STRATEGY OF
Social Welfare, Special Education, Literacy & Non-Formal Education
Department, Government of Balochistan

Foreword
Social Welfare Department has been providing its services across the Province of Balochistan. From time to time, the Government of Balochistan initiated various welfare schemes for its citizens. The services have been upscaled on a regular basis to cater for the ever increasing needs of the citizens, as the Department of Social Welfare was able to solicit greater response from the policy makers and receive greater allocations each year.

The present day challenges continue to be, an uphill task for the Government, as the gap between the demand and need of the citizens and the resources and the service delivery, continues to widen. Their is a need to generate vigorous debate at the policy making level, for assigning due focus, priority and resources to deliver. Equally important is the need to graduate towards more targeted interventions, multi-year forecasting and planning and strategizing for better service delivery, reaching out to the citizens of the Province, in particular the socially disadvantaged.

In terms of service delivery and the department’s institutional capacity to cater for the requirements, SWD Balochistan along with UNICEF Pakistan, carried out the Intitutional Assessment, involving self-assessment by officials of SWD at different levels including those posted at Secretariat and Directorate, Districts and other service delivery units. One of the key assessment was the need of devising a strategy for effective targeting and service delivery.

Taking the recommendations forward, SWD and UNICEF embarked upon devising and evolving a strategy for the department, with active involvement of the officials at different tiers of the Government. The SWD Balochistan, along with UNICEF and the Consultants engaged for the purpose, worked together and evolved this SWD Medium Term Strategy 2013-18. It was indeed a pleasure and interesting experience to go through the various rigorous stages of the development process and to directly contribute along with my team and officials of SWD. A new Vision and Mission of the department was arrived at, along with working out strategic outcomes and priority areas, key outputs to expected outcomes, actions and inputs, monitoring indicators and associated cost estimates.

I am thankful to the UNICEF and its Consultants to support the Social Welfare Department in coming up with its Medium Term Strategy 2013-18, as well as to my team who contributed extensively, understood and owned the process. I hope that we’ll be able to implement this, with the same enthusiasm.

Secretary to the Government of Balochistan
Social Welfare, Literacy, Special Education and Non-Formal Education Department,
Quetta
# Table of Contents

List of Acronyms.......................................................................................................................... iii

Glossary of Terms...................................................................................................................................... iv

Executive Summary...................................................................................................................................... 1

**Section 1:** Introduction.................................................................................................................................. 4

**Section 2:** Background................................................................................................................................. 6

**Section 3:** Strategizing............................................................................................................................... 12

**Annex A:** Log frame................................................................................................................................. 16

**Annex B:** List of Workshop Participants .................................................................................................. 16
List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNICEF</td>
<td>United Nations International Children's Emergency Fund</td>
</tr>
<tr>
<td>SWD</td>
<td>Social Welfare Department</td>
</tr>
<tr>
<td>PSLM</td>
<td>Pakistan Social And Living Standards Measurement</td>
</tr>
<tr>
<td>WB</td>
<td>The World Bank</td>
</tr>
<tr>
<td>ADB</td>
<td>The Asian Development Bank</td>
</tr>
<tr>
<td>UCD</td>
<td>Universal Children’s Day</td>
</tr>
<tr>
<td>JJSO</td>
<td>Juvenile Justice System Ordinance</td>
</tr>
<tr>
<td>UNODC</td>
<td>United Nations Office for Drugs and Crime</td>
</tr>
<tr>
<td>CAF</td>
<td>Common Assessment Framework</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weakness, Opportunities, Threats</td>
</tr>
<tr>
<td>S&amp;GAD</td>
<td>Services and General Administration Department</td>
</tr>
<tr>
<td>KPK</td>
<td>Khyber Pakhtunkhwa</td>
</tr>
<tr>
<td>SPA</td>
<td>Strategic Priority Area</td>
</tr>
<tr>
<td>PPP</td>
<td>Public Private Partnership</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate Sector</td>
</tr>
</tbody>
</table>
## Glossary of Terms

