiaries

- The intervened communities are taking up self help initiatives in relation to education, health, CPI, and Livelihood enhancement activities in their respective areas. Volunteerism in these communities increased as they are pro-active to resolve their developmental problems
- A number of community institutions (LSO, VO, CO) have been registered with Government and developing partnerships and liaisons with local public institutions and civil society
- Local leaderships of community institutions have been effectively trained and now themselves leading their respective organization's activities and negotiating with local governments and other development stakeholders for more resource allocations in their respective areas
- Women participation in community institutions and women development activities increased significantly
- The quality of education is improved in the intervened areas including increased participation of community in school management
- The access to health services particularly child mother health care and vaccination is increased including improvements in health hygiene and sanitation environments of intervened communities
- The livelihood enhancement activities with targeted ultra poor contributed a lot in income generation and reducing poverty levels in the intervened communities
- Access to safe drinking water and sanitation services improved for thousands of families through implementing CPI schemes. Similarly, irrigation schemes and solar tube wells highly benefited local farmers in increasing agricultural productivity and reducing expenditures
- The relief and recovery operations undertaken for both disaster and conflict affected IDPs benefited them in terms of access to food, safe drinking water, sanitation and later rehabilitation and return in their respective areas
- The awareness raising and advocacy activities contributed in sensitizing targeted communities and concerned public institutions and civil society on the need of institutional and governance reforms and promoting peace and integrated development in FATA and KP Province.
- CMDO and its allied grass root community institutions are now recognized as one of the lead regional scale civil society organizations functional in FATA and KP Province.

2.3 CMDO's SWOT Analysis

2.3.1 Internal Assessment

A) Strengths

- One of the oldest organizations working in FATA/KP with diverse experiences in multiple development sectors
- Established one of the largest grass community institutions networks in FATA/KP
- Internal and external programmatic and financial control systems are transparent and undertaking regular audits on annual basis
- CMDO is accountable to its entire stakeholder including the community it works with and the donors
- CMDO's role in local development process is recognized at grass root level and as well with government and donors
- Availability of Skilled human resources and large number of trained and untrained volunteer base
- The senior management of CMDO is sincere and committed to its vision and mission
- Accommodative and flexible to government and donors policies in relation to the prevailing security situation in FATA/KP
- Quick Responses in emergencies and well respected among disaster affected IDPs
- Effective documentation of programs/projects activities such as progress reports, field visits and M&E reports
- Policies and SOPs for Administrative, Finance, and HR Systems are developed
- Head and field offices premises are available on rent and reasonably equipped which contribute in quick start of new projects
- Transparency and accountability systems has made the organization trustworthy for funding from other donors/sources

B) Weaknesses

- Lack of capacity building trainings and exposure visits for the Organization's staff
- Lack of gender balance in the Organization's staff
- No health Insurance and old age benefits for the employees
- Lack of implementation of organization's HR policies and other designed SOPs
- Less organizational capacity in policy research and advocacy
- Lack of democratic culture and values in the decision making process
- Organization has its own limited funds and mainly dependent on donors
- There are no long-term sustainable financial and resource mobilization strategies
- Lack of transportation facility for field staff
- Less coordination with Board of Directors in planning process and resources mobilization

- Non-availability of funding sources for the long term continuity of CMDO's programs
- Field areas' distances are long and terrain is difficult

2.3.2 External Assessments

Opportunities

- CMDO has competitive edge and more acceptance level of collaborative work with local population in FATA/KP
- Growing interests of Government and donor agencies in the development of least developed regions of FATA/KP therefore increased opportunities are available to develop more partnerships with Government/Donors
- CMDO's work in FATA/KP is recognized by Communities, Donors, and Government therefore scope exists to expand previous experiences in other parts of FATA/KP
- Linkages and networking at local, national and global scale is in place which could be effectively utilized in future program expansions and development
- New partnerships with Government and Donors are in process which could be used in future work

Threats

- Prevailing security threats and conflict vulnerabilities in FATA/KP province in relation to terrorism, sectarianism, inter/intra tribal feuds, and negative role of vested interest groups such as weapon/drug mafia
- Negative attitudes of local extremists and vested interest groups (weapons/drug mafias) towards NGOs
- Sudden shifting in the priorities and policies of Government and donors for Program Funding
- Impacts of Climate Change and increased frequencies of Natural Disasters

