

# Strategic Plan 2023-2025



## HEALTH EDUCATION AND DEVELOPMENT SOCIETY (HEADS)



[www.heads-ngo.org](http://www.heads-ngo.org) Email: [ceo.head83@gmail.com](mailto:ceo.head83@gmail.com)

OFFICE # House 219, Street 1, Sector F/9, Phase 6, Hayatabad,

## Table of Contents

1. Preface
2. Introduction & Background
3. Core Programs
4. Cross Cuttings
5. Vision
6. Mission
7. Goals
8. Objectives
9. Situational Analysis
10. Strategic Framework
11. Internal Strategy



## Acknowledgements

HEADS is thankful to its all partners and stakeholders, who contributed and spared their valuable time for contribution in the development of this document.

Most importantly, HEADS pays its gratitude to the community that we work with; without their suggestions, feedback and contribution, this would never have been possible.

HEADS acknowledges efforts of its team who made significant efforts in compilation of this strategic plan.



## 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.

Awareness raising has been major strength of HEADS which proved to be an effective tool to bring positive change in behaviors which ultimately leads towards sustainable development.

Our external environment is changing and so is our organization. We acknowledge this inconspicuous transition and have responded sporadically to make ourselves relevant through a documented long term plan. We desire to manage our change process consciously.

Strategic plan is developed; (i) to improve and build up our relevance, efficiency and effectiveness of social development services; and (ii) to give us the ability to withstand and rebound from predictable, irregular and severe events to sustain the process of organizational development.

It is envisaged that the way forward proposed in this strategic plan will in turn have significant bearing on Internal Governance, Financial Management and Service Delivery systems and capacities of organization in future. It is also envisioned that this will ultimately result in enabling our organization to reach out to, and get the buy in of a wider audience for its program interventions in future.





## 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 (KPK). Due to its well-maintained credibility and reputation in the community and funding partners HEADS has extended its program operations in Balochistan and Sindh provinces under strategy vision 2021-2024.

HEADS has been lobbying for evidence-based policy reforms with the support of partners and government department. HEADS visible footprints in Khyber Pakhtunkhwa (KPK) and supporting government, battling with the issue of safe drinking water, education, health & nutrition, governance, sustainable livelihoods and disaster risk reduction.

The organization strengths and 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

### ❖ Water, Sanitation & Hygiene (WASH)

- ❖ Urban and Rural WASH
- ❖ Service Delivery of Water, Sanitation and Hygiene products
- ❖ WASH in Schools
- ❖ Solid and Liquid Waste management
- ❖ Environment and Climate Change
- ❖ WASH Governance
- ❖ Capacity Development of Communities, School Management and Government Institutions on WASH and Sustainable Operations & Maintenance (O&M)
- ❖ Advocacy & Lobbying

### ❖ Health & Nutrition

- ❖ Immunization
- ❖ Nutrition
- ❖ Mother and Child healthcare
- ❖ Capacity building on healthy practices
- ❖ Support to Government institution in capacity building and infrastructure
- ❖ Gender-based Healthcare infrastructure and capacity building
- ❖ Response to Covid-19

### ❖ Microfinance & Sustainable Livelihoods

- ❖ Support to vulnerable and marginalize communities for income generation
- ❖ Capacity development on enterprise development and entrepreneurship
- ❖ Assets transfer within vulnerable and marginalized communities
- ❖ Dairy value chain
- ❖ Livestock value chain
- ❖ Agriculture value chain
- ❖ Women Economic Empowerment



## ❖ Governance

- ❖ Social Accountability
- ❖ Capacity development of Government departments and Community leaders
- ❖ Citizen-led leadership and Local Governance
- ❖ Capacity building of Women on Political participation and Voter Education
- ❖ CNIC Registration
- ❖ Right to Information

## ❖ Disaster Risk Reduction (DRR)

- ❖ Community Resilience
- ❖ Rural Resilience
- ❖ Humanitarian Response
- ❖ WASH in Humanitarian Response
- ❖ Health & Hygiene in Humanitarian Response
- ❖ Food Security
  - ❖ Economic Growth in Humanitarian Response

## ❖ Sustainable Development

- ❖ Sustainable Livelihoods,
- ❖ Social Mobilization,
- ❖ NRM,
- ❖ Climate Change Human and Institutional Development,
- ❖ Community Infrastructure,

### Cross Cuttings

- ❖ Gender Equality and Women's Empowerment,
- ❖ Basic Human Rights,
- ❖ Climate Change,
- ❖ Social Inclusion,
- ❖ Conflict sensitivity,
- ❖ Community Participation,
- ❖ Capacity Building and Coordination and Collaboration.





