



STRATEGIC PLAN 2026 – 2028

**“Building Resilient Communities with Lifesaving Assistance
and Sustainable Development”**

Health Education and Development Society (HEADS)

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1. EXECUTIVE SUMMARY

The Health Education and Development Society (HEADS) Strategic Plan 2026-2028 outlines a comprehensive, integrated approach to addressing humanitarian needs and long-term development challenges in Pakistan and Afghanistan.

The strategy focuses on:

- Strengthening community resilience
- Improving service delivery systems
- Enhancing economic stability
- Implementing multi-sector interventions across:
 - Health
 - Education
 - WASH (Water, Sanitation and Hygiene)
 - Livelihoods
 - Protection
 - Climate resilience

Over three years, HEADS aims to:

- Deliver 300,000+ health consultations
- Support 3,000 households in achieving sustainable income
- Establish 150 climate-resilient water systems
- Strengthen 30 communities with disaster preparedness systems

The plan aligns with the Humanitarian-Development-Peace Nexus, Sustainable Development Goals (SDGs), and global commitments on localization, accountability, Gender equality and Social Inclusion (GESI).

2. ORGANIZATIONAL OVERVIEW

HEADS is a bi-national, legally registered development organization established in 2013, operating in Pakistan and Afghanistan. The organization is guided by a board of experienced community development professionals and supported by a team of skilled experts, delivering measurable impact in crisis-affected and underserved communities through integrated, multi-sectoral programming across health, education, WASH, livelihoods, food security and nutrition, protection, shelter and non-food items (NFIs), disaster risk management, and community development.

Legal Status

- ✓ Licensed under Section 42 of the Companies Act, 2017 by SECP
- ✓ Registered with Economic Affairs Division (EAD)
- ✓ Member of Pakistan Centre for Philanthropy (PCP)
- ✓ 236 © Tax Exempted Certificate
- ✓ Registered with Charity Commissions (KP & Balochistan)
- ✓ DUNS & SAM registered
- ✓ Registered with FBR, KPRA
- ✓ Registered with PDMAs Sindh and Balochistan
- ✓ Registered with Ministry of Economy Afghanistan

HEADS maintains strong governance systems, including:

- Internal audits and financial controls
- Procurement compliance
- Gender Equality and Social Inclusion (GESI)
- Safeguarding and PSEA policies
- Monitoring, Evaluation, Accountability and Learning (MEAL) systems

3. STRATEGIC CONTEXT (2026-2028)

Communities in operational areas face overlapping humanitarian and development challenges:

Humanitarian Pressures

- Floods, droughts, displacement
- Disease outbreaks
- Food insecurity
- Protection risks (especially for women, children, PWDs, elderly people and trans communities)

Development Gaps

- Limited healthcare access
- Low education retention
- Youth unemployment
- Weak infrastructure and governance systems

Climate Risks

Increasing climate variability is intensifying vulnerabilities and reversing development gains.

4. HEADS Theory of Change 2026 - 2028



THEORY OF CHANGE (LOGICAL STATEMENT)

IMPACT 2028

Healthy, Climate-Resilient & Self-Reliant Communities with Reduced Vulnerability to Shocks



OUTCOMES

Improved Income Stability – Sustained Service Access – Strengthened Disaster Preparedness & Recovery



OUTPUTS

Essential Services Delivered – Climate-Resilient Infrastructure Restored – Livelihood Skills Developed



INPUTS/INTERVENTIONS

Community Institutions – Health- Education - Livelihood - WASH – DRM-Protection



CONTEXT

Emergencies - Climate Shocks - Service Gaps - Economic Instability

Contextual Analysis

Underserved communities face recurrent shocks, including floods, droughts, displacement, and economic instability. At the same time, persistent gaps in access to health care, education, water and sanitation, livelihoods, and local governance continue to constrain development outcomes. Climate variability is further intensifying the frequency and severity of these shocks, increasing vulnerability and delaying recovery.

As a result, household incomes remain unstable, preventable diseases increase, children's education is disrupted, women's economic participation remains limited, critical infrastructure fails during crises, and communities continue to rely on external assistance.