<table>
<thead>
<tr>
<th>Terms</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>Planning is setting the direction for something. Usually, we start with preferred results and work backward to identify what will produce those results.</td>
</tr>
<tr>
<td></td>
<td>Planning is a process for accomplishing purposes. It is a blueprint of organizational growth and a roadmap of development. It helps in deciding objectives both in quantitative and qualitative terms. It is setting of goals on the basis of objectives and keeping in the resources.</td>
</tr>
<tr>
<td></td>
<td>A plan should be a realistic view of the expectations. Depending upon the activities, a plan can be long range, intermediate range or short range. It is the framework within which it must operate. For management seeking external support, the plan is the most important document and key to growth. Preparation of a comprehensive plan will not guarantee success, but lack of a sound plan will almost certainly ensure failure.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Strategies are methods to achieve goals and objectives. A strategy is a plan of action designed to achieve a vision. Strategy is all about gaining (or being prepared to gain) a position of advantage over adversaries or best exploiting emerging possibilities. As there is always an element of uncertainty about future, strategy is more about a set of options than a fixed plan. A strategy is sometimes called a roadmap which is the path chosen to plow towards the end vision. The most important part of implementing the strategy is ensuring the company is going in the right direction which is towards the end vision.</td>
</tr>
<tr>
<td><strong>Strategic Plan</strong></td>
<td>Strategic planning allows organizations to make fundamental decisions that guide them to a developed vision of the future. Strategic planning determines where an organization is going over the next year or more and how it's going to get there. Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>Action Plan/ Work Plan</strong></td>
<td>Action planning is carefully laying out how the strategic goals will be accomplished. Action planning often includes specifying objectives, or specific results, with each strategic goal. Action planning also includes specifying responsibilities and timelines with each objective, or who needs to do what and by when. It should also include methods to monitor and evaluate the plan, which includes knowing how the organization will know who has done what and by when. It's common to develop an annual plan (sometimes called the operational plan or management plan), which includes the strategic goals, strategies, objectives, responsibilities and timelines that should be done in the coming year. Often, organizations will develop plans for each major function, division department, etc., and call these work plans.</td>
</tr>
<tr>
<td><strong>Policy</strong></td>
<td>Policy provides the means of moving in that direction – and often a number of policies need to work together to deliver particular strategic outcomes. Policy design work is concerned with identifying how to achieve strategic objectives, selecting the most suitable policy instruments for doing this, and detailing how these instruments will work in practice.</td>
</tr>
</tbody>
</table>
Policy refer to the process of making important organizational decisions, including the identification of different alternatives such as programs or spending priorities, and choosing among them on the basis of the impact they will have. Policies can be understood as political, management, financial, and administrative mechanisms arranged to reach explicit goals.

Policies are typically disseminated through official written documents. Policy documents often come with the endorsement or signature of the executive powers within an organization to legitimize the policy and demonstrate that it is considered in force.

<table>
<thead>
<tr>
<th>Difference between Policy and Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>A policy is a guide to thinking and action for those responsible for making decisions. On the other hand, a strategy deals with the allocation and deployment of physical and human resources so as to achieve the desired goals in the face of environmental pressures (internal and external).</td>
</tr>
</tbody>
</table>

A strategy may exist without a policy. Strategy and policy may in some cases be coextensive. A strategy deals primarily with environmental constraints and opportunities whereas a policy is concerned mainly with internal management.

The implementation of policy can be delegated but the execution of strategy cannot be delegated because it requires a last minute executive-decision.

However, both policy and strategy are designed to achieve organizational objectives. The process of their formulation is similar. In strategic decisions the identification and analysis of
The factors bearing on the problem are more difficult than in case of policy decisions.

| **Strategic Goals/ Objectives** | Strategic goals are created to identify the intended accomplishment of an organizational strategy. When organizations create strategic goals, they directly identify what they see as the outcome of their efforts. Strategic goals are most commonly created when an organization is mounting a new strategy. Goals should be designed and worded as much as possible to be specific, measurable, acceptable to those working to achieve the goals, realistic, timely, extending the capabilities of those working to achieve the goals, and rewarding to them, as well.

The strategic goals/ objectives are general parts of the planning process. They are the end-results towards the organizational activities. They are needed in every aspect where performance and result directly and vitally affect the survival and success of the organization.

| **Vision Statement** | Outlines what the organization wants to be, or how it wants the world in which it operates to be. It is a long-term view and concentrates on the future. It can be emotive and is a source of inspiration. For example, a charity working with the poor might have a vision statement which reads "A World without Poverty." Vision statements are usually a compelling description of how the organization will or should operate at some point in the future and of how customers or clients are benefiting from the organization’s services.

| **Mission Statement** | Mission statements are brief written descriptions of the purpose of the organization. Mission statements vary in nature from very brief to quite comprehensive, and include having a specific purpose statement that is part of the overall mission statement.|
Many people consider the values statement and vision statement to be part of the mission statement.

### Value Statement

Values statements list the overall priorities in how the organization will operate. Some people focus the values statement on moral values. Moral values are values that suggest overall priorities in how people ought to act in the world, for example, integrity, honesty, respect, etc. Other people include operational values which suggest overall priorities for the organization, for example, to expand market share, increase efficiency, etc.

