



**WHL**  
Way of hope to life  
organization



# STRATEGIC PLAN (2022-2025)

Way of Hope to Life Organization

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## EXECUTIVE SUMMARY

Conflict and deserter effects remains key factors that contribute to high level of vulnerabilities of affected population. WHLO mission of brining hopes to conflict and deserter affected population, to rebuild and gain control over their life through provision of high quality impact, cost effective programs for the affected group while ensuring the learning and experiences are utilize to shape policies and practices

A guide towards achieving this, is what this document fuels and resides at the heart of what we do. It evolves around assessments findings, contexts and lessons learned. In this spirit, our strategic plan is a dynamic road map, defining a clear “destination” – where we want to be in 2025– and encouraging flexibility and creativity throughout the journey over the coming period.

This plan is intended to drive positive change within WHLO and the communities we serve while also embracing continuity. The plan provides a sharper focus to our work in the form of community-impact objectives, driven by the community’s needs and priorities alongside cross cutting issues, such as gender and inclusion. To better rethink on how we organize our time and talent, and where we invest resources. At the same time, the plan strongly reaffirms the commitment to helping vulnerable communities have meaningful access to high quality services to better improve their lives and build resilience. It equality strengthens our commitment to donors, nonprofit organizations, and people we serve as essential drivers of innovation and positive changes in the communities.

WHLO Strategic Priorities, was developed by listening to the Community. It involved to nearly 150 individuals, in Afghanistan including members of the public, with focus on the affected population, women and children, humanitarian cluster members, donors, and from the nonprofit, business, and public sectors. The questions focus on components that contribute to making live ease for affected population and promotes inclusion and community members responded with a wide range of answers. The three areas of highest concern were basic human needs, economic development, and education with services delivery, gender and protection as a cross cutting element.

### Priority Needs Areas Obtained through Engagement of the community members

#### Education

- Promote primary student enrollment, graduation while targeting graduation rate for enrolled students, including adult learner in formal education settings in academics and vocational activities

#### Basic human Needs

- Facilitate and sure basic needs such as food, shelter, medical care, safety are me

#### Economic wellbeing

- Foster culturally vibrant communities that provide tools and opportunities necessary for jobs creation and income generation for low and no income Afghan people with focus on women and youths

Based on these findings and other research on key national, state, and regional trends, six strategic objectives were developed. Three of these objectives relate to the impact WHLO seeks to have in the community. One is on cross cutting issues in relation to gender and inclusion while the last but not the least objectives relate to services delivery/quality assurance with focus on capacity building and our partners are – donors, nonprofit organizations, and community leaders, on sharing and learning from promising practices, for an improved service delivery.

## INTRODUCTION

The purpose of this strategic plan is to articulate three years' direction and priorities for WHLO. The objectives and strategies described in this document have been approved by our board of directors and will guide the organizational efforts and investments over the coming three years.

Since our last strategic plan was created in 2019 and the people we serves weathered the worst economic recession. In the face of this bad economy, WHLO has maintained grant levels; collaborated with partners to create innovative programs to address emerging community needs; strengthened our governance and capacity and made it easier to promotes inclusive and safe programming.

In this plan, we present six compelling objectives to be achieved by 2025. Informing all of these objectives is WHLO commitment to focus on serving those who are most vulnerable – those individuals and families who suffer most in our community and who lack the access to opportunities that create a basic quality of life. At the same time, we recognize the need to pursue these objectives with alertness and adaptability to new challenges, opportunities, and lessons, as they emerge. Our action is to constantly balance current needs and future needs and must be channeled towards meeting the current needs while at the same time providing resources to help future generations meet unforeseen future needs. This plan aims to strike that balance. Most time, addressing today's problems helps mitigates and can prevent them from becoming bigger problems in the future.

## Organization – history and background

### History

WHLO [Way of Hope to Life (Gender empowerment, conflict resolution and advocacy for peace) Organization] is a non-profit and non-political humanitarian organization which was founded in 2002 by Afghan War Veteran, Eng. Mohammad Daud Rashiq to help local communities recover from three decades of war.

### Background

WHLO (Way of Hope to Life Organization) implements its projects in 14-provinces across Afghanistan and is funded by several International donor organizations, United Nations and Govt. of Afghanistan. For more than Twenty years, WHLO has conducted successful public awareness campaigns and mobilized youth and local communities for human rights, women rights, gender, conflict resolution and anti- corruption.