Theory of Change Logic

If:

- Communities are organized and supported through functional and inclusive local institutions
- Timely and effective humanitarian assistance is delivered during emergencies
- Essential services (health, nutrition, education, and protection) remain accessible during and after crises
- Households diversify income through skills development, enterprise support, and climate-resilient livelihoods
- Water, sanitation, and small-scale infrastructure are developed or rehabilitated using climate-resilient approaches
- Women and marginalized groups actively participate in decision-making and economic activities
- Community-based disaster preparedness and early warning systems are strengthened
- Organizational governance, accountability, and monitoring systems remain robust and transparent

Then:

- Immediate humanitarian needs and suffering are reduced
- Essential services are sustained with minimal disruption
- Household incomes become more stable and resilient to shocks
- Health outcomes improve and disease outbreaks decline
- Children continue their education without long-term interruption
- Water and infrastructure systems function reliably year-round
- Women contribute meaningfully to household income and community decision-making
- Communities increasingly manage local development initiatives independently
- Recovery from shocks becomes faster, more efficient, and more sustainable

Strategic Contribution:

This pathway contributes to the long-term vision of resilient, healthy, and self-reliant communities with reduced vulnerability to shocks and improved access to essential services.

Key Assumptions

- Communities remain engaged and willing to participate
- An enabling environment and stakeholder support are sustained
- Funding remains available throughout the strategy period
- Climate and security conditions allow continued access and implementation

Key Risks

- Intensified or repeated climate shocks disrupt progress
- Political or security instability limits access
- Economic volatility affects livelihoods and program costs
- Weak coordination among stakeholders reduces effectiveness

5. GEOGRAPHIC AND TARGETING APPROACH

Geographic Focus

- Pakistan (with a focus on underserved and climate-vulnerable districts)
- Selected/targeted districts in Afghanistan

Target Groups

- Vulnerable households affected by poverty and climate shocks
- Women and girls
- Children and youth
- Persons with disabilities (PWDs)
- Marginalized and underserved communities

Targeting Criteria

- **Poverty level:** Prioritizing households with limited economic resources.
- **Exposure to climate risks:** Considering communities vulnerable to floods, droughts, or other environmental hazards.
- **Access to basic services:** Focusing on populations with limited access to health, education, water, and sanitation.
- **Gender and social vulnerability:** Including women, children, elderly, persons with disabilities, and marginalized groups.

6. LONG-TERM RESULT OF STRATEGY (2028)

Communities are healthier, economically resilient, better prepared for emergencies, and capable of self-reliant local development with reduced dependence on external support.

7. STRATEGIC PRIORITY AREAS (2026-2028)

- I. Rapid Humanitarian Assistance
- II. Health & Nutrition Services
- III. Education Continuity & Youth Skills
- IV. Livelihood & Income Stability
- V. Water Security, Climate Resilience & Preparedness
- VI. Protection & Inclusion
- VII. Climate-Resilient Communities & Infrastructure
- VIII. Organizational Strengthening & Digital Transformation
 - Digital transformation (GIS, cloud-based systems, secure online access)
 - App-based monitoring and real-time reporting

- Integrated MIS (programs, finance, HR, MEAL)
- Data analytics and visualization for decision-making
- Integrated cloud- and desktop-based financial tracking and accounting management system
- Strengthened MEAL systems with digital tools
- Knowledge management and documentation systems
- Cybersecurity and data protection measures
- Innovation and adaptive learning approaches

8. THREE-YEAR STRATEGIC IMPLEMENTATION PLAN (YEAR-WISE)

YEAR 1 – (2026) RESPONSE READINESS

- Establish & Strengthen district rapid response teams
- Expand 25 community institutions
- 200 households receive enterprise/skill support
- Deliver 100,000 health consultations
- 20 ECE/transitional centers established
- Support 350 households with livelihood inputs
- 350 youth trained in different skills
- Installation of 50 climate-resilient water systems
- Train 25 communities in DRM
- 50 additional water systems installed
- Protection referral pathways operational
- Introducing GIS and cloud-based systems
- Launch app-based monitoring and reporting tools
- Develop integrated MIS (Programs, Finance, HR, MEAL)
- Establish integrated cloud- and desktop-based financial tracking system
- Strengthening MEAL and compliance systems

