



社區伙伴

Partnerships for
Community
Development



STRATEGIC PLAN EXTENSION

2008-10

(An extension to “Strategic Plan 2005 – 2008”)

SECTION ONE – Introduction

Strategic Plan Extension 2008-2010

(An extension to Strategic Plan 2005-2008)

A. Extension of the current Strategic Plan

PCD's first strategic plan (SP) covered the 2nd to 4th years of the organisation's operation, from 2002 to 2005. The second strategic plan covered a further three years, from 2005 to 2008. As PCD's programmes have grown, the need to develop plans covering longer periods has become evident. This allows for the articulation of a more strategic vision. Instead of developing another three-year plan in 2007, the last year of the second SP, we adopted a process better suited to the organisation's actual planning needs. Thus a two-year extension plan has been developed for the second SP, bringing its total duration to five years, from 2005 to 2010. This is expected to: enable a better consolidation of PCD's programme experience; sharpen PCD's programme foci and the organisational development goals adopted in the second SP; and preparation of a more solid basis for a more coherent five-year programme plan to cover the third Strategic Planning period, 2010-15.

PCD's vision, mission, principles are upheld, as are the organisational development (OD) goals & recommendations identified in the second Strategic Plan. There are, however, three modifications made: 1) A strengthening of cultural reflection perspectives in the primary approach; 2) Our programme actions are more clearly fine-tuned by the 11 programme foci, and not by the 3 strategic areas as termed in the 2005-08 SP. 3) Following the phasing out of the Rural Urban Migration programme in Guangdong, the remaining Guangdong programme are covered at the national and regional level. This two-year extension is focused primarily on a programme review and forward planning exercise to look at the overall critical issues related to these strategic programme foci.

PCD continues to operate in 4 provinces (Sichuan, Yunnan, Guizhou, Guangxi) and the national and regional level (Urban, Primary Approach, Themes)

B. PCD Vision, Mission, Principles and Primary Approach

Vision: Communities in which people live in harmony with each other and with nature.

Mission: To work in partnership with disadvantaged communities and marginalised groups on capacity building for community-based development in a way that fosters self-reliance, reduces inequality, and respects local cultures and the environment.

Principles: PCD is committed to the following principles: *Equity, diversity, self-reliance, ecological integrity, good governance, mutual support and positive energy.*

Primary Approach: The nurturing of community facilitators is PCD's primary approach. The notion of community facilitators refers to individuals, civic groups and community-based organisations (CBOs) in urban and rural areas. Our primary approach integrates cultural reflection perspectives. It promotes reflection on sustainable living, awareness of problems brought about by mainstream development models, and reconnects with culture and with nature.

PCD's capacity enhancement programme for community facilitators will go beyond skill and knowledge training. They will help encourage community participation to generate collective action that promotes self reliance, mutual help and respect for nature.

C. Programme Achievements in 2002-2007

Since the first strategic planning period, PCD has worked with rural communities in Yunnan, Guizhou, Sichuan, and Guangxi provinces. Urban-based programmes have been undertaken in Beijing, Shanghai, Guangzhou, Shenzhen, and other southwest provincial seats. Among others, we have made the following progress in our rural and urban programmes:

- **Promoted sustainable agriculture:** a more holistic view of agriculture, livelihoods and nature was promoted through working on pilot sustainable agricultural initiatives with rural communities across PCD programmes. The Community-Supported Agriculture (CSA) network has been promoted in urban areas for better care of the environment and the farmers, and as a platform for reflection on more sustainable living.
- **Explored cooperative and inclusive platforms:** PCD has pioneered facilitation of farmers' cooperatives for mutual assistance and good governance in developing local markets for sustainable agricultural produce.
- **Promoted ecological approaches to health and habitat:** Building on community-based health interventions, partners' awareness & interests on eco-health & ecological waste management has been raised.
- **Explored cultural reflection initiatives to restore cultural roots and values:** Through various pilots and exchanges among rural communities, reconnection to cultural values & identity has uplifted community spirit for mutual support, self-reliance, and harmony between humans and nature
- **Reintegration of migrants into rural community life:** Different strategies have been explored to raise awareness of needs in this area, and to find viable avenues for migrant workers to reintegrate with the life of their rural communities.
- **Enhanced capacity and network for partners, civic groups on sustainable living:** PCD has worked with like-minded partners and facilitators to develop more holistic views on rural and urban inter-connection, and to act as a catalyst of change in consumption patterns, education and choices for more sustainable living generally.
- **Nurtured community facilitators** with sense of identity in their communities, on concepts, attitudes, and skills related to various thematic concerns. They have served as change agents in grassroots communities. An initial training curriculum for community facilitation has been produced.
- **Nurturing of reflection- and action-oriented youths Internship programmes** have been run in Sichuan, Guangxi and Guizhou and at a regional level, to nurture a new generation of youths who have passion, learning and commitment on issues concerning rural development in China.