## Vision, Mission, Goals and Objectives

### Vision

"Every individual, regardless of background or circumstance enjoys equal opportunities and rights with dignity"

### Mission

"Empowering communities through strategic investment in human capital and institutional capacity development, raising sustainable development at the grassroots level."

### 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

- To support and develop replicable models and strategies for sustainable human resource development through skills development initiatives;
- To network and collaborate with the Govt. Departments, NGO's, CBO's, WOs and international agencies/donors for sustainable development;
- To support initiatives for sustainable 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, Disaster Management and Micro Credit & Enterprise.
- To create economic and recreational opportunities for youth through skill enhancement programs for peace promotion.
- To Enable equitable access to quality education and healthcare, raising holistic community development and well-being.



## Situation Analysis (SWOT)

### 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
- Advanced Management Information Systems (MIS)
- Electronic Monitoring Systems
- Lack of resource mobilization strategy
- Lack of resources for evaluating organizational progress towards strategic objectives.

### Opportunities

- Existence of private Sector
- Head office in provincial headquarters
- Target against MDGs/SDGs
- Needs in merged areas, Baluchistan, Sind and southern Punjab
- Host Government's existing policies for MDGs/SDGs



Signature

## Threats

- Extreme Poverty
- Increasing Natural Disasters
- Political Instability
- Interest of Private Sector
- Energy Crisis
- Fragile Economy



## Objective One

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

Aims	How will the success look like	
<b>Communities especially women have started income generation activities through provision of micro credit facilities, training and market linkages.</b>	<b>Success</b>	<b>Strategy</b>
	<ul style="list-style-type: none"><li>- Enhanced skill of poor families especially women through enrolling community in skill development institutes and provision of skills in various marketable trades.</li></ul>	<ul style="list-style-type: none"><li>- Awareness on importance of skill-based technical education, enterprise development training and market linkages through each of livelihood program.</li></ul>
	<ul style="list-style-type: none"><li>- Increased income of communities especially women-headed households through enterprise development, home-based industries and better linkages with business services providers.</li></ul>	<ul style="list-style-type: none"><li>- Provision of micro-credit facility to the poorest of the poor household especially women-headed households.</li><li>- Capacity building on enterprise development and business plans.</li></ul>
	<ul style="list-style-type: none"><li>- More empowered communities especially women through social mobilization, social cohesion and capacity building.</li></ul>	<ul style="list-style-type: none"><li>- Capacity building of communities especially women on citizen rights, right to information, right to identity.</li><li>- 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.</li></ul>





## Objective Two

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

Aims	How will the success look like	
<p><b>Communities especially women, boys and girls have positive behavior and capacity regarding Human Rights, Health &amp; Hygiene, Importance of Education and other social Issues</b></p>	Success	Strategy
	<ul style="list-style-type: none"> <li>- Improve access to (formal/non formal) education through schools and learning spaces for children.</li> </ul>	<ul style="list-style-type: none"> <li>- Support government in their formal and non formal education programs at province level in order to increase enrollment.</li> <li>- Provide all missing facilities in schools in order to increase the enrollment.</li> </ul>
	<ul style="list-style-type: none"> <li>- Community, especially women and other vulnerable segments have increased capacity on their rights as citizens and practicing their rights.</li> </ul>	<ul style="list-style-type: none"> <li>- Organizing capacity building sessions on Citizen's rights, Right to Information, Women's Rights, Right to Identity.</li> <li>- Bridging the gap between duty bearers and right holders through dialogues, meetings and meetings.</li> </ul>
<ul style="list-style-type: none"> <li>- Communities especially children are well aware of basic health &amp; hygiene practices and importance of education.</li> </ul>	<ul style="list-style-type: none"> <li>- Session with students, parents and teachers on better hygiene practices</li> <li>- Making efforts in order to enable the monitoring mechanism of hygiene practices in school.</li> </ul>	



