



**PARTNERS  
for  
DEVELOPMENT**

# STRATEGIC PLAN



**2010 – 2012**

## I. Introduction

Entering 2010, Partners for Development (PFD) has completed 17 years of vital economic development work throughout the world. During 2009, the Board of Trustees and the management and staff of PFD agreed that the timing was ideal for the organization to review and update previous planning efforts and undertake the development of a new Strategic Plan. As PFD continues and expands its development work, it is appropriate to assess current and past successes and challenges and to review the organization's mission and strategic approach as a platform for planning the activities and resources that will be needed for the years ahead.

The review process began by evaluating the organization's 2001 Strategic Plan, together with a revised Plan for 2006. It relied heavily on a PFD staff gathering in November of 2008. At that gathering, headquarters and field staff reviewed PFD's organizational status and the environment in which it works, including PFD's strengths and weaknesses, its future opportunities as well as potential threats. This "SWOT" analysis, together with staff suggestions for addressing weaknesses, provided a basis for further Board and staff attention to strategic planning during 2009.

At its September, 2009 meeting, the Board of Trustees formally agreed to proceed immediately with the development of an updated Strategic Plan. In October of 2009, several Board members gathered to discuss and refine Plan content and called for a special Strategic Planning session at its January 6, 2010 Board meeting. That session, attended by all Board members and some field and headquarters staff, discussed many critical subjects that are addressed in this 2010 Strategic Plan.

The preparation of this Plan has been a continuing and collaborative process, involving the Board of Trustees, the Executive Director and the staff of PFD. The Plan reviews PFD's history, as well as its activities, approaches and results, in the context of both "lessons learned" and future activities. It is written with an awareness of current economic, social and global conditions, reaffirming PFD's mission and clearly stating its values. Critical issues affecting the organization have been taken into account and are the basis for carefully considered strategies and goals. This Plan is intended to be the basis for PFD's strategic vision and objectives over the next three years. As events or circumstances warrant, it will be updated and adjusted.

## II. Vision and Mission Statement

*Partners for Development is an American not-for-profit organization whose employees and volunteers work in partnership with local and international groups to improve quality of life of vulnerable people in underserved communities. We envision a more just, peaceful, and environmentally sustainable world. We also seek to empower persons through training, education, and access to resources which will help create more vibrant communities and more accountable leadership.*

### III. History and Growth

Since 1986, PFD (and its predecessor entity) has worked with a wide range of communities throughout the world to improve the lives of the vulnerable and underserved. Its initial work as an emergency response organization began with providing grant management services to Action Contre la Faim for projects in Sudan, Liberia, Ethiopia and Sierra Leone. Beginning as an independent organization in 1992, PFD now focuses on providing sustainable, community-driven longer term development programs.

With its local partners, PFD has addressed poverty, malnutrition, and preventable diseases through integrated activities in public health, safe drinking water and sanitation, secure livelihoods, and agricultural development. All PFD programs emphasize local partner participation through training programs, provision of technical assistance, and enhancement of non-governmental organization capabilities.

In health programming, PFD has worked in disease control and treatment for malaria and dengue fever, access to safe water, reduction of maternal mortality and child survival, school health education, HIV/AIDS, and reproductive health. PFD's agricultural activities focus on support for agricultural production and marketing, crop diversification, and veterinary health. PFD also supports the growth of small and medium enterprises through micro-credit, business development training, and introduction of new technologies.

This range of experience in community-based partnership activities has allowed PFD to develop recognized capabilities in health and livelihood programming. Through its core program areas, PFD presents balanced, well-tested competencies to supportive donors. In addition, PFD will assist communities in severe stress due to natural and man-made disasters and climate change by partnering with them to re-establish their economic, health, and social systems. (See Annex Two for a description and listing of PFD Technical Competencies.)