3. CMDO's Strategic Plan 2015-2020

3.1 Introduction

Keeping in view the previous 16 years experiences of CMDO and findings of SWOT analysis discussed in details in previous section, the next five years strategic plan of CMDO is mainly focusing on increasing the organization's capacities for further up-scaling and replication of its previous six programs activities in FATA/KP, start of new programs on climate change adaptation and conflict management, and encouraging further pro-active role of organization in policy research and advocacy sectors activities at provincial and national levels. CMDO in its future work would mainly act as a technical facilitation platform for increasing the self reliance capacities of its grass root communities' institutions in FATA/KP Province. This strategic plan would provide a road map for shifting organization's project driven work based approach towards introducing and implementing such long term thematic programs which coordinate and supplement to each others in pursuance of achieving the vision and objectives of CMDO.

In line with CMDO's Areas of Work, the thematic programs in this strategic plan would not only expand, upscale, and replicate the outcomes of previously implemented successful activities but as well contribute heavily in the capacity building, networking, and future sustainability of CMDO's grass root communities' network/local civil society in the 7 intervened agencies of FATA and 12 districts of KP Province. CMDO would promote the principles of active citizenships among its grass root community networks by encouraging them for increasing their negotiation and lobbying skills with district/tehsil governments for more participatory governance structures at local and regional levels.

The strategic plan is also indentifying a way forward for achieving the long term financial sustainability of CMDO through expanding its institutional partnerships with public/corporate/civil society sectors and by establishing income generating projects on self help basis. The strategy is also encouraging organization's resource/assets building and establishment of permanent secretariat of CMDO at Peshawar KP province. The strategic plan is encouraging increased knowledge management practices in CMDO by strengthening and increasing the work scope of its research, training, advocacy, evaluation/monitoring, and communication/publication sections.

3.2 Strategic Choices

In line with the strategic priorities of Government and global development institutions CMDO in its next 5 year work will assist and facilitate its grass root community institutions to work towards achieving the Sustainable Development Goals (SDG) in relation to reducing poverty, addressing food insecurity, promoting gender equality, access to education and health services, addressing climate change adaptation challenges, and building global partnerships and alliances for development. The comparative advantage of CMDO being one of the lead regional organizations in FATA/KP provides it an excellent opportunity to play an important role in the future development discourses and facilitate in policy/legislative development for FATA and KP Province. CMDO would incorporate following strategic choices in its next five year strategic plan.

- Strengthen Social Mobilization & Community Development Process
- Expansion and Capacity Building of CMDO's Grass Root Community Networks
- CMDO's Internal Capacity Building to meet the programs future implementation requirements and enhance its knowledge management practices
- Promote marginalized communities access to education, health, and physical infrastructure
- Expand its Livelihood Program in order to contribute more in Poverty Reduction in FATA/KP
- Undertake climate change adaptation initiatives in coordination with its grass root community networks
- Strengthen disaster preparedness and management practices through the promotion of Community Based Disaster Risk Management Practices among local communities
- Policy & Strategy Development for Institutional and Governance Reforms and promotion of peace and ecological integrated development in FATA/KP

- Contribute in the establishment of broad based civil society coalitions in FATA/KP in particular and Pakistan in general to work together on accelerating integrated development process

3.3 Goal & Objectives

The goal of the strategic plan is to bring structural and non-structural reforms in CMDO in order to accelerate the self reliance process of local communities of FATA/KP for achieving their common development interests in medium to long term scenarios. The assumptions behind achieving the stated goal would include continuous financial and technical support from CMDO's institutional partners/donor agencies, expanding the scope of its financial partnerships with government and corporate sectors, and establishing more collaborative working mechanism among partner communities/ local civil society and district line departments. Following are the specific objectives which would lead towards attaining the goal of the strategic plan.

