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| **Strategic Plan 2023-2025** |

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**HEALTH EDUCATION AND DEVELOPMENT SOCIETY**

**(HEADS)**

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HEADS is also like to thank our team members who have worked tirelessly to develop this Strategic Plan. Your hard work and expertise have been instrumental in creating a comprehensive and actionable plan that will guide the organization's growth and success.

Finally, HEADS would like to thank our partners, clients and other stakeholders who have supported us throughout this process. Your input and support have been crucial in ensuring that we are aligned with your needs and expectation.

**Preface**

HEADS is formed by a group of highly professional and dynamic sociologists and social workers with a vision that societies need sustainable development for which there is a need to create enabling environment for every segment of society, to make them part of development and decision making process in a way with which future of coming generations is not compromised with timely decisions.

As a National NGO, we are committed to making a positive impact on society by addressing various social and environmental issues. Our strategic plan is a roadmap that outlines our vision, mission, and objectives over the next three years. It reflects our organization's values and priorities, which are centered on transparency, accountability, and sustainability. Our plan also identifies the key stakeholders we will work with, the resources we require, and the actions we will take to achieve our goals. Our plan is flexible, and we will regularly review and adjust it to reflect changing circumstances and new opportunities. We recognize that our success depends on collaboration and partnerships with other organizations, individuals, and communities. We are committed to measuring our impact and communicating it transparently to our stakeholders. Our strategic plan is a living document that guides our decision-making and helps us stay focused on our mission of creating positive change.

Introduction & Background

Health, Education and Development Society (HEADS) is a Non- Government Organization established in 2013 with the vision ‘To create an enabling environment for vulnerable segments of society where they can utilize their full potential for improvement in their lives and have equal opportunities to safeguard their rights’. Thematic areas of HEADS include Water, Sanitation & Hygiene (WASH), Health & Nutrition, Sustainable Livelihood, Governance and Disaster Risk Reduction.

Dominant feature of HEADS is its belief and use of participatory approaches through which the most vulnerable community is empowered by building their capacity to think, plan, implement and monitor projects on their own.

HEADS after having a decay of experience in implementing variety of projects almost in all parts of the Khyber Pakhtunkhwa (KP). Due to its well-maintained credibility and reputation in the community and funding partners HEADS has extended its program operations in Baluchistan and Sindh provinces under strategy vision 2021-2025.HEADS has been lobbying for evidence-based policy reforms with the support of partners and government department.

The organization empowers vulnerable local communities regarding protection and promotion of their basic rights and provision of basic amenities of life without the preference of caste, color, creed, language gender, age etc.

HEADS has been working with multiple national, international organizations, UN agencies, government departments, academia and skill-based education institutes in order to strengthen the community we work with; also to minimize the gap between duty bearers and right holders. This is being done through different approaches e.g. capacity building, awareness programs, campaigns, effective utilization of print/electronic media, dialogues, seminars, workshops and events.

HEADS continues to create awareness & social advocacy amongst target population regarding ever existing social issues problems etc. render delivery of support services in terms of provision of quality education, promotion of literacy and health facilities, build forums, networks, alliance, coalitions and liaison with government line departments key stakeholders, community notables and UN agencies to achieve Sustainable Development Goals (SDGs).

Core Programs

## Social Mobilization and Local Governance

* + Youth Engagement and Capacity Building;
  + Social Cohesion and Accountability;
  + Networking and Advocacy;
  + Legal Counselling, Referral Mechanism and Rule of law.

## Humanitarian Programmes

## Food Security and Livelihoods;

* + WASH;
  + Basic Community Infrastructure;
  + Shelter and Settlement;
  + NFI;
  + Nutrition;
  + Education;
  + Health;
  + Protection;
  + Gender;
  + DRR and Community Resilience.
* **Sustainable Development** 
  + Sustainable Livelihoods;
  + Human and Institutional Development;
  + Water and Sanitation;
  + Youth Engagement and Gender;
  + Climate Change and Environment;
  + Health and Education.

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* **Assessment, Surveys Research Studies and Project Evaluation**
  + Surveys;
  + Baseline Need Assessments;
  + Rapid Need Assessments;
  + Pre &Post KAP-Surveys;
  + Research Studies;
  + Tracer Studies;
  + Project End Line Surveys and Evaluation Studies.