## 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.

Aims	How will the success look like	
<p><b>Communities have improved access to Safe drinking Water, Sanitation and have better Behaviors towards hygiene and solid waste Management.</b></p>	Success	Strategy
	<ul style="list-style-type: none"> <li>- Decreased mother and child mortality rates and reproductive health improved through establishment of family health centers.</li> <li>- Improved nutrition statistics in KPK through supplementing government's initiative</li> </ul>	<ul style="list-style-type: none"> <li>- Work closely with Health department and communities in order to aware communities on improved mother and child health practices.</li> <li>- Integrating nutrition awareness programmed in health programming.</li> </ul>
	<ul style="list-style-type: none"> <li>- Communities have improved access to safe drinking water according to national safe drinking water standards.</li> <li>- Communities have improved knowledge of water contamination and ways to treat water.</li> <li>- Access to safe drinking water and improved sanitation in every public school in KPK is improved.</li> <li>- Communities have increased knowledge and sustaining WASH services on their own.</li> </ul>	<ul style="list-style-type: none"> <li>- Provision of Improved water to the vulnerable, marginalized and unreached communities through various projects.</li> <li>- Capacity building session on water conservation, water testing and treatment.</li> <li>- Implementation of WASH in Schools (WinS) projects in various districts of Punjab. Also to integrate WinS in other WASH projects.</li> <li>- Capacity building of communities, government staff and school management on Operations &amp; Maintenance of WASH facilities.</li> </ul>
	<ul style="list-style-type: none"> <li>- Communities are not practicing open defecation in communities.</li> <li>- Communities are aware of the health hazards caused by the open defecation.</li> </ul>	<ul style="list-style-type: none"> <li>- Mass awareness through community engagement and other mediums on making ODF.</li> <li>- Capacity building sessions on importance of ODF environment, safe drinking water and improved hygiene practices.</li> </ul>
	<ul style="list-style-type: none"> <li>- Communities are not littering in public and are aware about health hazards of littering.</li> <li>- Improved WASH practices through public-private engagement.</li> </ul>	<ul style="list-style-type: none"> <li>- Public-private partnerships for WASH and Solid Waste interventions.</li> <li>- Capacity building of communities on appropriate waste disposal.</li> </ul>



*[Signature]*



## Objective Four

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

Aims	How will the success look like	
Vulnerable, marginalized and unreached communities especially women are aware of their rights and participating in economic, social and cultural affairs.	Success	Strategy
	<ul style="list-style-type: none"><li>- Communities especially women are aware of their basic human rights, economic, social and cultural rights (ESCR) and Right to Information (RTI)</li><li>- Women are literate and contribute equally to men towards the economic growth of the country.</li></ul> <ul style="list-style-type: none"><li>- Communities especially women are practicing their rights and are able to hold any service deliverer accountable upon poor service delivery.</li><li>- Improved service delivery through enabled mechanism of social accountability and local governance</li></ul>	<ul style="list-style-type: none"><li>- Capacity building sessions with communities especially women on Citizen Rights, RTI, ESCR, Consumer Protection Rights, WASH Rights and Social Accountability through different projects.</li></ul> <ul style="list-style-type: none"><li>- Dialogues with community and government departments in order to ensure accelerated service delivery.</li><li>- Capacity building sessions with community on writing applications, government initiatives and their help lines.</li></ul>

  

## Objective Five

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

Aims	How will the success look like	
	Success	Strategy
<b>Community and Government departments have better linkages which contributes towards social and economic development as well as government better service delivery</b>	<ul style="list-style-type: none"><li>- Government is initiating programs that involved community participation and decision making</li></ul>	<ul style="list-style-type: none"><li>- Lobbying and advocacy with the government departments for initiating programs which involved community participation</li></ul>
	<ul style="list-style-type: none"><li>- Increased sense of volunteerism among communities for government initiatives</li></ul>	<ul style="list-style-type: none"><li>- Meeting with communities for the welfare of society especially most vulnerable and marginalized communities.</li></ul>





## Internal Strategy (Aims & Directions)

Since HEADS inception, continued efforts are being made to enhance organizational culture and productivity. HEADS wishes to be the organization which offers productive and constructive environment to its employees as well as communities.

To bring more productive change in the organization, HEADS regularly conducts feedback assessments at organizational level in order to reform policies and procedures.

Aims	Strategic Directions
<b>Trained and Professional Staff</b>	<ul style="list-style-type: none"><li>- HEADS will be conducting frequent need assessments in order to enable to continuous professional development and learning.</li></ul>
<b>Strengthened Internal Governance</b>	<ul style="list-style-type: none"><li>- HEADS will revise SOPs of Finance, HR, Admin, Procurement and Programmed in order to increase the transparency and accountability.</li><li>- HEADS will ensure the internal audit mechanism of each project in order to increase financial transparency.</li><li>- HEADS will allocate funding to integrate Information Technology in HR, Finance, and M&amp;E systems.</li></ul>
<b>Improved Resource Mobilization</b>	<ul style="list-style-type: none"><li>- HEADS will conduct mapping of strategically aligned national, international organizations, government departments, academia and other entities for resource mobilization on prioritized areas.</li><li>- HEADS will map out the networks and alliances in order to advocate for the mutual cause and secure funding.</li><li>- HEADS will strengthen its staff on business development and fundraising in order to present innovative ideas in systematic manners.</li></ul>
<b>Increased Volunteerism</b>	<p>HEADS will launch internships drives in order to capacitate youth and equip them with hands on experience of social and development sector</p>