PFD programs have spanned three continents. In Asia, PFD has worked in Cambodia since 1992, where early work in reproductive health and HIV/AIDS evolved into a current focus on malaria prevention and treatment. The program also facilitates access to affordable, innovative technologies to enable remote communities can access health commodities and services. In Eastern Europe, PFD began work in Bosnia & Herzegovina in 1993, where it offered unique assistance to the veterinary sector, promoted agriculture-based livelihoods, and continues to provide credit to increase agricultural production and market access. In Africa, PFD managed multi-sectoral recovery and rebuilding programs in Somalia (1993 to 1997) and Rwanda (1994 to 1996). Since 2000, it has been active in Nigeria, where current core sectors include micro-credit, reproductive and child health, HIV/AIDS, and business development and training. PFD also began a new program presence in Tanzania in 2008, where an income diversification and marketing program based on agriculture and food security is fully underway. (See Annex One for a detailed listing of PFD country activities.)

PFD efforts, therefore, have been distinguished by not only *what* we do but *how* we do it. Specific program strategies and tools developed over the years include:

- Capacity building of NGOs and Community-based organizations;

- The selection, training , supervision , and evaluation of village level workers;
- Micro-credit and village banking and the integration of reproductive health in such activities;
- Empowerment of women;
- Development and marketing of tools for village and community surveys;
- Applied and operations research;
- Providing advice to Governments on sectoral implementation and planning;
- Disseminating innovative technologies such as hammock nets and bike driven water pumps in Cambodia, and a “chit system” for service provision;
- Establishing "Kids Clubs" for HIV-afflicted children and orphans.

Throughout its existence, PFD has enjoyed a wide range of donor support for its work. PFD is recognized by the U.S. government to be a private, non-sectarian, charitable organization under Section 501(c)(3) of the Internal Revenue Code. It is a registered and accredited organization with the US Agency for International Development and the US Department of Agriculture. These major US government donors have repeatedly demonstrated their confidence in PFD’s program approaches and competency.

PFD has won competitive awards from International entities including the Global Fund for AIDS, Tuberculosis and Malaria, the Canadian International Development Agency, the Australian Agency for International Development, the UN Fund for Population Activities, and others. Further support has been granted by private foundations and individual donors. In addition, PFD staff and Trustees have successfully established funding partnerships and program links with the European Union and two EU member countries, Poland and France. PFD is a legally recognized entity in each country in which it works. It is also a Guide Star- registered organization.

## IV/ Activities: 1992 to Present

### **Bosnia and Herzegovina (BiH)**

From 1993 and for most of the 1990s, PFD assisted several central Bosnian municipalities devastated by the war in the following key areas: agricultural, economic, and environmental rehabilitation and development; reconstruction, shelter, and winterization; public health; and facilitation of ethnic reconciliation.



In recent years, PFD’s work in BiH has evolved toward support of agricultural production and marketing, priority sectors identified by the government. A unique PFD program helped establish the State Veterinary Office (SVO) of BiH in accordance with EU Protocols and with accompanying training programs. PFD also helped to build a state of the art Border Veterinary Inspection Post (BVIP) at Raca in north-

eastern BiH, bordering Serbia. Other program interventions have included addressing poor infrastructure, lack of market linkages, and technical support for local farmers.

## **Cambodia**

PFD has been operational in Cambodia for over 17 years. PFD began work in late 1992 focusing initially on clean-water supply in Kratie province. In recent years PFD has moved to address



issues of entrenched poverty, malnutrition, and the prevalence of fatal but preventable diseases through an integrated approach in the sectors of public health, water and sanitation, agriculture/food security and income generation. PFD's malaria prevention and control program, supported by the Global Fund for HIV/AIDS, Tuberculosis and Malaria since 2004, works closely with the Ministry of Health's National Center for Malaria and Dengue (CNM) to implement malaria prevention and control activities through village volunteers who work as malaria educators in their communities.

In November 2007, PFD commenced work on the USAID-funded Malaria Prevention and Control in Cambodia (MCC) Project in collaboration with University Research Corporation and the CNM. Activities are centered on the northwest provinces of Battambang, Pailin, Banteay Meanchey and Oddar Meanchey, which are focal points in the global issue of multi-drug resistant malaria.

Past Cambodia programs included the Northeast Cambodia Community Development Program (1992-2002). PFD assisted in the formation of Village Development Committees, installed community and household water points and latrines, rehabilitated rural schools, and established community rice banks and a family gardening program.