<table>
<thead>
<tr>
<th>Outputs/Action Results</th>
<th>Services/products provided by an institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcomes/Policy Results</td>
<td>Measurable long-term impact. It describes the changes resulting from the policy in the economic, social and cultural environment</td>
</tr>
<tr>
<td>Indicators</td>
<td>Measurable factors that show in what extent desired outcomes/outputs are achieved</td>
</tr>
</tbody>
</table>

### SWOT Analysis

SWOT Analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in an organization or individual requiring a decision in pursuit of an objective. SWOT analysis is a tool for auditing an organization and its environment. It is the first stage of planning and helps planners to focus on key issues. Strengths and weaknesses are internal factors. Opportunities and threats are external factors.

### Stakeholder’s Analysis

A stakeholder is any person or organization, who can be positively or negatively impacted by, or cause an impact on the activities of a company, government, or organization.

### Environmental Scan/ Internal and External Analysis

Environmental scanning is the acquisition and use of information about events, trends, and relationships in an organization’s internal and external environment, the knowledge of which would
assist management in planning the organization's future course of action. Environmental scanning includes both looking at information (viewing) and looking for information (searching). It could range from a casual conversation at the lunch table or a formal research program.
Executive Summary

Balochistan continue to face various socio-economic challenges, as it remains behind the other provinces in various key social and economic indicators, including education, health, per capita income. The people of Balochistan are still faced with severe issues of access, equity and quality of services available.

The public sector remains the largest provider of these services, which continue to fall short of need, demand and satisfaction of the masses, in particular the more vulnerable segments including the children, women, senior citizens, transgender and special persons.

However the Government of Balochistan, has increased its focus and spending on the social services as well as on social welfare services. The increased attention, has resulted in the Government moving forward and assessing the gaps in service delivery. On child protection, while good degree of awareness has been created, the Government is yet to enact any major law in this regard.

As part of this endeavor, the Government of Balochistan along with UNICEF Pakistan carried out an Institutional Assessment of Social Welfare Department. The assessment covered most of the organizational aspects ranging from policy and strategy, to legal and regulatory frameworks, from procedures and processes to resource mobilization and partnering with private sector and local communities to deliver, from human and financial management to planning and development. The assessment also provided the much needed insight of various services been provided by the department.

Accordingly, it was decided to prepare and evolve through a broad based consultative process, a home-grown strategy spread across medium term. The absence of a strategy with clear and targeted outcomes and outputs have rendered the approach adopted so far, as more adhoc, incremental in nature and inputs having no substantial link with outputs or overall objectives.

The process of preparing and evolving the strategy was agreed between the Government of Balochistan, with technical support from UNICEF. An initial deliberation was held at Bhurban between all Provincial and AJK’s State Government, to set the roadmap for development of the SWD Strategy. This led to the second stage where SWD and UNICEF teams remained engaged for 5 days, and consultation was held with the civil society as well as other departments of the Government of Balochistan to arrive at the Strategy.

The need was felt to revisit and revise the Vision and Mission statements of the Social Welfare Department to adequately present the mandate, ultimate objectives and stress on citizens-centric service delivery in line with the modern day’s approach. A new Vision and Mission statements were arrived at, after through deliberations. The strategy is expected to provide the following:
• Roadmap for inculcating the change, to cater to the needs of the citizens, in particular the vulnerable segments of the society, of Balochistan by setting forth the strategic direction;
• Strategized areas (service, supporting) which require focus, for strengthening of the department to deliver on its mandate;
• Strategized outcomes and outputs leading to these outcomes;
• Resources (human and financial) and inputs required along with their established linkage with outputs (qualitatively and quantitatively) and subsequent outcomes;
• Logframe to achieve results;
• Adequate timeperiod (2013-18) for implementation planning, monitoring, course correction and fiscal planning;

The strategy would be a living document which sets forth the course for achieving objectives, and is expected to maximize opportunities and valuing partnership and coordination with other departments. This strategy document would be annually revisited for any course correction or revision.

The strategy covers the period 2013-18. In all, 6 Strategic areas (SPA) were identified and prioritized for achieving desired objectives over the period of this strategy. These 6 SPAs are:

**SPA 1: Good Governance**
The SPA aims at improving policies, procedures, frameworks and communication with the stakeholders. Good Governance at the department’s level needs to be worked at and ensured for effective service delivery.

**SPA 2: Institutional Capacity**
The SPA 2 targets improving institutional capacity of the Department through enhanced and dedicated function of human resource management, building human capital and capacity of the department.

**SPA 3: Social and Economic Empowerment**
The SPA aims at strengthening systems and policies for providing well-targeted social welfare services, social assistance programs and skill development initiatives, particularly focusing on women, children, transgender, minorities and other vulnerable groups, resulting in greater market access, increased roles and well-being of citizens;

**SPA 4: Institutional Care Services**
This SPA covers the targets of improving and expanding Institutional Care services by introducing new model services, improving existing ones and building capacity of the staff entrusted to deliver these.