- To increase the capacities of CMDO in implementing its programs activities and in enhancing better knowledge management practices
- To expand and upscale the outreach of previously implemented successful activities experiences among poor and marginalized communities of FATA/KP
- To design and implement long term integrated thematic development programs of CMDO in active collaborations with grass root civil society networks and district governments
- To build the technical and managerial capacities of CMDO's communities network/local civil society for programs implementation and increased coordination with local governments in FATA/KP
- To explore and develop long term financial resources for the future sustainability of CMDO and its associated grass root communities/civil society network in FATA/KP
- To undertake policy research and advocacy work on institutional and administrative reforms and promotion of peace and ecological based integrated development in FATA/KP
- To increase and strengthen CMDO's linkages and networking with national and global levels civil society organizations, donor agencies, public institutions, and corporate sector.

3.4 Principles

The following are the some basic principles of CMDO's strategic plan which should be fully applied during the course of implementing designed thematic programs actions in next five years.

- The cross cutting themes to be applied in all the inter-related development programs of CMDO would include gender mainstreaming, equity, Disaster Risk Reduction (DRR), development planning, strengthening the institutional capacities of local community institutions, and policy research and advocacy.

- CMDO in its community led development interventions would focus on addressing the needs of vulnerable groups on priority basis, promoting equitable use of local resources, strengthening ecological and right based perspectives, and encouraging the use of indigenous knowledge and cost effective alternative intermediate technologies in the overall local and regional development process.
- The Sustainable Development Goals (SDGs) would be incorporated in CMDO's thematic programs.
- Technical and financial Capacity building of CMDO's associated COs/Civil Society Network would be a priority theme of all development programs leading towards direct partnerships among CMDO's grass root network/local NGOs, districts governments, corporate sector, and national/international civil society.
- Communities/civil society coalitions and networks should be buildup in CMDO to advocate and lobby for the technical and human resource capacity building of line departments of district/tehsil governments. The federal/provincial/district governments should be mobilized to divert resources for the improved functionality of local governments.
- CMDO through administrative costs of the programs would establish an Endowment Fund of the Organization which would be later expanded through receiving donations from corporate sectors. Beside Endowment Fund, income generating projects of CMDO would also be established on self help basis.

3.5 Strategic Plan Outline

The strategic plan outline of CMDO is primarily divided into eight thematic inter-related programs which are based on CMDO's previous experiences and lessons learned through implementing numerous projects in six programs which include institutional development, education, health, livelihood, disaster management, and community physical infrastructure. In addition to already existing six integrated programs, the strategic plan is also recommending start of two new programs which include climate change adaptation and conflict management. Below is some insight on key relationships between integrated programs, strategic outcomes, and types of vulnerabilities to be addressed through implementing these programs in next 5-year period. Similarly, the specific program development guidelines and priority actions for each identified program for next five years are given in the below sub-sections.

Table 1: Key Relationships between CMDO's Integrated Programs, Strategic Outcomes, and Vulnerabilities Addressed		
Integrated Programs	Key Strategic Outcomes	Key Vulnerabilities
Institutional Development Program	Availability of trained skilled human resources in CMDO and its grass root community network and attaining long term organizational sustainability	Political, Economic, Social
Education Program	Access to Improved Education Services to Marginalized Communities	Political, Economic, Social
Health Program	Access to Improved Health Services to Marginalized Communities	Political, Economic, Social
Sustainable Livelihood Program	Diversified income generation options for ultra poor and marginalized people	Economic

Community Physical Infrastructure Program	Decreased Physical Vulnerabilities in least developed areas in FATA/KP	Physical, Economic
Disaster Preparedness and Management Program	Reduce Risks and Vulnerabilities in Natural and Man Made Disasters in FATA/KP	Political, Physical, Economic, Social
Climate Change Adaptation Program	Reduce risks and potential damages associated with Climate Change	Political, Physical, Economic, Social
Conflict Management Program	Minimize the risks of loss of lives, damages to properties, and enhance livelihood and development processes	Political, Economic, Social

Cross Cutting Integrated Programs

Gender Mainstreaming, DRR, Equity, Governance, Culture	Greater Voice and Social Equity for all marginalized Groups	Social
Policy Research Advocacy and Partnerships	Contribute in Knowledge Management, effective implementation of Integrated Programs, and achieving Strategic Outcomes	
Knowledge Management		

3.5.1 Institutional Development Program

In order to aggressively pursue the acceleration process of self reliance among local communities for attaining their common development interest, the institutional development program of CMDO would play a fundamental role in terms of increasing the capacities and sustainability of its associated COs/NGOs network in FATA/KP, development of skilled and trained human resources in the target areas and relevant district government departments, and as well increasing the managerial capacities and skills of the staff of CMDO to gradually transform its role and responsibilities as a regional level facilitation platform/network for local civil society and district governments. Another important aspect of the program would be to devise a series of actions on the assets building of CMDO and achieving its financial sustainability and autonomy through establishing Endowment Fund and income generating projects in next 5-year period. CMDO under this program would also take actions on improving the functionality of research, advocacy, publication and internal evaluation and monitoring sections of the organization. CMDO should also promote democratic culture and values in its decision making structures.

