

**TOGETHER FOR LOVE, PEACE,
JUSTICE, SOLIDARITY &
DEVELOPMENT IN
PAKISTAN**

**NATIONAL STRATEGIC PLAN
2006 - 2010**



**ECUMENICAL COMMISSION FOR HUMAN
DEVELOPMENT - LAHORE PAKISTAN**

Our Philosophy

And He was handed the book of the prophet Isaiah. And when He had opened the book, He found the place where it was written:

“The Spirit of the LORD is upon me, because He has anointed me to preach the Gospel to the poor; He has sent me to heal the broken hearted, to proclaim Liberty to the captives and recovery of sight to the blind, to set those who are oppressed.

Luke 4: 17-18

Acknowledgement

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Preface

We are pleased to present the National Strategic Plan 2006-2010 of **Ecumenical Commission for Human Development**. This is our first NSP and it sets the strategic directions and principals for the next five years.

This document was prepared by following participatory methods which included not only our staff, but also other key players such as members of Board of Directors, religious leaders, civil society organizations including grassroots level institutions in our program areas and consultants, all of whom are our partner in the alliance against poverty, disease and ignorance. The consultation was done through meetings, focus group discussions and workshops. This document is therefore as much ours as theirs.

We believe poverty, disease and ignorance are very complex phenomenon and has many faces.....economic, political, social, gender-related, generational each one unacceptable. It is social, historical but not natural. It needs to be understood in that context and its causes addressed both at the structural and symptomatic levels; both at the micro level-family, household, community and village; and macro level; at the international and national level; at the level of rights and entitlements as well as material needs level.

But poverty, disease and ignorance cannot be tackled without forging alliances and partnerships between those are victims of poverty, disease, ignorance and injustice and other stakeholders including governments, donors and civil society actors. **Together for a Love, Peace, Solidarity and Development in Pakistan** is a document that aims to eliminate poverty, disease and ignorance efforts by our organization. It draws upon our work here, locally and internationally, and the experience of several other organizations and individuals.

We acknowledge the encouragement provided to us by our Board of Directors by approving this document. Internally, we acknowledge the tireless efforts and participation of all Program Managers and other staff in the process of developing this document. We especially acknowledge the contribution of two program managers **Veronica Sonita John**, and **James Rehmat**, who led the process as NSP advisor and coordinator respectively. The input at the final stages of this document by **Anthony Mathews Gill** and **Dr. Mahmood Akhtar** has been invaluable for which we are grateful to them. We also appreciate the good work done by **Shahbaz Mahmood Shams** for the final layout of the document.

We will appreciate and welcome your comments and feed back on this document.

Rev. Rana Ajmal Jacob
Chairman – Board of Directors

Riffat Rafique
Executive Director

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Introduction

Together for a Love, Peace, Solidarity and Development in Pakistan

Ecumenical Commission for Human Development strategic plan “**Together for a Love, Peace, Justice, Solidarity and Development in Pakistan:**

- Establishes the organization’s vision, mission, identity and values,
- Analyses the main challenges facing us and our partners
- Describes how we will work and with whom we shall co-operate in meeting these challenges

This strategic plan of **Ecumenical Commission for Human Development** contains all of the organization’s programs and activities. The document provides the framework, goals and strategies and give direction to planning at all levels in the organization. «**Together for a Love, Peace, Justice, Solidarity and Development in Pakistan**» has been approved by **Ecumenical Commission for Human Development** highest governing body, Board of Directors, which is comprised of representatives of our constituency – the Christian churches and church-related organizations in Pakistan. The time horizon for this document is five years.

The strategic plan is an important instrument for communicating to the outside world what we, as an organization, believes in and what we stand for, and is comprised of the following sections:

Ecumenical Commission for Human Development vision is “to induce a change in mentality about love, peace, justice and development to be brought about the broad field of social education modeled on the life style of **Jesus Christ** our Savior”

Ecumenical Commission for Human Development mission is “to create awareness, develops, demonstrates and disseminates in Pakistan innovative programs to eliminate poverty, disease and ignorance by providing information and resources to empower the poorest families, indigenous groups and marginalized communities to become self-reliant”.

