

2015

Bedari

[STRATEGIC PLAN 2016 TO 2020]

Bedari is a women's rights organization working on promotion and protection of women and girls' rights with focus on eliminating violence against women, providing platforms for their empowerment as active citizens and promoting tolerant values among communities. The document presents the strategic plan of Bedari for the period of 2015-16 to 2019-20. The strategic plan is developed to provide the organization a guideline for its future endeavors in the direction of protecting and promoting human rights of women and girls.

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Bedari Strategic Plan 2016-2020

About the Document

Bedari started its work on gender based discrimination, violence and abuse against women and girls in 1992 with a scope of working in Rawalpindi and Islamabad on volunteer basis. With the passage of time and based on experience of working with women, it expanded to other areas of Punjab. Currently it is working in nine districts using rights based approach. Community capacity building, immediate support to women and girls in crises and advocacy for policy and legislative reforms remained the road maps for Bedari's work.

This document presents the strategic plan for the next five years from 2015-16 to 2019-20. It presents a brief introduction of Bedari's initiatives in past, learning drawn from it and strategy to work for the next five years.

The document has been developed through a thorough process of interacting with different stakeholders, consultations with field staff and other relevant individual to make it more realistic and achievable. It is divided into three sections. The section 1 presents a brief introduction of Bedari with its redefined vision, mission and objectives. Section 2 presents the strategic plan of Bedari for the next five years along with strategic goals, strategic objectives and strategies. Section 3 presents the strategies of resource mobilization to achieve goals and objectives. Bedari believes that the achievement of the set objectives and goals is dependent upon availability of resources; both human and financial. This document provides a guideline to develop different projects and initiatives with a clear direction of resource mobilization.

Section 1: About Bedari

Bedari is a national level nongovernment voluntary development organization in Pakistan working with women and girls for the promotion and protection of their human rights in society. It started its activities around awareness raising and self-growth in 1992 with setting up of Pakistan's first crisis center for women and girls. It has developed expertise on issues of women empowerment, addressing gender based discrimination, violence and abuse against women and girls and the processes of attitudinal change.

Bedari started with the provision of immediate rehabilitation support to women facing violence. The activities included psychological counseling, free legal aid and referral to other required services such as medical and temporary shelter. It was a very rewarding work but proving insufficient because of the rampant prevalence of violence against women and girls and its acceptance in the society. The natural expansion of work was to address the root causes and to raise awareness and sensitize masses about this menace and the importance of rights of women particularly the right of protection from all forms of violence. Therefore Bedari developed a three pronged strategy to address the issues related to gender based discrimination, violence and abuse against women and girls. It included;

- a. (Continuation of) immediate support to survivors of violence: It, not only, helps the rehabilitation of the survivors but also supports the long term purpose of reducing the violence. A successful case where a female victim is rehabilitated and the justice is dispensed would encourage other women to take a stand against violence and assert their right to protection. It also discourages the perpetrators to restrain as the women may not take it silently and the justice may take its rout.
- b. Awareness Raising and Capacity building of Right-holders and Duty-bearers: it is about raising awareness among masses about the impact of violence against women and girls and about the importance of their right to protection from all forms of discrimination, violence and abuse. It is about capacity building of key government and non government institutions so that they can perform their role for protection of women and girls from violence.
- c. Lobbying and Advocacy for Policy and Legislative Reforms: Advocacy and lobbying is conducted to reform discriminatory policies and laws and to fill out the gaps in the legislation.

This three pronged strategy contributes to serve the immediate needs of survivors of gender based discrimination, violence and abuse and to bring long term sustainable change in the society in general and in the lives of women in particular.

Bedari started as a small organization, entirely relied on the volunteerism, but as the workload grew with working areas, it changed its methodology. Now Bedari has a formal, paid full-time working staff supported by a wide network of volunteers. It has established partnerships with donors to execute various projects with prime objectives, as the elimination of discrimination and violence against women. Bedari has expanded its wings to other areas which affects women's condition in the society. These include peace building, education, health and, economic empowerment of women to address discrimination and violence against women. It has also expanded its geographic coverage from Islamabad/ Rawalpindi to Chakwal, Attock, Jhelum,

Muzaffargarh, Vehari, Lodhran, Sheikhpura and Multan. It has also experience of working in Khayber Pakhtukhwa (KPK) province during the flood disaster of 2010.

Bedari believes that raising awareness of women or working in the community to reduce violence is not enough. Strong, comprehensive and accessible laws are needed to reduce violence against women. Hence, during the last 15 years, Bedari has been in close contact with parliamentarians for making women friendly laws and has played instrumental role in getting the laws related to sexual harassment (under the platform of AASHA) passed. Using this experience, Bedari co-founded another network of the like-minded organizations called AACM (Alliance against Child Marriages) and played a vital role in getting the law of Child marriages revised in the best interest of girls.