The Northeast Cambodia Reproductive Health Program (1999-2003) focused on improving awareness of the benefits of birth spacing, and increasing contraceptive prevalence through the training of community volunteers as contraceptive promoters.



The Northeast Cambodia Child Survival Program (2000-2004) focused on improving control of diarrheal disease, infant feeding practices, and vaccination coverage among children less than five years of age in Kratie Province.

The Spien Sokhapheap (Bridges for Health) program (2002-2006) saw the expansion of PFD's health focus from child survival to integrated community health in Kratie and Koh Kong provinces, where activities focused on maternal and child health and nutrition, reproductive health and HIV/AIDS, and infectious disease control.

The Agricultural Development Program (2004 -2006) in Stung Treng and Kratie provinces involved four key components: improving agricultural productivity, enhancing household nutrition, supporting the Provincial Agricultural Extension Service, and improving access to markets.

## **Nigeria**

Since 2000, PFD has been implementing an integrated program in central and northern Nigeria, and more recently in the Niger Delta. Working with several Nigerian NGOs, PFD promotes improved agricultural production, processing, and marketing and enhanced health care. PFD's support of local NGOs strengthens such groups and therefore enhances local capacity; it also enables the program to have substantial outreach, as many local partners have extensive networks.



A key PFD innovation in Nigeria has been to incorporate reproductive health education among borrowers in a large micro-finance activity.

The PFD Nigeria program also demonstrates PFD's ability to coordinate and effectively apply resources from a variety of donors, including the World Bank, the US Department of Agriculture, the David & Lucile Packard Foundation, the Irish Embassy, and USAID/Nigeria as of December 2009.

## **Tanzania**

The Tanzania program, begun in late 2008, has a three-year core grant from USDA to implement an agricultural development program benefiting 31,250 small-holder farmers in several regions of Tanzania. The program goal is to diversify and increase the incomes of rural, small-holder farmers through the expansion and commercial utilization of *Jatropha curcas*, commonly referred to as Jatropha.



In addition, the program is designed to improve food security and nutrition among participating households. The program builds upon the capacity of national partners to work with smallholder farmers to cultivate and process Jatropha, thereby mainstreaming Jatropha into the economy for industrial uses, contributing to national energy policy, and creating income growth along the value-added chain.

## **Rwanda**

The Rwanda program, 1994-96, rehabilitated health and water systems and thus encouraged displaced Rwandans to come back to the country to rebuild. The program repaired 35 gravity-fed water systems and trained village committees to maintain the systems, thereby providing an estimated 55,000 persons with improved access to clean water.

The PFD Rwanda program repaired four health centers and trained the centers' Rwandan staff, thus insuring primary health care to an estimated 2,100 persons weekly. The program also trained teachers in how to work with war-traumatized children and provided credit to 300 small groups of vulnerable women so that they might start income-generating activities.

## **Somalia**

The Somalia program, 1993-97, assisted in the rehabilitation of primary health care in the northeast. Community leaders and program staff identified communities in need and capable of managing health posts and/or Maternal and Child Health (MCH) clinics and then trained the personnel.

Approximately 30,000 Somalis, particularly the most vulnerable population groups – infants and children, pregnant and lactating women, the malnourished, and the sick – received basic preventive and curative health care from Somali health care workers. In addition, sanitation and income-generation activities were also included.

## **V. Approach and Results**

### **Approach**

The name “Partners for Development” summarizes PFD’s approach towards working collaboratively with a range of groups to achieve sustainable change. PFD’s overarching goal is to improve conditions for rural communities that are vulnerable due to poverty, inaccessibility, recent conflict or other forms of upheaval. PFD focuses on strengthening community skills in our three Core Program Areas: public health, agriculture and enterprise development. We focus wherever possible on efforts that combine these programs in innovative and effective ways. For example, the PFD program in Nigeria integrates micro-credit and reproductive health to maximize access to these dual benefits for women entrepreneurs. In Tanzania PFD combines commercial business development with introduction and cultivation of *Jatropha*, a multi-use economic tree.