YEAR 2 - 2027: SERVICE EXPANSION

- Emergency response within 72 hours
- Expand 25 community institutions
- 200 households receive enterprise/skill support
- 100,000 health consultations
- 20 ECE/transitional centers established
- Support 350 households with livelihood inputs
- 350 youth trained in different skills
- Installation of 50 climate-resilient water systems
- Train 25 communities in DRM
- 50 additional water systems installed
- Protection referral pathways operational
- Fully operationalize MIS across all departments
- Strengthen data analytics and visualization dashboards
- Enhance digital financial tracking and compliance systems
- Establish knowledge management and documentation systems
- Strengthening cybersecurity and data protection protocols

YEAR 3 - 2028: RESILIENCE INTEGRATION

- 100,000 health consultations
- 350 youth trained in different skills
- 20 ECE/transitional centers established
- Climate-adapted agriculture in 30 communities
- 50 additional water systems rehabilitated
- Flood mitigation in 10 high-risk areas
- 1,000 households show income improvement
- Train 10 communities in DRM
- Sustainable annual portfolio growth
- Fully institutionalize digital systems and automation
- Promote innovation and adaptive learning approaches
- Achieve full compliance and transparency standards
- Ensure sustainable annual portfolio growth

9. EXPECTED RESULTS BY 2028

- ✓ 300,000+ health consultations delivered
- ✓ 1,000 households achieve stable incomes
- ✓ 150 operational water systems
- ✓ 30 communities' disaster-prepared
- ✓ 6000 children supported in education
- ✓ Women in 50% leadership roles
- ✓ Digitally enabled, transparent, and compliant organizational systems
- ✓ Transparent, compliant institutional system

10. CONTRIBUTION OF HEADS STRATEGIC PLAN TO THE SUSTAINABLE DEVELOPMENT GOALS

HEADS strategies contribute to the following **Sustainable Development Goals (SDGs)**:

- ❖ SDG 1 - No Poverty
- ❖ SDG 2 - Zero Hunger
- ❖ SDG 3 - Good Health and Well-Being
- ❖ SDG 4 - Quality Education
- ❖ SDG 5 - Gender Equality
- ❖ SDG 6 - Clean Water and Sanitation
- ❖ SDG 7 - Affordable and Clean Energy
- ❖ SDG 8 - Decent Work and Economic Growth
- ❖ SDG 10 - Reduced Inequalities
- ❖ SDG 13 - Climate Action
- ❖ SDG 15 - Life on Land
- ❖ SDG 16 - Peace, Justice and Strong Institutions

11. CROSS-CUTTING APPROACHES

Gender Equality & Inclusion

- Women's participation in decision-making
- Targeted support for vulnerable groups

Protection & Safeguarding (PSEA)

- Zero tolerance for SEA/SH
- Survivor-centered referral pathways
- Staff safeguarding training

Accountability to Affected Populations (AAP)

- Feedback and Complaint Response Mechanism (FCRM)
- Community consultations
- Transparent communication

Climate Resilience

- Climate-smart agriculture
- Solar-powered water systems

Conflict Sensitivity (Do No Harm)

- Inclusive programming
- Risk-sensitive interventions

Budget Projections 2026–2028 (PKR Million)					
Year	Humanitarian	Health	Livelihood	WASH & Climate	Institutional Strengthening
2026	20	30	20	20	10
2027	25	35	22	25	11
2028	27	37	25	27	12

Value for Money

- Cost-efficient integrated programming
- Community-led implementation
- Reduced duplication of services

14. PARTNERSHIP & COORDINATION

HEADS will collaborate with:

- Government line departments/ Public Sectors
- UN working groups and coordination platforms
- National and international partner organizations
- Bilateral and multilateral donors
- Corporate sector partners
- Local Communities.