Bedari's Vision

A society free of violence, where all citizens including women and girls enjoy basic human rights and equal status as human beings

Bedari's Mission

Promoting peace and human rights of all (including women, men, girls and boys) in the society through raising awareness, capacity building, civic education and advocacy

Bedari's Core Objectives

1. Raising awareness and building capacities (across duty bearers and right holders) around women's human rights and peace
2. Combating gender based inequalities through promoting sexual and reproductive health practices, post primary level education for girls, and economic and political empowerment of women
3. Providing immediate support to women survivors of gender based discrimination, violence and abuse
4. Promoting peace and tolerance through revival of cultural activities and by engaging with young people both male and female
5. To advocate for appropriate policies and legislation for addressing gender based discrimination, violence and abuse

Section 2: Strategic Plan 2016-2020

The strategic plan for next five years is based on the learning from experience Bedari has gained during its 25 years of work. Starting with the focus on domestic violence only, the organization learnt that violence against women is a broad issue where different forms of violence against women are closely interconnected and needed to be addressed through a holistic approach. Therefore during the recent past, Bedari worked on issues related to violence against women in public and private spheres through awareness raising as well as lobbying for legal reforms.

This strategic plan was developed through a series of consultations with community groups, Bedari's field staff, and individual meetings with different stakeholders. Following key learning from the past experience has been considered while developing this strategic plan.

Learning from Past Experience

1. In order to address violence against women strong laws and policies come prior to raising awareness among communities. Once the policies and laws are in place, a comprehensive implementation mechanism is needed for their effective implementation.
2. The recent stream of extremism in the country has radicalized youth resulting into reduced tolerance for diversity in terms of gender, religion and ethnicity. As a result, situation of discrimination, violence and abuse against women and girls has worsened. Bedari learnt to engage with youth particularly male to counter religious bigotry and extremism as a strategy to improve the status of women and girls.
3. Post primary level education of girls along with their self-growth (raising their self-esteem, and developing leadership and negotiation skills) is important and successful strategy particularly for remote rural areas for improving status of girls.
4. Economic empowerment of women clubbed with self-growth (raising their self-esteem, and developing leadership and negotiation skills) contributes towards reduction of violence against them and for raising their status as human being.
5. Child marriage is one of the major reasons for women and girls facing different forms of violence. The issue needs to be addressed through a holistic approach including legislative reforms, raising awareness, and capacity building of community and other stakeholders.
6. Sexual and Reproductive Health has close linkage with status of women in the society. There is huge demand from women and Bedari needs to expand its work in this sector.
7. Evidence based research on issues related to women's rights and violence against women is rare in Pakistan. Whereas it is crucial to keep doing this research to monitor change and develop evidence based initiatives.
8. Children are one of the major affectees of violence against women. Therefore it is crucial to work with them and for them while working on addressing violence against women. Many issues like sexual abuse, violence against children and violation of rights of children share the root causes with those related to women. It is therefore essential to keep protection and promotion of child rights together with women's rights.
9. Networking and alliance building is always helpful strategy especially for bringing legislative reforms. Bedari build alliances with other likeminded organizations, media, political workers, and government institutions to protect and promote human rights of women in private and public spheres.

Based on the learning from the past, Bedari would like to focus on the following in the strategic plan for the next five years from 2015-16 to 2019-20

Bedari's Programs

1. Ending VAW/G Program:

The program has following three components.

1A: Crises Intervention: Immediate psychological and legal support and referral to safe temporary shelter and medical support to women and children need.

1B: Capacity Building: Engaging with duty bearers and rights holders for building their capacity on women's rights, child rights and gender based discrimination and violence

1C: Policy and legislative Reforms: Advocacy and lobbying to improve policies and laws through alliance building with other like-minded entities including other NGOs, media, government institutions, and political and social workers.

2. Women Empowerment Program:

The program has four components

2A: Empowering girls through post primary education along with their self-growth

2B: Creating economic opportunities and ensuring safe work environment for women

2C: Political empowerment

2D: Sexual and Reproductive Health Rights of Women and Girls

3. Youth Engagement for Peace Program:

The program has two components.

3A: Peace through Arts and Sports

3B: Capacity Building of Youth around Peace, Diversity and Human Rights

The above mentioned programs have the following goals, for which the objective and strategies are described in the next section.

1. Reduced incidence of VAW/G in the society in general and in program areas in particular
2. Improved knowledge and access of women to education, economic opportunities, political participation and SRHR related services
3. Increased capacity and pro activeness of youth to appreciate diversity and counter extremism

Strategic Plan Framework

The framework below presents the strategic goals and objectives with activities to achieve these objectives for the period of five years.