Identity

Ecumenical Commission for Human Development defines its **identity** as:

- An organization committed to peace, justice, solidarity and development
- An ecumenical organization,
- A voluntary organization with strong popular support,
- An independent organization

Core Values

Ecumenical Commission for Human Development further defines its vision through a set of **core values, which** are based on the belief that all human beings are created in God's image, as equals with same basic rights and obligations. The **core values, which define our work**, are:

- **Compassion,**
- **Justice,**
- **Participation,**
- **Responsible stewardship of God's creation,**
- **Peace**

Challenges

Ecumenical Commission for Human Development is challenged in Pakistan, which the distance between people and between nations is shrinking, while the disparities between them are growing. Globalization versus marginalization, indifference versus growth in popular grassroots movements - these are all aspects of the reality in which our organization works. In addressing this reality, **Ecumenical Commission for Human Development** and its partners share these **common challenges**:

- **Combating poverty,**
- **Redistribute Wealth**
- **Protecting the environment,**
- **Preventing and resolving conflicts,**
- **Promoting democracy and reconciliation.**

Level of Interventions

In the face of these common challenges, **Ecumenical Commission for Human Development** commits itself to join with others in actions which: promote basic rights, challenge complacency, greed, and cynicism and which are aimed at changing the living conditions of the poor and the attitudes of the rich. To accomplish this, we will set priorities for **what we will do**, by identifying:

- Core areas of work,
- Cross-cutting perspectives,
- Main levels of intervention,
- Key strategic alliances

National Strategic Plan 2006 – 2010

The overall direction established in the Policy Document is translated into concrete intentions and priorities in **Ecumenical Commission for Human Development National Strategic Plan (NSP) for 2006-2010**. The National Strategic Plan defines the parameters of **Ecumenical Commission for Human Development** main programs, sets priorities and provides guidelines for implementing them during the five-year plan period. This, National Strategic Plan Document was approved by **Ecumenical Commission for Human Development** Board on December 2005.

1. Ecumenical Commission for Human Development – Vision, Mission & Aims

1.1 Vision

“To induce a change in mentality about love, peace, justice and development to be brought about the broad field of social education modeled on the life style of **Jesus Christ** our Savior”

1.2 Mission

“To create awareness, develops, demonstrates and disseminates in Pakistan innovative programs to eliminate poverty, disease and ignorance by providing information and resources to empower the poorest families, indigenous groups and marginalized communities to become self-reliant”.

1.3 Aims

Ecumenical Commission for Human Development aims to manifest God’s love in the Pakistan by:

- Promoting basic rights for poor, destitute and oppressed people,
- Participating in strategic alliances which aim to translate God’s love and compassion
- For humanity into practical actions,
- Challenging indifference, greed and cynicism among us who live in societies characterized by affluence and excess consumption,
- Improving the living conditions of the poor and changing the attitudes of the rich.

2. Who is Ecumenical Commission for Human Development? – Identity

Ecumenical Commission for Human Development is an ecumenical, voluntary, independent organization committed to national diaconal service.

2.1. An organization committed to peace, solidarity and development

Ecumenical Commission for Human Development commitment to peace, justice, solidarity and developmental services are rooted in our faith in the **Holy Trinity**. **Ecumenical Commission for Human Development**, are serving the **Triune God** by giving Un-conditional assistance to the whole human being, catering to spiritual as well as physical needs. These services shall be given regardless of race, nationality, gender, political persuasion or religious beliefs.

Ecumenical Commission for Human Development is mobilizing people in Pakistan to show concern and take action for people in need in Pakistan’s borders. Through our work, we aim to facilitate visible acts of human compassion, promote justice and civic responsibility, develop responsible stewardship of God’s creation and contribute to facilitating peace.