One important program activity would be the establishment of Endowment Fund and undertaking lobbying/networking activities with public sector, donor agencies and corporate sector for exploring and developing future partnerships for the institutional development of CMDO and its associated COs/NGOs network. In this connection, CMDO should complete the tax exemption and other certification process on top priority basis as presently CMDO is fully qualified to achieve such important certifications leading towards its future resource

generation from multiple sectors. Another significant program activity would be to establish and construct CMDO's Central Secretariat at Peshawar city. Similarly, regional offices in next 3-year might make efforts for acquiring land by purchasing or donation for future regional level secretariats of the organization. CMDO in next five year under this program should also undertake experimental business activities in agriculture, livestock, flour mills, timber, and leather industries or other potential sectors in order to develop actionable feasibility studies for such future income generating projects.

3.5.2 Education Program

In the light of previous education program experiences, CMDO would keep working on up-scaling its education sector activities such as providing quality basic education to children living in poverty, increase children enrollment in schools, mitigate child labor and provide them education opportunities and bring improvements in basic school infrastructure in the intervened areas in FATA/KP. In order to increase community awareness, CMDO would undertake vigorous social mobilization campaigns to sensitize on the importance of educating children. The Village based *Talimi Islahi Jirgas* could also be formulated to work along with local community institutions in such social mobilization and awareness campaigns.

CMDO should also actively involve concerned district/agency level education departments and social welfare departments in the implementation of child labor laws in their respective areas and bring improvements in public sector educational infrastructures and facilities. CMDO under the education program should also work with them in upgrading existing school building and as well establishing new schools identified and prioritized by its community networks. The existing schools should also be provided with digital labs, libraries, and playgrounds. Similarly, other interventions such as teacher training programs, updating curriculum, and co-curricular activities should also be undertaken on continuous basis in next five years.

3.5.3 Health Program

One fundamental strategic objective of CMDO's health program is to bring improvements in the health of poor people through increased access to affordable and adequate basic public health services. CMDO during the next 5-year would keep working on replicating its previous experiences in the health sector such as providing health services related to child-mother health care, child immunization, family planning, medical camps/mobile units, lady health workers trainings and awareness raising on preventive health measures in relation to the water borne and other infectious diseases. CMDO in coordination with its grass root network and local health institutions should design and undertake awareness raising advocacy campaigns on public health measures on regular basis. The local human resources in the intervened communities should also be given first aid life saving trainings.

CMDO in coordination with concerned district/agency level health departments and its grass root community networks would keep working on upgrading basic health units and public hospitals in the intervened areas in terms of equipping health units with infrastructure/equipments, arrangements for specialist doctors regular visits, and capacity building trainings of basic health unit staff. CMDO in next five years should also plan projects

regarding the construction and establishment of small to medium scale health units and hospitals in least developed regions in FATA/KP.

3.5.4 Sustainable Livelihood Program

In order to expand and upscale its already demonstrated Sustainable Livelihood (SL) model, CMDO would design a 5-year based sustainable livelihood program for the intervened districts/agencies of FATA/KP. The sustainable livelihood program activities are mainly related to the enhancement of agriculture and livestock sectors and skill building and asset transfer to the vulnerable ultra poor and poor groups. In order to reduce food insecurity in FATA/KP, the program's advocacy activities emphasis would be mainly on undertaking research work on policies, strategies, legislations in sustainable agriculture/food security sectors, capacity building of Farmers Associations/local communities/district departments, establishing food security funds/safety nets/food support programs, improving food storage, reducing food wastage, and establishing information sharing system on food security.