Strategic Goal 1: Reduced incidence of VAW/G in the program areas

Component 1A: Crises Intervention	Strategic Objectives	Strategies to Achieve the Objectives
	1A.1 To provide rehabilitation services to female survivors of gender based, discrimination, violence and abuse	1A.1.1: Full time psychologists available in all the offices for psychological counseling and support 1A.1.2: telephone helpline through all mobile service providers will remain functional and broadly publicized 1A.1.3: Linkages with Darul Amaan and shelter homes will be strengthened further to provide shelter immediately to those in need. 1A.1.4: Availability of pro bono lawyers will be ensured for free legal aid
	1A.2 Safe shelter facilities for violence survivors available and accessible	1A.2.1: Trainings of shelter staff 1A.2.2: Self growth sessions with survivors of violence 1A.2.3: Regular meetings with the social welfare department for upstream advocacy to provide better services
	1A.3 Lowered acceptance/tolerance of gender based discrimination, violence and abuse by raising awareness and sensitizing opinion makers and common people	1A.3.1: Street theater on various issues related to women rights and violence against women 1A.3.2: Meetings and other activities at gross root level particularly in rural areas 1A.3.3: Printing of information material including relevant laws, contacts of service providing organizations/institutions, international treaties, relevant clauses from the constitution, will be published in Urdu and ant other local language with pictorial interpretation for the illiterate. 1A.3.4: Widely dissemination of the printed material to the program communities. 1A.3.5: Radio programs on FM radio related to the information mentioned above. 1A.3.6: Seminars and events related to the information above.

Component 1B: Capacity Building of Government and Community Institutions	Strategic Objectives	Strategies to Achieve the Objectives
	1B.1 Effective and functional government institutions at all levels	1B.1.1: Meetings with government institutions at all levels on issues that concerned women and girls 1B.1.2: Inviting government institutions to relevant trainings and seminars and other awareness raising and advocacy activities 1B.1.3: sharing of relevant printed materials for education and sensitization of relevant officials
	1B.2 Community surveillance system at grassroots level particularly in rural areas	1B.2.1: Strengthening of already established community groups in the program districts 1B.2.2: Organizing different trainings and events at community level in collaboration with community groups 1B.2.3: Strengthening the linkages of community groups with the service providers in the district; both public and private
	1B.3 Sensitized State departments including Judiciary, Police and Social Welfare Department	1B.3.1: Signing MoU with Social Welfare Department for different initiatives to address violence against women 1B.3.2: Consultation and training workshops with police, lawyers and judges to provide gender sensitive environment to survivors of gender based violence.

Component 1C: Policy and Legal Reforms	Strategic Objectives	Strategies to Achieve the Objectives
	1C.1 Effective women friendly laws in practice to address violence against women	1C.1.1: Regular reviews of laws for women protection available and widely disseminated 1C.1.2: Meetings and workshops with parliamentarians to address the gaps/ in the laws through legislative reforms 1C.1.3: awareness raising about the gaps at policy and legislation level

Strategic Goal 2: Improved knowledge and access of women to education, economic opportunities, political participation and SRHR related services

Component 2A: Girls' Post Primary Level Education	Strategic Objectives	Strategies to Achieve the Objectives
	2A.1 More girls from marginalized rural communities complete elementary and secondary level education	2A.1.1: Organizing communities (men and women, girls and boys) to motivate parents for girls' education beyond primary level. 2A.1.2: providing financial support for girls from poor families to continue their education 2A.1.3: Improving leadership and life-skills of girls by conducting self-growth workshops with them 2A.1.4: Holding awareness sessions for men to support girls' education

Component 2B: Economic Opportunities and Safe Work Environment for Women	Strategic Objectives	Strategies to Achieve the Objectives
	2B.1 Women have capacity and decision making power to explore economic opportunities	2B.1.1: Exploring and linkage development with the organization providing economic support to the women through loans and grants 2B.1.2: Dialogues between women and these organizations to develop joint economic plans 2B.1.3: Conducting studies on economic opportunities and market for women 2B.1.4: Trainings of women on marketing skills
2B.2 Effective implementation of Anti-Harassment Law 2010 for safe work environment	2B.2.1: Working with formal sector to adopt code of conduct on sexual harassment 2B.2.2: Facilitating formal sector in forming inquiry committees and training them. 2B.2.3: Training of women workers on anti-harassment laws and complaint procedures 2B.2.4: Awareness about the laws among masses through media like radio and published material	