PCD continues to fine-tune the programme strategies and to deepen the concept of its primary approach for a more holistic and integrated operation.

D. Programme Foci

PCD will continue to work in the following eleven programme foci (bolded)

Points underneath each focus are the sharpened action goals for 2008-10:

1. **Strengthen capacity of local communities to have greater access to and sustainable management of natural and economic resources to ensure basic needs are met.**
 - Help communities to better build the relationship between humans and nature.
 - Sharing with communities on successful PCD cases of community natural resource management.
2. **Support cooperative and inclusive practices.**
 - Improve consensus building of partners, communities and PCD in building community-based organisations.
 - In farmers' cooperatives: take ecological concern as the entry point; build from local

wisdom, and on existing community structures: interlink livelihoods with ecology and culture.

3. Support ecological farming that helps achieve food security.

- Deepen perspectives on health, ecology and sustainability to increase farmers' commitment.
- Strengthen Participatory Technology Development with eco-principles.
- Improve technical back-up.
- Strengthen the CSA network and reflection platforms.
- Document successful or promising community experience.
- Develop yardsticks for evaluation of sustainable living.

4. Promote sustainable living through diversified local economy.

- Strengthen learning within the PCD team on Community Economy.
- Develop strategies to support local market development.
- Strengthen reflection on the relationship of ecology and culture to livelihoods.

5. Promote the re-integration of migrants into rural community living.

- Integrate this concern in all community programmes.

6. Enhance accessibility and affordability of community-based basic health services.

- Work with village-based and county-based facilitators & volunteers. Build up a common understanding of a holistic concept of community health.

7. Promote a holistic understanding of health, e.g. eco-health models.

- Explore whether the concept of eco-health should be applied to all community-based health projects.

8. Encourage the use of appropriate technology, e.g. promoting ecologically sound housing models.

- Support participatory development of appropriate technology for addressing environmental health problems.

9. Promote learning platforms for sustainable living.

- Explore how culture reflection can be a basic approach for community-based projects.

10. Promote reflection on mainstream development models and the relationship between urban and rural living.

11. Promote reconnection with culture and with nature.

- Develop progress indicators for measuring short-term achievement for facilitators and network, methodology for capacity building, thematic cases.

E. Our Mode of Operation

PCD programme staffs manage programmes from the Hong Kong office and Field Offices. A Field Office has been established in Chengdu, Sichuan Province since July 2004, overseeing programme implementation in the province. Another Field Office has been operating in Guiyang, Guizhou Province since November 2006. The Yunnan programme has also operated with the support of an eco-health programme office, a work base for PCD which is not yet structured as a full Field Office -in Kunming. Programme and administrative staff have been recruited locally. Other programmes in Guangxi Province, Guangdong Province and at national and regional levels are managed by Hong Kong-based programme staff.

At the county level, projects will be managed by project-based staff as judged appropriate. These project staff will report either to the Programme Coordinator/Manager based in the relevant Field Office, or in Hong Kong.

F. PCD Organisational Development Plan

Over the last 5 years (2002-2007), we have made the following progress in organisational development:

- A non-mainstream image has been built through actual programme and publications;
- A bigger and strategic network of partners has been formed at county, provincial, regional and national levels.
- Strategic programmes, human resources and effective organisational systems and financial practices have been put in place.
- A Participatory Monitoring and Evaluation system, with an appropriate balance between learning and accountability, has been developed.
- Consensus culture has been implemented, and a spirit that respects diversity is upheld.
- Minimal growth is maintained in programmes, and in Hong Kong and Field offices.
- Staff capacity has been strengthened through thematic working groups and exposure visits.