PFD’s programs aim for sustainability through the participation of local organizations who take responsibility for and ownership of partnership activities. PFD partners range from informal community-based groups to local government agencies, and national level advocacy organizations. To strengthen participation in development planning by community stakeholders, PFD employs a range of methods, for example, Participatory Rapid Appraisal, community action planning, village and town meetings, focus group discussions, and others. In addition, PFD activities have a strong capacity-building component achieved by training, coaching and mentoring its local partners.

PFD’s overarching strategy, then, is to enable its partners to increase resources and opportunities for sustainable development in their communities. PFD strengthens human resources by training and improving health awareness and services. It develops social and political capital by supporting processes for “bottom-up” development planning and advocacy. It expands community financial resources through varied micro-credit and

enterprise development activities. PFD's support for agricultural production strengthens natural resources and helps conserve the environment. As global economic and food insecurity grows in the face of population growth and climate change, PFD will intensify its agricultural enterprise assistance to help communities cope with these new challenges.

As it applies this Approach to its work, PFD recognizes and understands the external factors that affect and influence the organization. Many of the regions where PFD works are considered unstable because of their recent emergence from conflict or other upheavals. PFD will always respect the dignity of the populations it serves and their right to plan for their own development - especially in times of conflict or other types of distress. Because risks arising from security concerns or failed state status are often a factor in program selection and implementation, PFD will also take appropriate action to protect its staff and ensure that its programs are reasonably secure. Careful attention to security of employees and partners is a concern PFD takes seriously. Adequate security is a pre-requisite for deployment of staff and commitment to program operations.

As global concerns about environmental and economic instability increase, PFD will also be alert to the possibility of applying its abilities and experience to matters such as conflict prevention, climate change, and the degradation of habitats. In a donor environment that includes a trend toward large awards to large organizations, PFD is prepared to apply success in remote or difficult environments to take advantage of opportunities as a sub-grantee or sub contractor.

## **Results**

With its focus on partner relationships, PFD programs have reached hundreds of thousands of beneficiaries with life saving reproductive health and HIV/AIDS programs, malaria and other disease prevention activities, better access to clean water and sanitation, improved agricultural production and marketing, and micro-credit and other related activities. Listed below is a sampling of PFD results in its core program areas of public health, agriculture, and enterprise development (See also Annex Two).

**TABLE ONE: Program Results**

SECTION	PROGRAM RESULTS
<b>Public Health</b>	
Malaria Prevention and Control	<ul style="list-style-type: none"> <li>• Since 2004 PFD Cambodia has expanded its malaria program from 2 to 7 border provinces and ensured that 1130 villages and over 613,000 people are covered by integrated prevention activities.</li> <li>• Also PFD enabled 15 Commune Councils in remote areas to manage funds aimed at malaria prevention and control.</li> <li>• Built school-based malaria education program in 427 primary schools that train some 16,000 peer educators annually, including school health education and bed-net distribution.</li> </ul>
HIV/AIDS	<ul style="list-style-type: none"> <li>• Over 100,000 community members reached with HIV/AIDS prevention messages in Nigeria.</li> <li>• Support of 365 orphans and vulnerable children affected by HIV/AIDS in Nigeria.</li> </ul>
Reproductive Health	<ul style="list-style-type: none"> <li>• Integrated family planning and microcredit activities for 30,000 borrowers in Nigeria.</li> <li>• Provision of contraceptives to over 4,000 women in Nigeria.</li> </ul>
Water and Sanitation	<ul style="list-style-type: none"> <li>• Provided clean water to 150,000 people in Stung Treng and Kratie from 1996-2002 in Cambodia.</li> <li>• Constructed 4,812 household water filters benefitting 25,000 people in Cambodia.</li> </ul>
Maternal and Child Health and Nutrition	<ul style="list-style-type: none"> <li>• Achieved 95% coverage in complete immunization for children in Chhlong District of Kratie, Cambodia, in 2005.</li> <li>• Trained 1,294 village health volunteers and 250 traditional birth attendants from 2000-2006 in Cambodia.</li> </ul>
<b>Agriculture</b>	
Food Security	<ul style="list-style-type: none"> <li>• Construction of a border veterinary inspection post at Raca border crossing into Serbia.</li> <li>• Creation of manuals on border veterinary control (necessary for compliance with EU requirements) in Bosnia and Herzegovina (BiH).</li> </ul>
Introduction of New Varieties and Technologies	<ul style="list-style-type: none"> <li>• Diversified and increased incomes of 31, 250 small-holder farmer families through training in the cultivation and processing of <i>Jatropha curcas</i> (Tanzania).</li> <li>• Vaccination of 24,000 chickens in Tanzania from New Castle Disease, a virus which kills 70% of poultry in Tanzania.</li> </ul>
<b>Enterprise Development</b>	
Credit	<ul style="list-style-type: none"> <li>• Disbursed over 35,000 loans totaling more than \$3 million in Nigeria.</li> <li>• Issued \$3 million in credit to over 820 agricultural producers in BiH.</li> </ul>
Business Development Services	<ul style="list-style-type: none"> <li>• Provided business dev. training to more than 300 agricultural producers in BiH.</li> <li>• Development of a Raspberry Producers Technical Manual in BiH.</li> </ul>