**SPA 5: Public Private Partnership**
The SPA is about building ownership of stakeholders through more focused and result-oriented partnerships with civil society, private sector and work towards creating a larger
pool of resources and capacities, in particular through Public private partnerships, to enhance the scope and quality of services

**SPA 6: Relief, Rehabilitation and Reintegration services / disaster risk reduction** The SPA covers the objective of improving services for drug rehabilitation, disaster relief and risk reduction. It also adequately suggests coordination mechanism to work on preventive side, for reducing drug addicts. The outcome is expected to be achieved through developing referral & response systems, enhancing disaster preparedness among communities and devising a coordination mechanism to promptly and effectively respond to the citizens.

For each of these SPAs, strategic outcomes were arrived at. Set of outputs were identified which would lead to each outcome, along with the inputs required to generate the outputs. The comprehensive strategic logframe developed provides details including key actions for each output, key performance indicators to measure progress, baselines, targets, sources of verification and cost estimates; for achieving the desired objectives and targets for this medium term.

After preparation of a comprehensive strategy document for Social Welfare Department, it is now the implementation which is critical to be ensured by the Department for bringing the change in the lives of citizens of Balochistan through improved service delivery, along with the prescribed timelines, commitment of the Government to be demonstrated by allocation of required resources (or through generating pool of resources) and providing the requisite approvals.
SECTION 1: INTRODUCTION

The Social Welfare, Literacy, Special and Non-Formal Education has been providing its social welfare service to the citizens across the Province since the establishment of the department. The Government of Balochistan, introduced various services, in view of the needs of the citizens and continued increasing allocation of resources and increasing the scope of its services.

Now, a broad range of services are been provided, which includes services related to child protection (including day care centers, orphanages), registration and regulation of community based organizations and non-governmental organizations, rehabilitation of poor and destitute through training and rehabilitation centers, welfare of aged persons and rehabilitation of drug addicts.

Despite the provision of various types of services, there is absence of an overarching policy and strategy for social welfare which limits the capacity of the department to effectively and efficiently deliver. UNICEF in collaboration with the Government of Balochistan, Social Welfare Department had carried out Institutional Assessment of the SWD which led to the conclusion that various initiatives are one-off and not linked to strategic outcomes.

Accordingly this strategy was devised and evolved covering a medium term of 2013-18, with a view to graduate towards more targeted and integrated approach with multi-year forecasting and planning in order to strategize for better service delivery and for reaching out to the citizens of the Province, in particular the socially disadvantaged. A new Vision and Mission of the department was arrived at, along with working out strategic outcomes and priority areas, key outputs to expected outcomes, actions and inputs, monitoring indicators and associated cost estimates.

The SWD Baluchistan Strategy would provide the much needed direction and approach focused on results rather than the process only. The strategy sets forth the outcomes and the outputs leading to these outcomes.

A strategy helps in providing a roadmap for the organization, identifying and analyzing organizational strengths, weaknesses, opportunities, and threats, providing orderly growth and competitive survival, stimulating the organization to be more responsive to the needs of customer / citizens, focuses on results and benefits rather than service efforts and workload, forces the setting of goals and objectives, increasing efficiency and providing basis for performance measures and accountability

Broadly, this strategy is expected to provide for the following:

- Roadmap for inculcating the change, for catering needs of the citizens of Balochistan;
• To set forth the strategic direction along with the results matrix, keeping in view the assessed needs of the citizens, which were prioritized as part of the process for evolving this strategy;

• The needs of the department, the capacity and resource gaps (in particular the human and financial resources) to cater for the envisaged service delivery standards, for achieving desired results;

• Indicators for improvement of service delivery, both quantitatively and qualitatively, in accordance with the new strategy document;

• Adequate timeperiod (2013-18) for implementation planning, monitoring, course correction and fiscal planning;

• A living document which sets forth the course for achieving objectives, and is expected to maximize opportunities and valuing partnership and coordination with other departments. This strategy document would be annually re-visited for any course correction, if required.
SECTION 2: BACKGROUND

Balochistan is the largest Province of Pakistan in terms of area. The Province has an area of 347,190 kms which is 43.6% of the total area of Pakistan. According to the Population Census 1998, total population of Balochistan is 6.51 million which is 5.1% of the total population of the country, with population density of 23 persons per km.

Rural population comprises 76.1% of the total population. Balochistan's population density is very low due to the mountainous terrain and scarcity of water. In March 2012, preliminary census figures showed that the population of Balochistan had reached 13,162,222, not including the districts of Khuzdar, Kech and Panjgur, compared to 5,501,164 in 1998, representing approximately 5% of Pakistan's total population.

