

# Strategic Plan

## 2010-11 to 2012-13



Organization  
for Public Interest

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## List of Acronyms

- BoD Board of Directors
- CBO Community-based Organization
- CSO Civil Society Organization
- ED Executive Director
- GoP Government of Pakistan
- HR Human Rights
- IEC Information, Education and Communication
- MDGs Millennium Development Goals
- NGO Non-Government Organization
- OPI Organization for Public Interest
- UDHR Universal Declaration of Human Rights
- VaW Violence against Women

## Executive Summary

Organization for Public Interest (OPI) is a not-for-profit non-governmental organization (NGO) established in 2008. OPI is duly registered with the Government of Pakistan under the Societies Registration Act XXI, 1860. It is based in Lodhran, a small district of Southern Punjab while the outreach coverage includes District Bahawalpur also. Being a relatively new organization, OPI is consistently striving to expand across other districts of Punjab province. It has occupied a unique space of policy advocacy through action research, policy analysis, and lobby and networking.

This Strategic Plan provides a framework and direction of work for OPI during the coming years. This plan addresses four strategic issues.

- **Organizational development:** OPI as a well-governed, well-managed and appropriately resourced organization
- **Democratic governance:** Promoting democratic and accountable governance in relation to rights and social development
- **Community development:** Providing leadership and support in helping citizens identify and address social planning/community development issues
- **Human rights and peace:** Realization of equal human rights and justice in governance mechanisms and institutions, for a peaceful society

The Strategic Plan methodically addresses these issues in terms of the OPI's mandates, stakeholders, clients, mission, trends, strengths and weaknesses, issues, and strategies. It also synthesizes a positive vision as well as recommendations for implementation. Measurable indicators allow progress to be evaluated.

We are confident that we will reach our collectively set goals, which will strongly position OPI to be an energetic, influential, and growing organization in the coming years.

## Strategic Vision:

OPI envisions a democratic, fair and progressive society that is free of poverty and injustice while people have equal rights and opportunities to realize their full potential for attaining their individual and collective goals.

## Mission Statement:

The mission of OPI is to bring about positive changes in policies and institutions for sustainable socio-economic development by mobilizing and empowering women, youth and other marginalized groups of the society.

## Core Values:

OPI's core values reflect how we as an organization want our staff to operate, individually and collectively. Our core values are central to our culture and represent the style of operating that we believe to be critical for moving us most quickly and purposefully toward our goals.

- **Relentless pursuit of results:** We assume personal responsibility for achieving ambitious, measurable results in pursuit of our vision. We persevere in the face of challenges, seek resources to ensure the best outcomes, and work toward our goals with a sense of purpose and urgency.
- **Sense of possibility:** We approach our work with optimism, think boldly, and greet new ideas openly.
- **Disciplined thought:** We think critically and strategically in search of the best answers and approaches, reflect on past experiences and data to draw lessons for the future, and make choices that are deeply rooted in our mission.
- **Respect and humility:** We value all who are engaged in this challenging work. We keep in mind the limitations of our own experiences and actively seek out diverse perspectives.
- **Integrity:** We ensure alignment between our actions and our beliefs, engage in honest self-scrutiny, and do what is right for the broader good.

## Ways of Working

To carry out its mission, OPI will:

- Work in partnerships with others on strategic priorities;
- Use all opportunities to strengthen and support its offices;
- Foster good practice in NGO operation and capacity strengthening;
- Develop effective, focused, productive and 'smart' relationships.

## Areas of Strategic Focus

Following main strategic focus areas will guide OPI towards achieving its vision.

1. Organizational development
2. Democratic governance
3. Community development
4. Human rights and peace

OPI's plans around these four areas are presented below.

### 1. Organizational Development:

**Goal 1: OPI as a well-governed, well-managed and appropriately resourced organization**

✓ **Key Objectives:**

- Secure ongoing funding to cover core activities.
- A governance structure reflective of the varied interests of our sector and driven by an active, skilled and engaged Board of Directors (Bod).
- An appropriate balance between secure funding for core organizational activity and short-term, project-based funding sources.
- Establishment of sub-offices in major cities of Punjab province, provincial office in Lahore and national office in Islamabad.
- Expansion of outreach across all districts of Punjab.

- Active pursuit of an ‘employer of choice’ reputation for OPI to optimize the capacity to attract and retain high-quality staff.