## VI. Values

- A. PFD seeks lasting, beneficial results. It strives to make a positive difference by directing programs to those partners and activities best suited to its experience and capabilities. Growth of the organization and its programs is grounded in a responsible matching of needs, skills and resources.
- B. PFD listens to and relies on its field staff and partners. We are committed to sustainable community empowerment and self-reliance and support local solutions and decision making. We also encourage communities to seek new opportunities to gain needed resources.
- C. PFD is a responsible steward of donor resources. We ensure maximum cost efficiency and accountability in using donated resources. Financial management and control over operating expenses is timely and closely managed.
- D. PFD strives for the highest quality in personnel. PFD also believes that staff salaries and expansion must be linked to sustainable growth in programs and revenue. We maintain a relatively small and highly valued paid staff in the field and headquarters and, assuming strong performance, seek to protect their positions against cycles of growth and contraction.
- E. PFD secures its partnerships with suitable organizations and individuals by acquiring their full cooperation and approval. PFD always works officially with local governments, agencies and partners and does not engage in programs or activities without establishing appropriate authority and relationships.
- F. PFD is committed to undertaking realistic and accurate assessments and evaluations of its activities. As a learning organization, we regularly use the results of these exercises in making informed decisions on the evolution of our programs. PFD further ensures that information from evaluations and assessments is fully available to the public and to donors as required through periodic reporting.
- G. PFD is nondiscriminatory with regard to race, religion, ethnicity, sex, or sexual orientation.

## VII. Management Principles

- A. **Organizational Growth:** PFD is committed to timely, reasonable and sustainable growth commensurate with PFD capabilities and experience and realistic assessments of its available resources. “Growth” for PFD may include both new endeavors consistent with its mission or modification or expansion of current activities. PFD has in the past

- B. Recognizing Limits:** PFD's growth is also bounded by the limits implicit in the Mission Statement, organizational skills and experience, the field security environment, availability of reliable local partners, and current or expected funds. PFD selects programs and projects which are funded adequately to ensure their full completion. In designing projects with partners, PFD seeks therefore to have all direct and indirect costs fully covered by grant sources. PFD's negotiated indirect cost rate agreement is a modest 15 per cent. Lower indirect rates could be accepted in rare instances, but these should be kept to a minimum and have a serious justification. PFD may suspend or terminate activities which have inadequate or unexpected breaks in funding.
- C. Resource Acquisition:** PFD will maintain a vigorous process of fundraising and resource development based upon sound program and financial planning. In 2010 and for the foreseeable future, PFD will rely considerably on winning competitively-sourced grants for the majority of its funding. PFD also pursues unrestricted fundraising as an organization-wide effort. By the conclusion of this Strategic Plan, PFD seeks to have expanded substantially the range of its funding sources. They may include interest from micro-credit activities, some fee for service projects, creative fundraising through the internet or "special events." and other appropriate activities. In all cases, we accept support from donors who are in agreement with the PFD approach and values, and we will not accept support that inhibits or contradicts our core management principles.
- D. Accountability:** As a responsible steward of donated resources, PFD is accountable for their use. PFD considers "accountability" to go beyond accurate and timely financial reporting. PFD is also accountable to those it serves by assuring, to the maximum extent, appropriate and sustainable results; it is accountable to donors by using donated resources in the manner intended; and it is accountable to itself by adhering to its own values and mission.
- E. Sound Management:** For PFD, sound management, based upon efficiency, appropriate staff guidance, reasonable controls and mature decision-making, is an essential factor for success. PFD adheres to the concept of sound management through a combination of Board policy guidance and informed management decision making, including consideration of host government priorities and other available national and international information. PFD also assures appropriate staff support and compensation, and adheres to accurate financial management.
- F. The Role of the Board of Trustees:** Assuring continuing and demonstrated organizational leadership by the PFD Board of Trustees is as critical as assuring sound management. With formal fiduciary and policy making responsibilities, as well as an expected participatory role in PFD unrestricted fundraising activities, the Board has a responsibility to ensure that it is well informed about PFD and up to date in its own