Vision, Mission, Goals & Objectives

# Vision

To create an enabling environment for vulnerable segments of society where they can utilize their full potential for improvement in their lives and join hands with them in their struggle for basic rights.

**Mission**

To provide a peaceful environment for all human beings where they can utilize their potentials for sustainable development.

**Goals**

* To support and develop replicable models of and strategies for sustainable human resource development through skills development initiatives;
* Improve participation and representation of marginalized communities in decision making;
* Social development of marginalized communities;
* Economic development of poorest of the poor;
* HEADS as a sustainable development training/resource center offering specialized services.

**Objectives**

* Support initiatives for sustainable community (especially Women) to start income generation activities through provision of micro credit and enterprise;
* Protect the dignity of the destitute, poor and oppressed and join hands with them in their struggle for their basic rights;
* Mobilize community based gender sensitive development with particular focus on Human and Institutional development, Natural Resource Management, drinking water supply, Environmental Sanitation, Education, Agriculture, Health & Nutrition and Disaster Management;
* Support and develop replicable models of and strategies for sustainable human resource development through skills and participate in decision making process;
* Network and collaborate with the government departments, capital NGO’s, CBO’s, WO’s and International Agencies for sustainable development.

**Strengths Weakness Opportunities & Threats (SWOT)**

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| --- | --- |
| **Strengths** | Qualified, Professional and Trained Human Resource |
| Micro-credit services for economic empowerment |
| Capacity building |
| Advocacy & Lobbying |
| Freedom of Participation among Staff |
| Field outreach |
| Social Mobilization |
| Policies & Compliances |
| **Weaknesses** | Resource mobilization for senior management |
| Limited resources |
| Electronic Monitoring Systems |
| Fragmentation |
| Sustainability |
| **Opportunities** | Existence of private Sector |
| High percentage of out-of-school children |
| Target against MDGs/SDGs |
| Access to healthcare services |
| Patriarchal society |
| Numerous environmental challenges |
| Area prone to natural disasters |
| **Threats** | Security risks |
| Government regulations |
| Social and cultural barriers |
| Limited funding |
| Lack of trust |

**Strategic Framework:**

Objective One

To support initiatives for sustainable community (especially Women) to start income generation activities through provision of micro credit and enterprise.

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| Success | Strategy |
| * **Communities especially women have started income generation activities through provision of micro credit facilities, training and market linkages.** | * Enhanced skill of poor families especially women through enrolling community in skill development institutes and provision of skills in various marketable trades. * Awareness on importance of skill-based technical education, enterprise development training and market linkages through each of livelihood program. |
| * Increased income of communities’ especially women-headed households through enterprise development, home-based industries and better linkages with business services providers. * Provision of micro-credit facility to the poorest of the poor household especially women-headed households. Capacity building on enterprise development and business plans |
| * More empowered communities especially women through social mobilization, social cohesion and capacity building. * Capacity building of communities especially women on citizen rights, right to information, right to identity. * Capacity building of communities especially women on citizen rights, right to information, right to identity. |
| * Dialogues and meetings combined with men and women as well as government actors in order to enhance confidence and increase participation of women in decision making. |

# Objective Two

To protect the dignity of the destitute, poor and oppressed and join hands with them in their struggle for their basic rights.

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| Success | Strategy |
| Communities  especially women,  boys and girls have  positive behavior  and capacity regarding  Human Rights, Health  & Hygiene, Importance  of Education and other social Issues | * Improve access to (formal/non formal) education through schools and learning spaces for children Support government in their formal and non-formal education programs at province level in order to increase enrollment. * Provide all missing facilities in schools in order to increase the enrollment. * Organizing capacity building sessions on Citizen’s rights, Right to Information, Women’s Rights, Right to Identity. * Bridging the gap between duty bearers and right holders through dialogues, meetings and meetings. * Community, especially women and other vulnerable segments have increased capacity on their rights as citizens and practicing their rights. * Organizing capacity building sessions on Citizen’s rights, Right to Information, * Women’s Rights, Right to Identity. |

# Objective Three

To mobilize community based gender sensitive development with particular focus on Human and Institutional development, Natural Resource Management, drinking water supply, Environmental Sanitation, Education, Agriculture, Health and Nutrition and Disaster Management.