✓ **Strategies**

- Develop and distribute to key stakeholders an annual operational plan linked with identified elements of the OPI Strategic Plan.
- Provide Board, Executive Director and staff with opportunities to participate in training and other development processes linked to their governance, management or project roles.
- Play an active role in national networks and other national peak bodies for non-government organizations where appropriate.
- Maintain and promote strong relationships with other Pakistani peak bodies active in governance and human rights and, where appropriate, form strategic alliances to promote shared policy objectives and practice approaches.
- Develop a succession planning protocol statement relevant to both the Board and ED positions.
- Further progress OPI’s management practices to address contemporary employment practices and responses to shifting workforce trends.

## 2. Democratic Governance:

### **Goal 2: Promoting democratic and accountable governance in relation to rights and social development**

✓ **Key Objectives:**

- Mainstreaming of marginalized communities in decision making processes for the realization of basic human rights as enunciated in the Universal Declaration of Human Rights (UDHR) and the Constitution of Pakistan;
- Promoting the accountability of governments and multilateral organizations, and the delivery of policy promises in relation to National Development Goals, Millennium Declaration and other national/ international commitments/instruments;
- Securing the rights of poor and marginalized communities and to support them in claiming their rights;
- Empowering women, youth and other marginalized, poor and excluded groups of the society to participate in political and democratic processes;
- To end gender-based discrimination in politics, legislations and policies and supporting the rights of women at all levels.

✓ **Strategies**

- Supporting and initiating a governance monitoring system through research and institutional watch process or such other measures led by the citizens;
- Supporting coalitions and engaging in processes of governance;
- Advocating for the protection and promotion of the rights of the poor and excluded groups of the society.

- Strengthening the capacity of women, youth and other marginalized groups of the society and civil society organizations to enable them for participating in democratic processes.
- Educating the public about human and citizens' rights and engaging in advocacy for gender-sensitive budgeting, legislations for securing the rights of women and youth, and other policy work.

### 3. Community Development:

**Goal 3: Providing leadership and support in helping citizens identify and address social planning/community development issues**

✓ **Key Objectives:**

- Promoting the process of sustainable community development, including its social, economic and environmental aspects;
- Encouraging actions and practices that promote a strong and resilient community;
- Identifying issues of concern in consultation with citizens;
- Raising individual awareness about issues that affect community health;
- Embracing and celebrating diversity;
- Promoting community recognition of exemplary citizenship.

✓ **Strategies**

- Holding public forums on current community issues and concerns;
- Educating the public on issues of community development/social planning;
- Responding to community impact profiles;
- Working with residents to identify concerns and issues;
- Assisting organizations and partnering with other community organizations to build healthy communities;
- Provide ongoing community learning opportunities.

### 4. Human Rights and Peace:

**Goal 3: Realization of equal human rights and justice in governance mechanisms and institutions, for a peaceful society;**

✓ **Key Objectives:**

- Strengthen the rule of law, culture of human rights and peace to end impunity and the violation of human rights;
- Uphold and advocate for HR-friendly policies & legislations by promoting social inclusion and participatory processes of governance;
- Advocate for the collective rights including the rights of women, children, persons with disability, senior citizen and other disadvantaged groups focusing on gender and caste equality and empower these deprived and denied groups by eliminating all forms of exploitation and discrimination existing in society;
- Promote human rights awareness and education in the society by developing and disseminating community friendly information, education and communication (IEC) materials;

- Monitor and advocate that major international human rights instruments are ratified or acceded, internalized and implemented in practice by the Government of Pakistan