Ecumenical Commission for Human Development undertakes this work in partnership with churches and organizations in Pakistan. Through these actions, Ecumenical Commission for Human Development and her partners seek to give hope to people who have experienced the forces of destruction in their lives.

2.2. An ecumenical organization

Ecumenical Commission for Human Development constituency is the Christian churches and church-related organizations in Pakistan. The gathering of these churches and organizations in the General Assembly and Board of Directors of Ecumenical Commission for Human Development is an expression of these churches' desire to work together for love, peace, justice, solidarity and development.

Ecumenical Commission for Human Development work is carried out within the framework of the worldwide Christian Church, which aims to provide a healing and inclusive community for people in physical and spiritual need. We participate in the ecumenical movement, through our cooperation with the churches' local and global networks. **Ecumenical Commission for Human Development** depends on these networks for guidance in setting priorities and planning our activities.

2.3. A voluntary organization with strong popular support

Ecumenical Commission for Human Development is a voluntary organization, which is anchored in the membership base of our constituency in Pakistan and in their structures for democratic decision-making. Our constituency appoints representatives to the Board of Directors of Ecumenical Commission for Human Development. The Board approves the organization's policy documents, discusses overall strategic plans and approves annual report and accounts. **Ecumenical Commission for Human Development** engages directly with churches and local communities in Pakistan, encouraging their involvement in actions to help to build a more just world. **Ecumenical Commission for Human Development** direct engagement with congregations and communities in Pakistan is the basis for our legitimacy with the people of Pakistan.

In carrying out our mission, **Ecumenical Commission for Human Development** will also co-operate with other voluntary organizations, which are working for love, peace, justice, solidarity and development - irrespective of their religious affiliation. **Ecumenical Commission for Human Development** values its role as an actor in national and global civil society, and will work to strengthen civil society at all levels.

2.4. An independent organization

Ecumenical Commission for Human Development is an independent organization, which seeks to influence our constituency's attitudes and policies related to poverty, injustice and oppression. The most important resource in **Ecumenical Commission for Human Development** advocacy work is the experiences of our partners. As an independent organization, **Ecumenical Commission for Human Development** is free to enter into mutually binding cooperation with church-related or secular voluntary organizations, both in Pakistan and overseas. Through partnerships and other forms of co-operation, **Ecumenical Commission for Human Development** aims to contribute to

building local and global alliances among independent organizations which share a common vision together for love, peace, justice, solidarity and development.

Ecumenical Commission for Human Development is independent of both government and private business. However, in order to realize our aims, **Ecumenical Commission for Human Development** will co-operate proactively with our national authorities, other governmental and intergovernmental organizations, and the private sector.

The nature of this co-operation will be in accordance with the organization's vision, identity and core values. **Ecumenical Commission for Human Development** autonomy depends on the organization's ability to mobilize its own financial resources, independent of government or private sector support. By maintaining a healthy degree of financial autonomy, the organization will also be able to maintain its credibility in critically monitoring the consequences of government policies and market forces on destitute, poor and oppressed people.

3. What guides Ecumenical Commission for Human Development? – Core values

Ecumenical Commission for Human Development vision, mission, identity and activities are founded on the belief that all human beings are created in God's image, as equals with the same basic rights and obligations. We are each citizens of a global community, and our lives are bound together through our mutual dependence on one another. God calls us - regardless of our religion, gender, culture, ethnic origin or traditions – to work against the destructive forces, which threaten humanity and the whole of creation.

Ecumenical Commission for Human Development articulates this basic belief in five core values, which provide the foundation and give direction to our work. These values embody the organization's vision of together for love, peace, justice, solidarity and development in Pakistan.

3.1. Compassion

Ecumenical Commission for Human Development is committed to giving unconditional help to people in need. Compassion is inspired by God's unconditional love for all people, and manifested in Jesus Christ, who through his teachings, calls upon people to express this love through service to others.