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| Success | Strategy |
| Communities  have improved  access to Safe  drinking Water,  Sanitation and  have better  Behaviors  towards hygiene  and solid waste Management. | * Decreased mother and child mortality rates and reproductive health improved through establishment of family health centers. * Improved nutrition statistics in KPK through supplementing government’s initiative, Communities have improved access to safe drinking water according to national safe drinking water standards. * Communities have improved knowledge of water contamination and ways to treat water. * Access to safe drinking water and improved sanitation in every public school in KPK is improved. * Communities have increased knowledge and sustaining WASH services on their own. * Communities are not practicing open defecation. * Communities are aware of the health hazards caused by the open defecation. * Communities are not littering in public and are aware about health hazards of littering. * Improved WASH practices through public-private engagement. * Work closely with Health department and communities in order to aware communities on improved mother and child health practices. * Integrating nutrition awareness programmed in health programming. * Provision of Improved water to the vulnerable, marginalized and unreached communities through various projects. * Capacity building session on water conservation, water testing and treatment. * Implementation of WASH in Schools (WinS) projects in various districts of Punjab. Also to integrate WinS in other WASH projects. * Capacity building of communities, government staff and school management on Operations & Maintenance of WASH facilities. * Mass awareness through community engagement and other mediums on making ODF. * Capacity building sessions on importance of ODF environment, safe drinking water and improved hygiene practices. * Public-private partnerships for WASH and Solid Waste interventions. * Capacity building of communities on appropriate waste disposal. |

# Objective Four

To support and develop replicable models of and strategies for sustainable human resource development through skills and participate in decision making process.

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| Success | Strategy |
| * Vulnerable, marginalized and unreached communities especially women are aware of their rights and participating in economic, social and cultural affairs. | * Communities especially women are aware of their basic human rights, economic, social and cultural rights (ESCR) and Right to Information (RTI). * Women are literate and contribute equally to men towards the economic growth of the country. Communities especially women are practicing their rights and are able to hold any service deliverer accountable upon poor service delivery. * Improved service delivery through enabled mechanism of social accountability and local governance. Capacity building sessions with communities especially women on Citizen Rights, RTI, ESCR, Consumer Protection Rights, WASH Rights and Social Accountability through different projects. * Dialogues with community and government departments in order to ensure accelerated service delivery. * Capacity building sessions with community on writing applications, government initiatives and their help lines. |

# Objective Five

To network and collaborate with the government departments, capital NGO’s, CBO’s, WO’s and International Agencies for sustainable development.

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| Success | Strategy |
| * Community and Government departments have better linkages, which contributes towards social and economic development as well as government better service delivery. | * Government is initiating programs that involved community participation and decision making, * Increased sense of volunteerism among communities for government initiatives. * Lobbying and advocacy with the government departments for initiating programs which involved community participation. * Meeting with communities for the welfare of society especially most vulnerable and marginalized communities. |

Internal Strategy (Aims & Directions)

The internal strategy of HEADS is its plan of action to improve and optimize its internal processes, structures and resources. This strategy included measures such as enhancing communication, streamlining workflows, adopting new technologies and investing in employee training and development. The goal of an internal strategy is to ensure that the organization is operating efficiently and effectively and that it is able to adapt and thrive in a constantly evolving business environment.

Aims Strategic Directions

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| **Trained and Professional Staff** | * HEADS will be conducting frequent need assessments in order to enable to continuous professional development and learning. |
| **Strengthened Internal Governance** | * HEADS will revise SOPs of Finance, HR, Admin, Procurement and Programmed in order to increase the transparency and accountability. * HEADS will ensure the internal audit mechanism of each project in order to increase financial transparency. * HEADS will allocate funding to integrate Information Technology in HR, Finance, and M&E systems. |
| **Improved Resource Mobilization** | * HEADS will conduct mapping of strategically aligned national, international organizations, government departments, academia and other entities for resource mobilization on prioritized areas. * HEADS will map out the networks and alliances in order to advocate for the mutual cause and secure funding. * HEADS will strengthen its staff on business development and fundraising in order to present innovative ideas in systematic manners |
| **Increased Volunteerism** | * HEADS will Launch internship drives in order to capacitate youth and equip them with hands on experience of social and developmental sector. |