The priority action in Sustainable Livelihood program would mainly include replicating of CMDO's Livelihood model to 1000 communities in the intervened districts/agencies of FATA/KP over a period of next 5-year. Other program actions would mainly include establishment of small to medium enterprises in the intervened communities. Another important recommended action under the program would be to advocate for the land rights of homeless and marginalized poor communities of FATA/KP and influence public policy making to grant them government land for housing and farming purposes. The activities concerning to social development of communities, rights based advocacy, and public interest litigation should also be incorporated under the program.

3.5.5 Community Physical Infrastructure Program

The previous CMDO's CPI program experiences reflects a huge scale potential of replicating its wide range activities in water supply, sanitation, irrigation, link road, and renewable energy sectors. It was widely observed in CPI schemes cost benefit analysis that it provided physical, social, economic, and environmental benefits to large number of population with limited financial investments. The active participation of communities in CPI schemes in terms of doing volunteer labor and sharing financial and material resources made it highly cost effective interventions. Therefore, CMDO in next 5-year would extensive working on larger level replication of its CPI program among intervened marginalized communities in FATA/KP.

The CPI program objectives should include provision of Safe Drinking Water and Sanitation Facilities, improving agricultural infrastructure by introducing efficient irrigation system and minimizing water losses, converting water supply schemes into alternative energy sources, promoting alternative renewable energy supply sources, developing Farms to Market Access Roads, and minimizing land erosion by introducing protection work. The activities under the program include construction of water S.T, Installation of PP/HP/TW, Street Pavements, DL, Latrines, Hygiene Sessions, Introducing Drip/Buoler/ Sprinkler Techniques, Lining of Channel, Pipe Irrigation, Rain water harvesting, Farmers trainings , Installation of solar panels on pressure pumps, micro hydel projects, establishing solar and wind energy supply system,

Construction/ Rehabilitation of link roads, Constructing Gabion Walls and Spurs, and undertaking reforestation activities.

3.5.6 Disaster Preparedness and Management Program

Based on the experiences of previously implemented activities under emergency response and recovery projects, CMDO should design and implement 5-year based disaster preparedness and management program. One core objective of the program would be to increase the capacities of CMDO and its associated COs/NGOs network and districts/agency governments to effectively deal with emergency response and recovery activities. The proposed program activities would include establishing effective early warning system and rescue mechanism for affected people. In case of disaster establishing relief camps and temporary latrines/sanitation at already identified safer locations, ensuring health and hygiene and child protection and nutrition at relief camps, distribution of hygiene kits and food/non food items, facilitating local communities in reconstruction of shelter and other primary infrastructure, repair and installations of hand pumps, and revival of livelihood activities in the damaged areas. The other program actions during pre-disaster time would include advocating with district government to increase their own emergency stock piling by allocating separate budgets for it and as well mobilize them for the preparation of district level disaster preparedness and emergency response plans based on alternative perspectives.

The program activities would also further supplement and integrate with the humanitarian response and recovery program activities with a particular focus on building the resilience of disaster prone communities of FATA/KP towards reducing the risks of disaster damages and effectively coping with the aftermaths of disasters. Community level capacity building DRR trainings would be an essential component of this program. Under this program, CMDO should prepare and implement 20 union council level disaster preparedness and risk reduction plans in the targeted districts/agencies of FATA/KP during a period of next 5 year. Another priority action under this program would be to revise the TORs of DDMA's and advocate for making it more functional and responsive to the needs of preparing district/tehsil level DRR plans through the coordination of local disaster risk communities and civil society organizations.

3.5.7 Climate Change Adaptation Program

In view of enormous risk associated with climate change, CMDO has planned to introduce a new program on climate change adaptation for FATA/KP. It is recommended that in line with the national climate change strategy of Pakistan, a regional scale climate change strategy and program for its intervened communities in FATA and KP province would be designed and implemented in next 5-year period. The climate change program would aim to work on priority basis with its grass root network on capacity building of small farmers to adopt climate change. Similarly, this program could also work on climate change adaptation in urban and rural settlements of FATA/KP. The program should also undertake fundamentally required policy research and advocacy work to establish a solid foundation for the preparation and integration of mitigation and adaptation plans in the overall development process in FATA/KP. Another important aspect of the program would be to technically facilitate and build the capacity of district/tehsils governments in preparing and implementing adaptation plans for agricultural and livestock sectors in particular and also other inter related development sectors.