## VIII. Goals for the 2010 – 2012 Period

### Program Goals

- 1. Program Development:** PFD will maintain its focus on its core program areas and activities, seeking opportunities to serve in new or expanded programs that build upon its experience and capabilities. Potential areas of expansion will also include consideration of programs dealing with pandemic disease, entrepreneurial activities, environmental projects and innovative agriculture approaches. PFD will endeavor to add to its portfolio each year at least one major US Government-funded activity and will in addition actively pursue significant non- USG funding opportunities. As conditions warrant, PFD may also respond to communities in severe stress due to natural or manmade disasters or climate change.
- 2. Partnerships:** PFD relies upon partner relationships and recognizes that they play an important role in assuring program success, meeting donor expectations, and maintaining organizational well being. Accordingly, PFD will seek to forge new partnerships with at least four appropriate local and international organizations during the period of this Plan. These partnerships may be established for both programmatic and administrative reasons.
- 3. Existing Program Sustainability:** PFD will ensure that its existing programs are sustainable by undertaking periodic review of financial sustainability, program quality, and need and by following up with any strengthening and restructuring deemed necessary.
- 4. Domestic Programming:** During the period of this Plan, PFD will seek to identify a potential program within the United States.
- 5. Program Support:** During 2010, PFD will enhance its Monitoring and Evaluation throughout the program cycle and will further strengthen its Knowledge Management System capabilities through a combination of increased technology use, staff growth, and consultant or contractor assistance.

### Financial Goals

- 1. Restricted Fundraising:** PFD will seek to increase restricted fundraising at a rate of 20% in restricted budget growth for each year of this Plan.
- 2. Unrestricted Fundraising:** PFD will seek to increase unrestricted fundraising at a rate of 20% in unrestricted budget growth for each year of this Plan.
- 3. Capacity to Raise Unrestricted Funds:** During 2010 and continuing into 2011, the PFD Board and Executive Director will actively engage in building organizational capacity to acquire unrestricted funding through a combination of constituency-based fundraising, approaches to corporations and foundations, new staff appointments or possible

## Organizational and Governance Goals

- 1. Board of Trustees Organization and Procedures:** During the period of this Plan, the Board of Trustees will review Board organizational structures and related documentation and procedures in order to assure continuing compliance with existing state and federal law, PFD policies and Board direction. This updating will include a review of organization By Laws and related documents, Board composition and responsibilities, Board recruitment, qualification and orientation procedures, the use of Advisory Committees, and the status of standing and temporary Board Committees.
- 2. Staffing:** During the period of this Plan, the Board and Management will periodically review the adequacy of PFD staffing resources (full time, part time, contractors, volunteers) required to maintain sound program management and resource development. Both the Board and Management recognize the critical role of competent staff and the need to use such resources effectively and with regard to workload requirements.
- 3. Adherence to Values:** PFD will maintain its commitment to its values and Mission, and will devote a portion of at least one Board of Trustees meeting per year to review and assess its compliance with its core beliefs and its commitment to those it serves.

## IX. Conclusion

In approving this Strategic Plan, the Board and Management of Partners for Development acknowledge their continuing commitment to the mission of the organization and its values. With a dedicated approach to partnership and the responsible use of skills and resources, the strategies and goals included in this Plan are considered to be realistic and attainable.