15. Strategic Results Framework				
Level	Strategic Statement	3-Year Targets (2026–2028)	Key Interventions	Indicators
IMPACT	Resilient, healthy, and self-reliant communities with reduced vulnerability to shocks	Improved resilience, service access, and economic stability across target districts	Integrated humanitarian, development, and climate-resilient programming	• % of households reporting reduced vulnerability to shocks • % increase in access to essential services • % increase in average household income
OUTCOME 1	Household income and economic resilience improved	3,000 households with diversified and stable income	Livelihood support, enterprise development, vocational skills, climate-smart agriculture	• # of households with diversified income sources • % increase in household income • # of beneficiaries trained in vocational skills
OUTCOME 2	Access to essential health and nutrition services improved	300,000 health consultations; reduced disease burden	Primary healthcare, nutrition, outreach services	• # of health consultations provided • % reduction in incidence of key diseases • % of target population accessing nutrition services
OUTCOME 3	Education, access, and continuity ensured	6,000 children enrolled/retained; youth skills strengthened	Early childhood education (ECE), transitional education, non-formal education, youth training	• # of children enrolled and retained • % of youth completing skills training • # of learning sessions conducted
OUTCOME 4	Water security and climate resilience enhanced	150 climate-resilient water systems operational	Solar water supply, WASH infrastructure, climate adaptation measures	• # of operational climate-resilient water systems • % of population with reliable access to safe water • % reduction in water-related outages or disruptions
OUTCOME 5	Community disaster preparedness and response strengthened	30 communities with functional DRM systems	DRM training, early warning systems, rapid response mechanisms	• # of communities with functional DRM committees • # of community members trained in DRM • % of communities with early warning systems operational
OUTCOME 6	Protection, gender equality, and social inclusion strengthened	≥40% women participation; functional protection referrals	GBV awareness, inclusion, safeguarding, community engagement	• % of women and marginalized groups participating in programs • # of protection cases referred and followed up • # of awareness sessions conducted
OUTCOME 7	Institutional capacity and governance strengthened	Strong compliance, MEAL, and transparent systems maintained	Governance systems, audits, partnerships, capacity building	• # of audits conducted and compliance gaps closed • % of staff trained in MEAL and governance • # of partnerships formalized and functional

16. Strategic Year-wise Implementation Plan

Year	Strategic Focus	Multi-Sector Targets
2026	Foundation & Emergency Readiness	Rapid response teams established, 100,000 health services, 1,000 households supported, 50 water systems, 10 DRM-trained communities
2027	Expansion of Services	Emergency response <72 hrs, 100,000 health services, 1,000 households supported, education centers operational, 50 water systems
2028	Resilience Integration	100,000 health services, 1500 youth trained, climate-smart agriculture in 30 communities, 50 water systems rehabilitated
	Sustainability & Local Ownership	300,000 health services, 3,000 households supported, 75% community-managed systems, DRM systems fully functional

17. Sector-wise Strategic Priorities

Sector	Strategic Focus (2026–2028)
Humanitarian	Timely emergency response and integrated lifesaving response
Health & Nutrition	Accessible, quality primary healthcare
Education & Youth	Continuous learning and skills development
Livelihoods	Income diversification and economic resilience
WASH & Climate	Sustainable water systems and climate adaptation
DRM	Community-based disaster preparedness
Protection & Gender	Inclusion, safeguarding, and women empowerment
Institutional Strengthening	Governance, compliance, MEAL systems

18. MONITORING, EVALUATION, ACCOUNTABILITY & LEARNING (MEAL)

HEADS will implement a robust MEAL system including:

- Baseline and endline assessments

- Real-time monitoring
- Third-party evaluations
- Feedback & Complaint Response Mechanisms (AAP)
- Learning and adaptation processes

19. SUSTAINABILITY & EXIT STRATEGY

- Community ownership of infrastructure
- Capacity building of local institutions
- Government system integration
- Maintenance and cost-recovery models

20. INNOVATION & LOCALIZATION

- Community-led planning and implementation
- Digital data collection and monitoring
- Solar and climate-smart solutions
- Capacity transfer to local actors