Table 2 Key areas and Key Actions of CMDO’s Climate Change Adaptation Program (2015-2020)

Key Areas	Key Actions
Mitigation and Adaptation	Reduction in the poverty level and vulnerabilities among the targeted population, changes in the current development policy framework and promotion of ecological based integrated development, establishment of demonstration areas at union council levels
Capacity Building	Technical capacity building of local governments Mobilization, sensitization and organization of local communities to cope with the challenges of climate change
Policy Research, Dialogues & Advocacy	Undertake base line policy research & advocacy work on agriculture and livestock sectors in particular and other sectors in general
Reduction of CO2 Emissions	Encourage restoration of natural and built environment, promote forestation, protection of ecological system in the targeted region, policy and legislative reforms in concerned development sectors
Technology Transfer	Identify and promote new technologies especially low tech intermediate technologies, assist and facilitate in the application of these technologies
Awareness, Education, Linkages & Networking	Increase awareness and educate all concerned stakeholders in the targeted districts/agencies, Develop linkages and networking among local communities, district government departments and relevant national/international organizations working on climate change issues

3.5.8 Conflict Management Program

Keeping in view of the fragile security environments and multiple level conflicts in FATA and adjoining KP Province, CMDO has planned to start a new conflict management program in its intervened districts and agencies. The core strategic objective of this program is to contribute in building a larger level coalition of tribal communities and civil society to work together on peace building and conflict management in the affected areas of FATA/KP. The program in its initial phase would further build on CMDO’s previous research and advocacy work on peace building and design further participatory research work on the identification of conflict management strategies for FATA/KP. The program would establish coordination mechanism with concerned government departments and security agencies in future implementation of program activities.

The other potential program activities would include establishing community led civilian peace keeping structures, early warning system on conflicts escalation, formation of peace groups, undertaking peace education activities, and organizing advocacy campaigns on the promotion of peace in the conflict affected regions in FATA/KP. The program would also explore opportunities to identify potential civil society partners in adjoining Baluchistan and Afghanistan to work together on regional scale activities on conflict management and peace building. CMDO being the coordination organization of Tribal Network should play a lead role in the future implementation of this program.

3.6 Target Audience

In order to achieve the specific objectives of CMDO's strategic plan, it is important to define the target audience. Target audiences can be divided into primary and secondary audiences in line with the specific objectives of the strategic plan. Below is the detail of primary and secondary target audiences of the strategic plan of CMDO.

3.6.1 Primary Target Audiences

- The local communities living in the intervened districts/agencies of FATA and KP province which also include existing grass root network of CMDO consisting more than 3000 communities
- Concerned public line departments in the intervened districts/agencies of FATA/KP
- Local and national level civil society organizations working in FATA/KP
- Institutional partners/donor community at provincial/national/global levels
- Local print and electronic media

3.6.2 Secondary Target Audiences

- The overall general public inhabiting in intervened districts/agencies of FATA/KP
- Relevant provincial and federal level public departments and Ministries
- The national and global level print and electronic media
- General public particularly population living in the least developed areas of Pakistan
- National and international level civil society and global community who are also working in line with the thematic programs areas of CMDO

3.7 Strategy Communication

In order to effectively communicate the outcomes, lessons and potential targets of CMDO's strategic plan at local, regional, provincial, and national levels, it is hereby recommended that a specific communication strategy of CMDO should be formulated and interlinked with the thematic integrated programs in order to undertake coordinated efforts for disseminating the results/outcomes of CMDO's thematic programs. One important feature of communicating CMDO's strategic plan will be the application of decentralization approach where grass root networks, key partners, volunteers, target communities, and project staff being message communicators will play equal role in the dissemination of thematic programs information and the promotion of the strategic plan objectives in the intervened districts/agencies of FATA and KP Province.

In line with specific objectives set in CMDO's strategic plan, the communication experts/synthesis team in CMDO's Communication Unit will develop a variety of communication resources. Important elements of external communication will include dissemination of information/knowledge on CMDO's thematic programs activities. The communication tools like mass/social media, street theatres, seminars, workshops, etc will also

be utilized in communicating CMDO's strategic plan activities in the targeted region and at provincial/national levels. In order to maximize the public impacts, the following actions will also be incorporated in the overall communication of CMDO's strategic plan and its thematic programs.