3.2. Justice

For **Ecumenical Commission for Human Development**, justice means that all people shall have an equal right to life, food, health, education, work, free religious expression and protection under the law. Our understanding of justice is inspired by God's commandment that poor, destitute and oppressed peoples shall have their fair share of God's gifts to humanity, and by the life of Jesus, which shows us how this commandment can be made a reality in our lives.

3.3. Participation

For **Ecumenical Commission for Human Development**, participation is the basic right of all human beings - individually and collectively, and irrespective of gender, race and or religion. Our

work is aimed at empowering people to participate freely in shaping the social, economic and political development of their own society. Our understanding of participation is based on the belief that God has given human beings responsibility for their own lives and for building the society in which they live. By doing so, God sets limits on manifestations of power which violate human dignity and deprive people of their responsibility over their own lives.

3.4. Responsible stewardship of God's creation

Ecumenical Commission for Human Development believes that we human beings have a duty to manage our natural resources and the global environment in a sustainable and responsible way, so that we do not jeopardize the lives of future generations. Responsible stewardship of God's creation is inspired by the belief that everything belongs to God and is embraced by His love. God has given the earth, nature and the environment to the whole of mankind. No one-generation or group has the right to exploit these resources for their own greed or at the cost of future generations.

3.5. Peace

For **Ecumenical Commission for Human Development**, peace is defined as a society in which individuals and groups can resolve their conflicts, or learn to live with them, without resorting to violence or the force of arms. Compassion, justice, participation and the responsible stewardship of God's creation can only be achieved with the absence of violence. This concept of peace is inspired by God's vision for humanity – a world in which swords are turned into ploughshares and the poor and the oppressed have received justice.

4. What challenges Ecumenical Commission for Human Development?

Development trends, which impact on individuals and communities the world over, will affect **Ecumenical Commission for Human Development** and its partners' efforts to turn our common vision of a just world into reality. The common challenges Ecumenical Commission for Human Development faces together with partner organizations must be viewed in the context of these development trends.

4.1. Development trends

4.1.1. The world grows smaller – but the gap between rich and poor gets bigger

The distance between the peoples and nations of the world is constantly shrinking. Capital, culture, information, goods and services flow freely across national borders. A global market has emerged, bringing substantial economic benefits for some, but accelerating the process of social and economic exclusion for others. Strong religious and ethnic alliances are emerging, and they are being used to promote conflicts within nations and across national and continental borders. Xenophobia and ethnocentricity are spreading, especially in rich countries. Ethnic minorities and indigenous people are threatened by the forces of modernization, urbanization and the interests of majority groups. Religious intolerance and oppression are increasing. The growth in the number, size and influence of worldwide criminal networks is a threat to the security and prosperity of many countries. Many important decisions, which affect nations and local communities, are no longer made by democratically elected bodies, but behind the closed doors of boardrooms in multinational corporations. The nation-state and individuals are losing out in the name of global competition, and

are being deprived of the opportunity to control their own future. The poor are exploited by the rich and powerful, be they multinational companies, consumers in the well-off countries of the northern hemisphere, or local ruling elites who have access to the global market.

On the other hand, globalization has helped in many states to become viable democracies and helped more people than ever before to escape from absolute poverty and isolation. There is growing recognition and acceptance of the need to secure and monitor the **United Nations Declaration of Universal Human Rights**. Global and local discussion forums are working to expose oppression and infringements of human rights, and even the most authoritarian of regimes are unable to prevent the free flow of electronic information.