Official estimates of Balochistan's population grew from approximately 7.45 million in 2003 to 7.8 million in 2005 (Balochistan Economic Report 2008) In March 2012, preliminary census figures showed that the population of Balochistan had reached 13,162,222, not including the districts of Khuzdar, Kech and Panjgur, compared to 5,501,164 in 1998.

In common with the other provinces of Pakistan, Balochistan has a parliamentary form of government. The ceremonial head of the province is the Governor, who is appointed by the President of Pakistan on the advice of the provincial Chief Minister. The Chief Minister, the province's chief executive, is normally the leader of the largest political party or alliance of parties in the provincial assembly.

The unicameral Provincial Assembly of Balochistan comprises 65 seats of which 4% are reserved for non-Muslims and 16% exclusively for women. The judicial branch of government is carried out by the Balochistan High Court, which is based in Quetta and headed by a Chief Justice. For administrative purposes, the province is subdivided into 30 districts.

Balochistan's share of Pakistan's national income has historically ranged between 3.7% to 4.9%. Since 1972, Balochistan's gross income has grown in size by 2.7 times. Outside Quetta, the resource extraction infrastructure of the province is gradually developing but still lags far behind other parts of Pakistan.

The economy of Balochistan, one of the four provinces of Pakistan, is largely based upon the production of natural gas, coal and minerals. Agriculture and livestock also dominate the Baloch economy. Horticultural development is a fairly recent, yet growing phenomenon. Other important economic sectors include fisheries, mining, manufacturing industries, trade and other services being rendered by public and private sector organizations in the province.

According to the 2010-11 PSLM, the literacy rate of Balochistan is 41% which is the lowest among the four provinces. The Balochsitan falls behind the other three provinces.
on all major social indicators, including education, health, water and sanitation despite some improvements.

According to the Balochistan Education Report (WB/ADB), there are almost 1 million out of school children between the ages of 5 to 9 mainly due to access problem, infant and under five mortality rates were 158 and 104 respectively for 2003/04 per 1,000 live birth, immunization among children aged 12 to 23 months increased from 24% of 2001/02 to 54% in 2006/07, share of water supply to households increased from 33% in 1997/98 to 46% in 2006/07.

The Department of Social Welfare, Special Education, Literacy & Non-formal Education continue to work for child protection and rehabilitation of drug addicts. The department is currently running two baby day care centers and drug de-toxification and rehabilitation centers.

However this is far from what is required to be done in this regard. Universal Children’s Day (UCD) was observed\(^1\) on November 20, 2012 with great show by the government and civil society across Pakistan. The Prime Minister declared 2013 as the year of child rights and made announcements about establishment of the National Commission on the Rights of Children and budgetary allocation for the Parliamentary Forum on Child Rights.

According to 2012’s Pakistan’s Universal Periodic Review, recommendations on the last periodic report have not been implemented including the recommendations related to legislation by passing all pending bills i.e. the Criminal Law Amendment (Child Protection) Bill 2009, the National Commission on the Rights of Children Bill 2009, the Charter of Child Rights Bill 2009, the Prohibition of Corporal Punishment Bill and the Child Marriages Restraint Amendment Bill as well as ban child domestic labour by notifying it under the schedule of banned occupations of the Employment of Children Act 1991.

While other provinces including Sindh (Sindh Child Protection Authority Act 2011), Punjab (Punjab enacted the Punjab Employment of Children Amendment Act 2011) and KPK (Khyber Pakhtunkhwa Child Protection and Welfare Act 2010 and the Khyber PakhtunkhwaBorstal Institutions Act 2012) has done some legislative work, Balochistan has not done, anything specific to child protection. The draft bills including the Balochistan Child Protection and Welfare Bill, the BalochistanBorstal Institutions Bill, the Balochistan Employment of Children Amendment Bill and the Balochistan Prohibition of Corporal Punishment Bill are yet to be passed by the legislature and enacted.

In 2007, Police Office Balochistan established Child Protection Unit, to enhance the enforcement of the JJSO (Juvenile Justic System Ordinance) 2000, to provide protective services to the children in contact and conflict with law directly or through referrals and guidance and to serve as a resource center for information collection and dissemination and capacity building. The functions of the outlets include Coordination

\(^{1}\text{CRSPK/Blog}\)
with all the police stations for the collection of data and responding to the issues of the children in contact and conflict with law and to provide service to the children in conflict and contact with law directly or through referral partners.

According to the department, the drug abuse in Pakistan appeared significantly in early 80s. According to an earlier estimate, out of 5.5 mn drug addicts in Pakistan in Quetta alone there are 7000-8000. However this number had been rising significantly and Balochistan High Court ordered the establishment of drug rehabilitation center and resultantly, the center was established in 2006.