Component 2C: Political Participation of Women	Strategic Objectives	Strategies to Achieve the Objectives
	2C.1 Women are more aware for their political participation during elections as voters	2C.1.1: Training of women and girls on voter education 2C.1.2: Ensuring registration of women voters 2C.1.3: Election Observation for observing turnout of women during local and national elections 2C.1.4: Engaging with men and political parties to ensure casting of women's votes
	2C.2 More women contesting elections in local, provincial and national level elections	2C.2.1: Working with political parties to encourage and support women contesting elections 2C.2.2: Working with communities to support women contesting elections through media campaigns, seminars and workshops 2C.2.3: Training of women on political education

Component 2D: Sexual and reproductive Health Rights of Girls	Strategic Objectives	Strategies to Achieve the Objectives
	2D.1: Elimination of child marriages through legal reforms, awareness raising and resistance building among communities	2D.1.1.: Working with government institutions to strengthen the process of implementation of existing laws on Child Marriages 2D.1.2: Conducting research on incidence of child marriages and widely disseminating the findings 2D.1.3: Organizing community surveillance systems to counter child marriages of girls and to ensure birth registration 2D.1.4: Awareness raising on the existing laws through different mediums like Radio, TV, social media and print material
	2D.2: Information and services regarding family planning and reproductive health are available to women	2D.2.1: Developing linkages with health and population departments to provide better services 2D.2.2: Strengthening community groups to raise demands for better services regarding FPRH 2D.2.3: Developing print material on family planning and widely disseminating it.

Strategic Goal 3: Increased capacity and pro activeness of youth to appreciate diversity and counter extremism

Component 3A: Promoting Peace Through Arts	Strategic Objectives	Strategies to Achieve the Objectives
	3A.1 Initiative and eagerness among youth to reclaim peaceful and tolerant manifestations of cultural practices like performing arts to counter violence	3A.1.1: Working with local theatre, singers, poets and sports groups to organize events on peace, tolerance and diversity 3A.1.2: Working with sports clubs especially women support clubs to promote games through including players from different ethnic and religious backgrounds
	3A.2 Appreciation prevails for cultural and ethnic diversity among the communities	3A.2.1: Organizing joint initiatives by youth from different ethnic and religious identities 3A.2.2: Promotion of spiritual teachings through innovative approaches
Component 3B: Capacity Building of Youth to Promote Tolerant Values	Strategic Objectives	Strategies to Achieve the Objectives
	3B.1: Youth aware and sensitized about the value of diversity, human rights and peace and engage in peace building activities in the community.	3B.1.1: Organizing and training of youth on diversity 3B.1.2: Organizing joint events with speakers from different ethnic and religious identities

Section 3: Resource Mobilization Strategy

Bedari, as organization believes that sustainable resource mobilization is a strategic process that is grounded in effective organizational management, brought to life by creative communication, and maintained through nurturing stakeholder relationships.

The strategic plan described above needs resources (both financial and human) to be implemented. In the past experience, Bedari has been using a mix approach to seek resources including, raising fund from donors, expanding volunteer support and strengthening government institutions to take up responsibilities. In the current strategic plan the same mix of approaches will be used with the belief that ultimately it is The State; that has to take responsibility for its people.

Three types of resources are needed to achieve above mentioned goals. These different types of resources and strategies to mobilize them are elaborated below.

Financial Resources

A major portion of Bedari's financial resources depends upon donors' support. As an organization, Bedari is keen while selecting donors so that the core agenda is not dictated by them. It has kept its focus on its vision and mission without engaging in donor driven projects and activities. Bedari team has been utilizing human resources with efficiency with limited budget and modest salaries. For its outstanding performance and strong linkages with donors, it is getting good grants for different initiatives. For sustainable resource mobilization it continuously applies for new projects focused to its vision and mission. The strong values of legitimacy, transparency and accountability have strengthened the trust on donors which will remain a main strategy during the period.

Networking to Seek Services

Bedari has been networking with Government institutions at various forums with the belief that ultimately The State has to take the responsibility for its Citizens. For this purpose there are strong linkages with education and social welfare departments and plans to strengthen the linkages with population and health departments in the current strategic plan. Bedari will work closely with them to strengthen their systems and services and will connect them with the communities for self-sustained results.

Networking with other NGOs providing services to women like those working on financial support through grants and loans to women and those providing services to family planning will also be the strategy to share responsibilities and to save money and time. Some such organizations include Maristopes Society for SRHR services and, Rural Support Programs for financial support to women.

Enhancing Volunteerism for Human Resource Mobilization

Bedari since its inception believes to create volunteer support to promote women's rights even when financial support is not available. Bedari has established various community groups like surveillance groups for protection of children from violence , which work for the cause. Moreover, the youth groups engaged in peace building activities are also a strong work force who will stay in the community and will work for peace.

Bedari has pool of volunteer lawyers, gender experts, trainers and development professionals who are always willing to provide their support on volunteer basis when the resources are not available. This voluntary human resource will remain part of Bedari's strategic work force during this strategic plan.