4.1.2. Paralysis or mobilization?

As political and economic power is increasingly concentrated in the hands of a few, more and more people find they have less scope for influencing politics and controlling their own lives. Many people feel paralyzed and apathetic. At the same time, popular movements, which promote equality and basic human rights, are being organized and are thriving. The organizations and movements of the poor and oppressed have proved to be a powerful liberating force, and they play a crucial role in the struggle against destructive forces in the world. These organizations have made important contributions to the process of democratization in many countries, and have demonstrated that it is possible to bring about change and create hope for poor countries, oppressed ethnic groups and suffering people.

4.1.3. Shared reality – shared challenges

Although the gap between the economic strength of nations and individuals is growing, the current global trends are creating, more than ever before, a common reality for people in the north and south, east and west. Globalization and marginalization, paralysis and grassroots mobilization are key features of the common reality, which, the organization's and its local partners share. It is the experiences from this shared reality, which will unite **Ecumenical Commission for Human Development** and its partners in setting an agenda to address the following challenges.

4.2. Challenges

4.2.1. Combat poverty

The total number of people living in absolute poverty has declined over the past 20 years. Despite this positive trend, there is still over billions of people worldwide living below the poverty line. The poor are trapped in a situation where they have no chance to claim their basic right to food, satisfactory housing, health care, and education services. An increasing majority of the world's poor are women and children.

4.2.2. Redistribute wealth

The gap between rich and poor is growing steadily wider. Today, 20% of the world's population consumes 85% of the available resources. Many of those who are well off seem reluctant to reduce their consumption and fight for the rights of others. The excess consumption of the rich is incompatible with the vision of a just world. People who hold positions of power in politics,

business and society often seem to lack the ability or the will to fight for policies will achieve basic human rights for all.

4.2.3. Protect the environment

Pollution, global warming and a dramatic reduction in the earth's biological richness and diversity have created an ecological imbalance, which threatens food production and the livelihoods of local communities. Conflicts of interest over who controls natural resources are creating tensions between groups of people and increasing the risk of armed conflict. Peaceful coexistence is increasingly threatened by a shortage of food and water.

4.2.4. Prevent and resolve conflicts

Present day conflicts seriously affect the civilian population. In an increasing number of countries, the spread of small arms, drugs and crime is exacerbating internal conflicts and threatening the security and prosperity of ordinary people. Political, religious and economic repression on the one hand and a growing consumer mentality, apathy and political disillusionment on the other, discourage people from participating in the political processes, which shape their community.

4.2.5. Promote democracy and reconciliation

An ever-increasing number of countries are opting for democratic forms of government. These fragile new democracies require support in implementing social reforms after periods of war and dictatorship. Numerous countries are attempting to encourage a national process of reconciliation and reconstruction in the aftermath of long conflicts. There is an increased recognition, both nationally and locally; of the important role voluntary organizations can play in this process particularly their role in democratization and reconciliation processes and in building moral integrity and responsible citizenship among individuals and groups.

5. What Ecumenical Commission for Human Development will do?

Ecumenical Commission for Human Development will participate in strategic alliances which promote basic rights, challenge complacency, greed and cynicism, and inspire people to believe that it is possible to change the living conditions of the poor and the attitudes of the rich. To help focus our work, we have defined:

- Core areas of work,
- Cross-cutting perspectives,
- Main levels of intervention,
- Alliance building.

5.1. Core Areas of work:

5.1.1. Save and protect lives

Ecumenical Commission for Human Development will assist in saving and protecting the lives of people in disaster situations. The ability and capacity of disaster victims to help themselves and organize themselves to help each other's will determine how **Ecumenical Commission for Human**

Development will respond to an emergency. As we work to save and protect lives, it will be vital to address poverty issues, which have contributed to the emergency, ensure that human rights are respected and upheld, and find appropriate ways to include women as recipients and participants in the assistance.

Ecumenical Commission for Human Development will provide services in the following areas:

- **Humanitarian Aid**
- **Human Rights/Minority Rights**
- **Peace & Justice**
- **Inter-religious Harmony**

5.1.2. Develop sustainable living conditions

Ecumenical Commission for Human Development enters into long-term commitments to provide assistance to poor and oppressed groups. We recognize that improving the quality of people's lives requires determined, patient work. The organization aims to empower people to take control of their own lives and to change the conditions, which hold them in a situation of poverty and oppression.