The report titled ‘The global Afghan opium trade: A threat assessment’ in 2011 released by the UN Office for Drugs and Crime (UNODC), suggests that a significant volume of drugs is trafficked by sea from Balochistan at various unofficial points along the Makran coast. It was estimated in the report, that most of the heroin reaching Pakistan is trafficked through the Helmand and Kandahar borders with Balochistan.

According to the report, Pakistani criminal groups paid an estimated $400 million to Afghan drug traffickers for 160 tons of heroin that entered the country. They then sold 138 tons to international traffickers for $700 million, making a $300 million profit. Pakistanis consumed 20 tons of heroin at a street price of $400 million.

According to the latest UNODC’s World Drug Report 2012, almost one-third of the drugs produced in Afghanistan are smuggled to the rest of the world through the coastal areas of Balochistan. Afghanistan, with its 5,800 tons of opium in 2011, is the largest producer of opium in the world and drugs worth an estimated $30 billion are smuggled annually via Pakistan from Afghanistan, primarily through Balochistan, according to the UNODC report.

Recently, the Dutch government has pledged $2.5 million in support of the United Nations Office on Drugs and Crime’s (UNODC) Law Enforcement and Criminal Justice Programme in Balochistan. The program (2012-15) is to fight trafficking in the world’s largest drug trade corridor, Balochistan.

Department: Functions and Structure
The Social Welfare, Special Education, Literacy & Non-Formal Education Government of Balochistan has the mandate for working towards ensuring, in particular the welfare of the vulnerable segments of the society. With the 18th amendment to the Constitution of Pakistan, the functions of the Federal Ministry of Social Welfare & Special Education were devolved on the 30th of June 2011 to the Provincial Governments. Accordingly, Government of Balochistan is in the process of notifying the revised Rules of Business for the Social Welfare, Special Education, Literacy& Non Formal Education Department. The Department’s functions currently are reproduced as follows:

---

2 Amin Ahmed, DAWN Newspaper (1st of August 2011)
- Community Development
- Registration and control of Voluntary Social Welfare Organization
- Supervision and Control of Orphanages
- Special Education
- Rehabilitation of poor and destitute, through training and rehabilitation center
- Welfare of Aged Persons and Rehabilitation of Drug Addicts, through Voluntary Organization. Eradication of Social evils, like vagrancy
- Coordination of Social Welfare Programmes / Schemes

The Social Welfare, Special Education Literacy & Non-Formal Education Department, Government of Balochistan is led by the Secretary who is the Chief Executive Officer and Principal Accounting Officer of the Department. Minister is the overall head of the department who is an elected representative to the public legislature. However in case of Balochistan, there are three ministers for the Department (political leaders) one each for Social Welfare, Literacy & Non Formal Education and Human Rights.

The Secretary SWD Balochistan has an Additional Secretary, two Deputy Secretaries and Section Officers along with two Directorates i.e. the Directorate of Social welfare having Director General, Joint Director, Deputy and Assistant Directors to assist him in the functioning of the department. At the field levels (Centers and Districts), there are Assistant Directors and Social Welfare Officer and the other is Directorate of Literacy and Non Formal Education, having a Director, Deputy Director, Assistant Director & program officers.

Local Government System
The Government of Balochistan has restored its earlier Commissionerate system of Governance assisted by the Deputy Commissioners at the District tier by doing away with the Local Government Systems introduced through an Ordinance (later protected in the constitution and afterwards removed from the constitution under 18th amendment by the National Parliament).

With the new system in place, all the Social Welfare Officers only have the mandate of implementing the policies, plan and strategies, directions of the Provincial Government through the Social Welfare Department. However, the department does not have an overarching strategic plan (short, medium and/or long term) to serve the objectives / functions as laid down in the Rules of Business, Vision and Mission statements.
The SWD Strategy:
UNICEF Pakistan in response to the assessed need, and desire of the Government of Balochistan provided support in embarking upon the first attempt to devise a medium term strategy (2013-18) for the Department. This decision of SWD’s leadership to invest in the development of a strategic process was aimed to clarify the mandate of the organization for the next period of time (2013-18).

This strategy will initially cover 5/6 years delivery period. These plans will be re-visited each year to ensure they are still delivering what we originally intended. The strategy brings together our ideas about social welfare services development, aspirations to achieve long term improvement in the lives of our citizens. The strategic process was highly participatory, bringing together in an effort to build a road map for social welfare services development.

The Secretary Social Welfare, the Director General Social Welfare and the Director Literacy & Non Formal Education along with Officers from the Provincial Secretariat & Directorate of Social Welfare, Incharge Officers of Service Delivery Units and Social Welfare Officers formed the strategic planning group and remained involved in the process.