#### ✓ Strategies

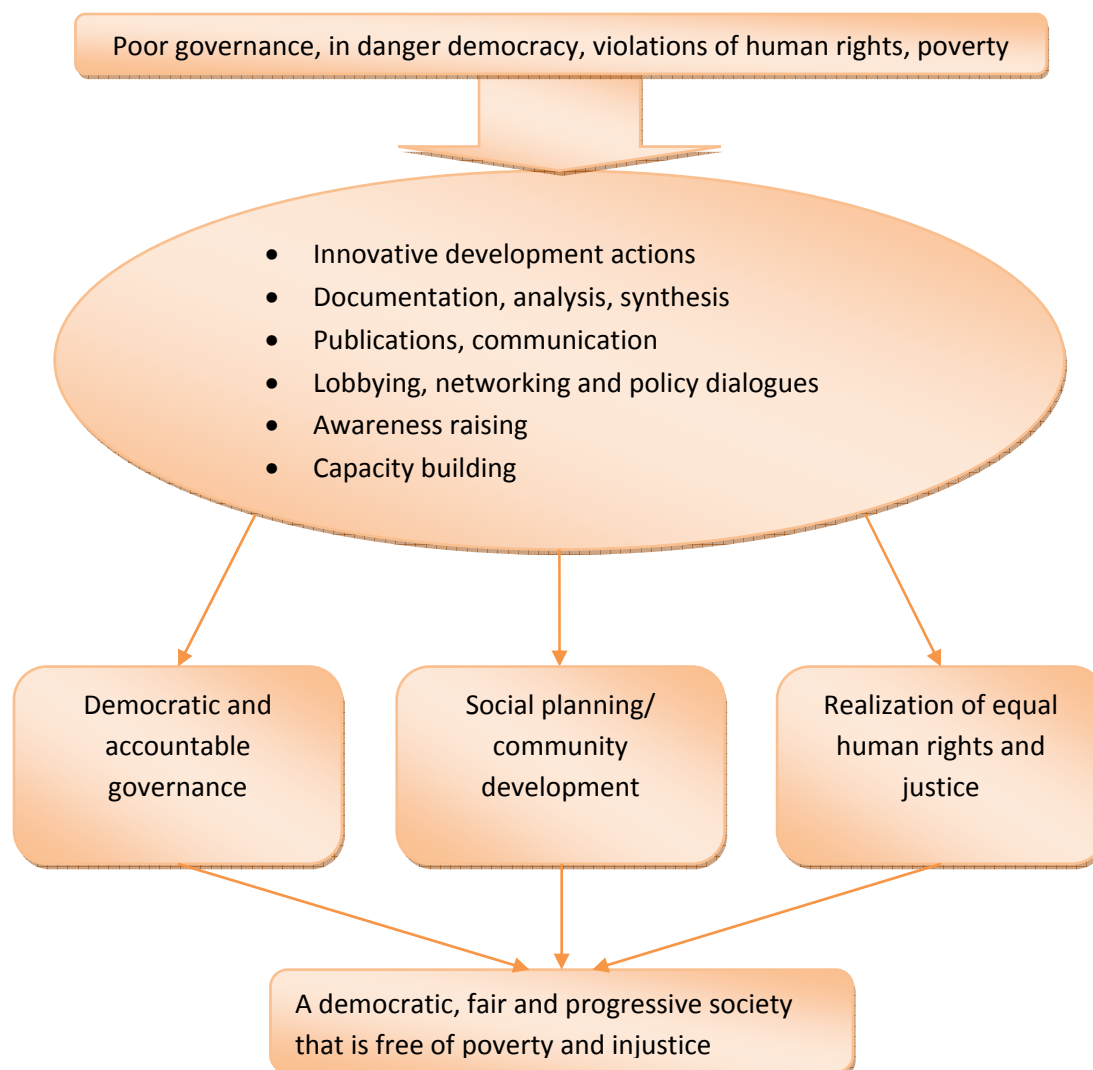
- Monitor the implementation of human rights aspects of various agreements signed by the Government of Pakistan;
- Advocacy and lobbying to ensure embodiment of human rights in all policies and legislations;
- Advocate for effective implementation of international human rights instruments related to equality and non-discrimination; and recommend amending statutory provisions relating to violence against women (VaW) and human trafficking;
- Develop strategic partnerships with stakeholders to promote the human rights culture; and work with the key stakeholders for inclusion of human rights and peace education in curricula;
- Advocate for implementation of already ratified international treaties on human rights and amendment of national legislations in line with international human rights treaties.

### Resourcing:

Roughly following amount (US Dollars) is estimated for the implementation of the plan.

Description	2010-11	2011-12	2012-13
Staff costs	30,000	52,500	90,000
Travel	7,500	11,800	20,000
Office and service	2,500	4,200	7,400
Program Interventions	159,000	279,750	479,600
Miscellaneous	1,000	1,750	3,000
<b>Total (US Dollars)</b>	200,000	350,000	600,000
<b>Grand Total (US Dollars)</b>	1,150,000		

## Operational Framework:



For further information, please feel free to contact us.

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