Over the next two years, PCD will continue to pursue the following strategies for organisational development to ensure that PCD vision and mission are lived out and new strategic programme plans are undertaken:

1. **Organisational policies and issues**
 - Strengthen PCD strategic profile.
 - Strengthen consensus-building and participatory decision-making process.
 - Improve management structure and systems.
 - Ensure good institutional continuity.
 - Practice localization in field offices and strengthen partners' engagement in PCD programmes.
2. **Staff capacity building**
 - Improve staff development policies and practices.
3. **Programme systems building**
 - Improve programme planning, impact assessment and learning systems and practice.
 - Strengthen programme financial management.

G. Projection of Staff Requirements for 2008-2010

At present, in 2007-08, PCD has a regular staff team of **24.5** people, consisting of **9.5** Hong Kong-based staff (3 Programme Coordinators (PCs), 3 Programme Managers (PMs), 1

Programme Officer, 1 part-time Administrative Officer, 1 Administrative Coordinator, and 1 Director) and **15** field-based staff: 1 Programme Coordinator relocated to the Chengdu Office, 11 Field Programme Officers, and 3 Field Administrative and Finance Staff. On top of the 24.5 person cohort, another 8.5 project based staff are hired as appropriate with project budgets.

By 2010, it is projected that the PCD team will grow to become a team of **25.5** people. These include addition of a Hong Kong-based part-time Senior Programme Coordinator for programme learning, and turning the part-time Administrative Officer into full-time capacity. On top of the 25.5 person cohort, another 9.5 project based staff are hired as appropriate with project budgets.

H. Provincial & National Plans

Provincial Plans

In 2008-2010, rural programmes in Yunnan, Guizhou, Sichuan and Guangxi will grow in consolidation and coherence. In Guangdong province, the programme will integrate rural and urban foci, as the network for the Community-Supported Agriculture is strengthened.

1. Yunnan

In the next two years, the community-based approach will remain the core strategy. Geographically, PCD will concentrate on existing programme areas. Either cultural reflection or exploration of eco-health approaches will serve as the entry point in each programme area. Once a target community's reflections on dominant mainstream economic development models have been generated, other programme foci relating to livelihoods and health will be tackled. Two new aspects of community economy will be explored - a flow or circulation of resources emphasizing self-reliance, community spirit and minimization of ecological harm; and cooperative practices, emphasizing mutual assistance and community spirit.

Programmes in the next two years are:¹

Programme 1: Research and promotion of community economy

Programme 2: Promotion of cooperative and inclusive practices

Programme 3: Ecologically sound and holistic approaches to health and habitat

Programme 4: Promotion of community-based and school-based learning platforms

2. Guizhou

Guizhou Programme will work on enriching the concepts of sustainable agriculture and livelihoods in the existing sites, and developing ways in which these concepts link with the bigger aim of sustainable living. PCD will also consolidate its work in cultural reflection programmes. Geographically, PCD will be preparing the phase-out from the Wangmo project in second half of 2008. For the sustainable agriculture programmes, we will select two or three sites to continue from the existing four. To promote culture reflection, we will identify two sites for small pilots. The Guizhou programme will be kept to a minimal growth to cope with the Guizhou team's development.

Programmes in the next two years are:

Programme 1: Participatory community development project in Wangmo

Programme 2: Sustainable agriculture in selected sites

¹ More specific indication of the programme foci for each programme can be found in the full provincial plan.

Programme 3: Cultural reflection in southeast Guizhou communities

3. Sichuan

The Sichuan programme will only expand its geographical focus if like-minded local civic groups are found. Support will continue to work undertaken in the current 6 sites: XiaoJin county, Gong county, TongJiang county, Yibin prefecture, Panzhihua prefecture, and the greater Chengdu area. The Sichuan programme staff will also be prepared to undertake new initiatives in capacity building when no local partners can be found and concepts are new: this will be done carefully so as not to over-strain the team.