- Simultaneously increase the quantity, quality, and utility of information on CMDO's thematic Programs to all the relevant stakeholders
- Establish an internet based data base of basic information on CMDO's thematic programs
- Strengthen grass root communication networks and as well website/online forums for more active discussion on accelerating self reliance process among local communities of FATA/KP
- Utilize national news/events to highlight the outcomes and results of various activities of CMDO's thematic programs
- Monitor and evaluate external communication activities for feedback and improving the impacts of strategic plan communication

3.8 Performance Monitoring Framework

The Performance Measurement Framework (PMF) represents a logical basis for program planning and as well structure for data collection and analysis of performance through a defined set of indicators. CMDO during the detailed planning and designing of its integrated programs should also develop a PMF. CMDO through developing such PMF could consistently assess the performances of its programs and it could serve as a basis for decision making. The PMF could develop a range of indicators for integrated programs which include short, intermediate, and long term indicators. It is important to develop both quantitative and qualitative indicators in order to develop better and holistic understandings on natural, built, and socio-economic environments of intervened areas in FATA/KP.

Systematic collection, storage, and analysis of data for each performance indicator will enable management to effectively steer the implementation process towards desired outcomes. The indicators will also be used for periodic and annual progress reports. In addition to regular monitoring exercises, internal and external evaluations on the implementation status of CMDO's strategic plan and its thematic programs should also be undertaken in participatory manners. Through such evaluations CMDO should attempt to objectively measure, determine, and demonstrate the extent to which its strategic programs have been able to achieve the pre-determined outcomes (effectiveness) with an acceptable outlay of resources (efficiency); are relevant and sustainable; and are leading to the desired impacts.

3.9 Strategic Action Plan

Keeping in view the specific objectives of strategic plan and identified activities of thematic integrated programs, a comprehensive strategic action plan should be developed after the detailed designing of eight thematic programs of CMDO. The current and next year pipe line projects/activities should also be grouped and incorporated in the designing phase of thematic programs. The strategic action plan should indicate main program activities, implementation

methodologies, work plan, and budget for a period of next 5-year. Below are some important strategic actions which need to be undertaken beside with the designing and implementation of thematic programs in the preceding years.

1. Detailed Designing of Eight Thematic Programs of CMDO (4th QR-2015)
2. Tax Exemption and Certification of CMDO (4th QR-2015)
3. Preparation of resource generation plan of CMDO (4th QR-2015)
4. Detailed preparation of strategic action plan of CMDO (4th QR-2015)
5. Simultaneous Implementation of thematic integrated Programs of CMDO (2016-2020)
6. Strategic Plan Evaluation & Review on Implementation Status (Annual Basis)

3.10 Financial Strategy

In order to successfully achieve the specific objectives and targets of CMDO's strategic plan for 2015-2020, It is absolutely vital for the organization to increase its resource generation capacities from multiple levels ranging from new partnership development with Government departments at national/ provincial/district levels, civil society and donor agencies at national and global levels, and strategic financial partnerships with local/national/global corporate sectors. After achieving the tax exemption status from Federal Board of Revenue (FBR) and certification from Philanthropist center, CMDO would be in a position to raise donations in cash and kind for the future implementation of its thematic integrated programs activities.

After the detailed designing of thematic programs including the estimation of next 5 years budget, CMDO should prepare and implement its financial/fund raising strategy and resource generation plan which should target funding sources from its current institutional partners and new partners from government, civil society, and corporate sector. The successful implementation of resource generation plan and meeting the desired funding targets is a key for not only fully implementing the designed thematic programs but as well achieving the desired outcomes of CMDO's strategic plan for 2015-2020.

3.11 Conclusion

In view of its last 16-year work experiences in FATA and KP Province, CMDO is presently "Strategically Fit and Placed" to move ahead in its future transformation process in terms of acting as a regional level civil society platform to technically and financially facilitate its associated grass root COs/NGOs network in accelerating their self reliance process for the attainment of common development objectives and lobby and mobilize districts governments for more participatory governing structures in the intervened districts/agencies of FATA and KP Province. The successful implementation of the strategic plan of CMDO for 2015-2020 would take the organization to further higher level and a glaring example and model for other grass root level civil society organizations in Pakistan.