During the strategic planning process consultations with stakeholders were held and all the issues raised during the consultation process fell into clear strategic priorities.

The process of reaching the first SWD Strategy Document is briefly explained here:

a) Results of the CAF Institutional Assessment of SWD disseminated to the officials of the Department;

b) 5 day Strategic Planning Workshop designed with preparation of manual, to evolve a ‘Departmental Strategy’;

c) As part of the Strategic Planning Workshop:

   i. Conducted SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats);

   ii. Closely consulted & engaged all tiers of Social Welfare Department, other Provincial Government Departments including Finance, Law, S&GAD and Planning & Development Department as well as Civil Society to evolve contours of the Strategic Plan for SWD;

   iii. Evolved a vision and mission statement;

   iv. Identified key outcomes of the strategy and prioritized them;
v. Identified key outputs for each of the strategic Outcomes of the SWD Strategy;

vi. Identified key actions for each of the strategic outputs of the SWD Strategy;

vii. Identified Baselines;

viii. Designed Indicators for each of the output as well as source of verification for each;

d) Took stock of similar exercise in Punjab and KPK;

e) Drafted SWD Medium Term Strategy;

f) Consulted among the SWD, UNICEF and other Stakeholders;

g) Finalized the SWD Medium Term Strategy
SECTION 3: STRATEGIZING

One of the first things done, as part of this strategic planning process was to revisit the existing Vision and Mission Statements of the Department. The main reason for revisiting and revising the Vision and Mission statements was to make it more service oriented (client / citizen), focused and re-align with the current needs and requirement to work through building strong partnerships with the private sector and local communities for achieving the overall objectives.

VISION STATEMENT
‘To provide better social facilities to socially disadvantaged people and to empower women”

MISSION STATEMENT
- An inclusive environment where all people are able to participate in the social and economic life of their communities.
- Enhancement of status of women to promote women rights, and show active participation at all levels on the basics of equity with men and to serve as an agent in the society.
- Optimal development of persons with disabilities for the realization of their full potential in all walks of life, especially in the areas of Health, Education, Social, Economic and Vocational needs, for the fulfillment of the present as well as future requirement.

The above statements were re-visited and new statements were evolved by the participants of the Strategic Planning Group.

VISION STATEMENT
A socially and economically empowered society in Balochistan where the socially disadvantaged in particular, have access to an equitable social welfare system, and their wellbeing is protected through effective and citizen-centered service delivery.

MISSION STATEMENT
Provide social welfare, special education, literacy and non-formal education services to the people of Balochistan, in particular the vulnerable segments of society, through strengthening public-private partnerships; increased inter-departmental coordination; enhanced institutional capacities; and effective communication aimed at social change.

Subsequent to the department’s new Vision and Mission statements, Strategic Priority Areas (SPAs) of the Strategic Plan were evolved. For each of the SPA, ‘OUTCOMES’, ‘OUTPUTS’ and ‘ACTIONS’ have been developed along with set of ‘INDICATORS’, and ‘SOURCES OF VERIFICATION' to monitor as well as Cost Estimates for each of the major actions.
The main principles and values underlined in the strategy are:
- Customer focus – needs, services close to the citizens (improving access and quality of services);
- Need for close partnerships with private sector, civil society and local communities (greater ownership, generating demand as well as partnering with potential service providers for common objectives);
- Result-oriented through a well devised and functional monitoring and evaluation system;
- Bring in dignity, respect and equity in services.

What is been planned?
The strategy covers all the major aspects of service delivery including aiming at improving social welfare services, using a result-based approach. The strategy also covers supporting functions of the Department, which need to be strengthened for effective and targeted service delivery, including governance with the aim to improve institutional capacity. These are critical to implement the strategy and achieve medium term objectives and results. The strategy comprises of 6 Strategic Priority Areas (SPA), which have been evolved based on the focus mentioned above. Over the next 5 years SWD and UNICEF will work together, to deliver on these six strategic priorities. Each strategic priority area has certain outcome (s). The inputs are quantified and estimated costs are worked out. The outputs as a result of the inputs, leading to each of the strategic outcomes have been worked out as well. The SPAs are following:

**SPA 1: Good Governance**

It is critical to work towards effective Governance at all the levels of Social Welfare Department. The gaps in Governance remain a challenge to overcome, for improving the service delivery, both qualitatively and quantitatively. There are three main outputs leading to the outcome 1.1 (Policies and systems strengthened for effective communication as part of good governance through the active engagement of the legislature, people representatives, other organs of the Government, civil society and other stakeholders); i) on strengthening the regulatory system, ii) creating ownership among stakeholders through improving communication and iii) seeking financial resources estimates and linked to clear outputs and outcomes.