Programmes in the next two years are:

- Programme 1: Sustainable management of natural and economic resources in XiaoJin*
- Programme 2: Support to cooperative and ecological farming*
- Programme 3: Support consumer-producer reflections and collaborations*
- Programme 4: Enhance accessibility and affordability of community-based health services*
- Programme 5: Experiment and promote eco-health*
- Programme 6: Promote reflection platforms for sustainable living, and reconnection with culture and nature*

4. Guangxi

During the next two years, the Guangxi programme will focus on the restoration of ecological balance through sustainable livelihoods. This will be done through introducing and supporting sustainable agriculture practices in different contexts, and through more ecological natural resource management initiatives. Platforms will be created to facilitate reflection, learning and sharing among partners and villagers on cultural perspectives in development. Communities will be empowered to recapture their roots and re-discover and assert their cultural base. PCD will continue supporting work in the current five counties; and possibly to communities adjacent to the current project sites as well. Geographical expansion will be considered if like-minded civic groups & partners can be found.

Programmes in the next two years are:

- Programme 1: Sustainable livelihoods & healthy reconnection with nature (Lingyun and Fengshan);*
- Programme 2: Sustainable agriculture & rural urban re-linkage (Heng)*
- Programme 3: Sustainable agriculture & Recapture community roots & base (Nandan, Jinxiu & selected sites)*
- Programme 4: Explore platform to facilitate learning on cultural reflection in community livelihoods (other selected sites)*

5. Guangdong

The Rural Urban Migration (RUM) programme has been in operation for migrant workers in Guangdong province and in the sending communities in various provinces since 2004. The aim of the programme is to promote the re-integration of migrants into rural communities in such a way as to achieve a sustainable way of living. A review of the RUM Programme was conducted in 2007. The following achievements were affirmed: Strengthening of the spirit of mutual help in self-help groups of vulnerable rehabilitated migrant workers; enhancement of migrants' rural roots and cultural identities; provision of pre-departure trainings on potential hazards in urban areas and life planning for rural youths; and exploration of viable livelihood options for returning migrants.

The difficulties of continuing RUM as a separate programme were also raised. As it takes a long process to inculcate a more holistic understanding of the concept of sustainable living, it is

recommended that an integrated approach to the concerns of rural-urban migration be adopted. The RUM programme was phased out in October 2007. Efforts to promote rural-to-urban linkages and to address the impacts of migration will continue in all community-level programmes.

In the next two years, PCD's programmes in Guangdong will mainly focus on building networks for urban civic groups and consumer networks supporting the Community-Supported Agriculture (CSA) of nearby rural communities. This is to be implemented under the Urban Programme of the National and Regional Programme.

National & Regional Plans

The national and regional plans have three main components: Urban, Primary Approach and Themes. The Urban programme is based in Beijing, Shanghai and Guangzhou (Guangdong province), while the Primary Approach and Thematic programme are organised nationally and regionally to enhance cross-programme learning and coherence.

1. Urban

Promotion of sustainable living is, and will continue to be, the focus of PCD's urban programme. PCD's urban work will be a major promotion of cultural reflection, and has a strong link with work in rural communities. Component programmes in the next two years are:

Programme 1: Community-supported agriculture (CSA) in selected cities

Programme 2: Support to urban people participating in rural reconstruction

Programme 3: Development of sustainable urban living practices and learning platforms

Programme 4: Nature education

2. Primary Approach

The directions for PCD's programme of community facilitator development for 2008-10 will be towards consolidating groundwork and expansion of the body of community facilitators; and civic group development work in PCD's rural and urban programme areas. While this work is understandably inherent in and an integral part of the programme plan, the capacity building of community facilitators and civic groups will be enhanced through three targeted programmes as below:

Programme 1: Development of training and curriculum for community facilitators

Programme 2: Network building

Programme 3: Youth internship in Sichuan and selected cities

3. Themes

For the next two years, four thematic issues have been identified to enhance cross-PCD programme learning and coherence. They are: participatory monitoring and evaluation; sustainable agriculture; promotion of holistic understanding of health and eco-health models; learning for diversified economy. Total estimated budget is HKD 1.28 million. Programmes in the next two years are:

Programme 1: To promote holistic understanding of eco-health models

Programme 2: Participatory monitoring and evaluation (PM&E)

Programme 3: Sustainable agriculture

Programme 4: Learning for diversified and local economy