Helping people to realize basic civil, political and social rights is a precondition for people's full participation in their own development and for achieving sustainable living conditions. **Ecumenical Commission for Human Development** will work to ensure the participation of target groups - especially women - in the projects, which we support. We aim to support forms of participation, which promote empowerment and self-sustaining initiatives as opposed to dependence. **Ecumenical Commission for Human Development** will provide services in following key areas:

- **Education**
- **Health & HIV/AIDS**
- **Economic Empowerment**
- **Women Development**
- **Youth Development**

5.1.3. Influence attitudes and decisions

Together with its partners, **Ecumenical Commission for Human Development** will seek to influence the attitudes of individuals, churches and communities, so that they can fulfill their duty to promote human dignity and human rights. It is particularly important to work to foster attitudes, which ensure that women and men enjoy the same opportunities and the same access to resources. **Ecumenical Commission for Human Development** will seek to influence the attitudes and policies of governments and private business on issues that affect the civil, political, and social rights of the poor.

Ecumenical Commission for Human Development will target decision-makers in the regions where we operate, in transnational corporations, in global institutions and in Pakistan. **Ecumenical Commission for Human Development** will provide the following services:

- **Advocacy & Lobbying**
- **Networking & Alliance**

5.2. Cross-cutting perspectives

In all of its undertakings, **Ecumenical Commission for Human Development** shall work to ensure that the following perspectives are secured:

5.2.1. Defending the rights of the poor, as expressed in various UN conventions and declaration

5.2.2. Strengthening responsible management of the environment and natural resources

5.2.3. Promoting equal rights and opportunities for children, youth, women and men.

These cross-cutting perspectives will be integrated into all aspects of our work and will be evident in our core areas of work, at the various levels of intervention, in the different geographic areas of work and in our choice of alliances.

5.3. Levels of work

The reasons why the poor and the oppressed have not achieved their basic human rights are complex. To help bring about lasting improvements in the lives of the poor, it is therefore necessary to work at several levels:

5.3.1. At the local level, on specific projects

5.3.2. At the national level, so that national bodies fulfill their obligations

5.3.3. At the regional level, since development trends increasingly affect more than one country

5.3.4. At the global level, since global institutions are responsible for many of the political and economic structures which affect the development of sustainable livelihoods and the resolution of conflicts.

Ecumenical Commission for Human Development's activity depends on the commitment that can be generated within Pakistanis society in general and the Pakistanis churches in particular. At the same time, it is also important for **Ecumenical Commission for Human Development** to build on the experiences of our overseas partners in order to give life and purpose to the work in Pakistan. This interaction between people in Pakistan and external partners is the lifeblood of the organizational activities.

5.4. Alliance building

Ecumenical Commission for Human Development recognizes that it is not possible for one organization acting alone to effectively address the complex challenges described here. We rely on developing and participating in strategic alliances, which, through partnership and solidarity, can make us more effective agents of change. There are four ways in which we seek to build these alliances:

5.4.1. Developing effective networks for bringing together **Ecumenical Commission for Human Development** and its partners, including organizations, local groups and individuals. As an ecumenical organization, we place particular emphasis on strengthening relations with the churches, congregations and organizations in Pakistan.

5.4.2. Developing good relations with other civil society actors who share our vision, mission and core values and who are working at national level and are active.

5.4.3. Continuing to develop our co-operation with regional and global ecumenical organizations, the **World Council of Churches (WCC)**, the **Lutheran World Federation (LWF)**, and **Action by Churches Together (ACT)**, as an expression of ecumenical responsibility and commitment.

5.4.4. Co-operating with the local authorities in implementing programs when churches or other voluntary organizations lack sufficient capacity.