**SPA 2: Institutional Capacity**

The SPA 2 is focused on improving the institutional capacity of the Department, at different level as well as for set of competencies required to deliver, in accordance with the strategic objectives. It is important to invest on the human (remain the most critical resource and asset of an organization to deliver) resource engaged and likely to be engaged by the department for achieving the objectives and the targets. Without the ‘right man for the right job’, the expected achievement is unlikely. This part of the
strategy aims at strengthening the organizational structure, systems, processes and procedures as well as devise career plans and incentive programs for the HR to deliver effectively.

It is equally important that capacity gaps in terms of skills required to be delivered are assessed and effectively filled. Laws, rules and regulations made to regulate the civil society are ‘enabling’ rather than ‘restricting’ in nature. Likewise, progress has to be continuously monitored through a robust monitoring and evaluation system that has a customary built Management Information System to collect data and generate reports for management to take effective and timely decision.

**SPA 3: Social and Economic Empowerment**

The SPA 3 has one outcome which is: ‘Policies and systems strengthened to provide coordinated and well-targeted social welfare services, social assistance programs and skill development initiatives, particularly focusing on women, children, transgender, minorities and other vulnerable groups, resulting in greater market access, increased roles and well-being of citizens’. An important role of SWD which needs to be played, in a more organized, structured and focused manner is to coordinate various services being offered for skill development, social safety and assistance programs, by the other departments of the Government (federal and provincial) and provide a linkage to the demand side (community).

**SPA 4: Institutional Care Services**

The SPA has a focus on reviewing and revisiting the existing institutional care services to the vulnerable / target groups including but not limited to the children, women and senior citizens. This will lead to improvement and expansion as well as introduction of other such services, been offered in comparable practices (nationally or internationally). This entails review and revision of the legal and regulatory framework, introducing new model services, improving existing ones and building capacity of the staff entrusted to deliver these.

**SPA 5: Public Private Partnership**

While the overall financial resources of the Government of Balochistan has increased due to greater fiscal transfers by the Federal Government in accordance with the new National Finance Commission Award. The horizontal distribution is replaced by multiple criteria viz. population (82 %), poverty/backwardness (10.3%), revenue collection/generation (5%) and inverse population density (2.7%). However other resources can be mobilized to achieve the medium term targets been set forth in this strategy including invoking corporate social responsibility (potentially at Quetta, DeraBugti, Lasbella, Gwadar, Chagai) and building strong partnerships with civil
society, private sector and local communities. Public Private Partnership (PPP) ‘policies and systems will be developed and strengthened through leveraging resources by proactive campaigning & advocating with the concerned stakeholders in particular the corporate sector (invoking CSR), and private sector for coordinated, expanded and improved service delivery, in line with applicable policy guidelines’. The strategy emphasize on the importance of increasing the managerial skills of the SWD in working with the public or private service providers in order to ensure the availability of needs oriented social services for the citizens.

**SPA 6: Relief, Rehabilitation and Reintegration services / disaster risk reduction**

The SPA has two major outcomes. The first one is to improve on service delivery with respect to drug detoxification through improvement and expansion of services. It also emphasizing on a coordinating and advocating role as part of the on-going preventive measures by law enforcement agencies and other concerned.

The province suffered badly due to earthquakes and floods in the recent past. Emergency services have become critical in saving life. The aim is to strengthen the institutional mechanism and increase the effectiveness and efficiency of these emergency services. The outcome is expected to be achieved through developing referral & response systems, enhancing disaster preparedness among communities and devising a coordination mechanism to promptly and effectively respond to the citizens.

**For the Citizens, this will mean:**

a) People who need services will have an opportunity to say what they need and how this need is provided;

b) The services will be better targeted, covering all regions of the province, with special emphasis on remote areas

c) People in difficulty in the labor market will have access to services focusing on independence and acquisition of skills demanded on the local and national labor market;

**What will the success look like?**

- The SWD strategy document will be a road map for success. Living in the Baluchistan Province in the future will make people proud; they will feel it’s a good place to bring up a family with a good range and mix of quality social services available.

- The remote areas will be not neglected anymore and new facilities will be developed equally in urban and rural area of Baluchistan.
• Our people and especially young people will be in the position to take opportunity of apprenticeship and other training services, obtaining good diplomas recognized everywhere in the country.

The strategy logframe (Annex A) has been developed to provide a clear roadmap, inputs and outputs leading to outcomes. Cost estimates have also been added for each major action and for the outputs. The logframe has all the key actions for each output, key performance indicators to measure progress, baselines, targets, sources of verification and cost estimates.

**Annexures**

Annex A- Log frame
Annex B- list of workshop participants