## Provinces covered by WHLO



## Projects Summary

The organization has proven capacity of Project outcome delivering standard services in a variety of sectors, including these but not limited:

- Education and Literacy:
- Conflict resolution and mitigation
- Women empowerment
- Capacity Building & livelihood Vocational Training
- Gender equality and equity
- Water, sanitation and hygiene projects.
- Community resilience and rural development
- Advocacy for peace and conflict management.
- Disaster risk reduction management
- Humanitarian response for conflict and War affected peoples including IDPs, Refugees and Returnees.

WHLO has implemented over 60 projects in the areas of: Vocational Education and Adult Literacy, Humanitarian assistance and Emergency Relief, Civic Education and Advocacy and Conflict Resolution and Peace Building. The target focuses are the most vulnerable women, children, youth, IDPs, returnees and refugees. These multi-sectorial projects have benefitted about 5 million vulnerable people across several provinces in Afghanistan. WHLO's projects are funded and technically supported by the World Bank, WFP, USAID, UNIFEM, GIZ, IOM, The Asia Foundation and many other donor organizations.

### Governance & Management

MEHRRO is being administered and supported by a team of qualified National as well as International Professionals with technical proficiency in sustainable community development, humanitarian assistance, education, training and financial and accounting domains. The Board of Directors is the overall governing body to provide policy directions and supports WHLO to achieve its goals as per the organizational vision and mission. Supervised by the Board of Directors, the Management Board consists of senior executives headed by the General Director. The Management Board is responsible for overall management and operations of the projects across the country. They are responsible for developing the organizational strategy plans, budgets and implementing and managing the performance. At the main office in Kabul, the management Board of WHLO is led by the General Director, Deputy Director, Program Advisor, Program Manager, Administrative and Finance Manager and observers from the Provincial offices of WHLO. Apart from the main office in Kabul, WHLO has fully operational provincial offices located in Balkh, Kunduz, Parwan and Khost Provinces.

## ANALYSIS OF THE SITUATION – CONTEXT

### Political / Governance

In 2019, deep political divisions, structural governance challenges, and economic insecurity continue to impede a durable peace and development progress in Afghanistan. The most recent interruption of peace talks with the Taliban, delay in Afghan presidential elections results, and ongoing questions over international troop presence are creating even more uncertainty for the people of Afghanistan. The COVID-19 pandemic compounded with escalating conflict, recurrent natural disasters, deteriorating economy, continued displacement, unprecedented levels of food insecurity, malnutrition and poverty have exacerbated the existing vulnerabilities of children, adolescent girls, boys and families.

### IDPs/ Returnees

Since 2014, Afghanistan has had a new administration, many fewer foreign troops, and more than a million newly displaced people. There has been an increase in the number of returnees primarily from Pakistan and Iran — around 600,000 in the second half of 2016 — and in the number of Internally Displaced People (IDPs), reaching by November a record level in excess of 500,000 having been displaced during 2016 and increasing by more than 100,000 since then and most of them are living in insecure housing in informal settlements on private land on the fringes of major cities.

### Food Security

The food security situation in Afghanistan continued to deteriorate with the percentage of food insecure people doubling. The proportion of people in a crisis or emergency situation has simultaneously increased more than five-fold in the past five years. The most recent Integrated Food Security Phase Classification (IPC) analysis shows the food-security situation has further deteriorated

During COVID-19 with an estimated 16.9 million people (42 per cent of the population) now assessed to be in crisis or emergency levels of food insecurity. According to data from the IPC Secretariat, Afghanistan has the second highest number of people in emergency food-insecurity in the world (5.5 million).

### WHLO's Response

The situational analysis shows that WHLO's has an important role in responding to the current context -especially with regard to the IDPs/returnees and the need for primary services, health, education, employment opportunities through training, advocacy work for governance and peace building and improving the overall deteriorating food security. The present government's strategy for partnering with NGOs is an opportunity for WHLO to join hands. WHLO's historical background as a local NGO deep rooted in Afghani culture and tradition makes it an ideal organization that the local communities relate to and cooperate.

WHLO is ready to join hands with government and like-minded partners to take up the projects to even the remotest corners of

Afghanistan so that the basic needs of the vulnerable people are met on a priority basis.

SWOT Analysis

The SWOT analysis is conducted by WHLO to identify the strengths and weaknesses of the organization, analyses and explore the opportunities available and plan for the risks /threats mitigation. A quick look at the SWOT shows that WHLO has good areas of strengths in terms of being a longstanding and credible local organization with good rapport and relationship with the local communities as well as the International and National Donors. Building on these inherent strengths, WHLO is well placed to improve upon the weakness identified by leveraging the available opportunities. Based on this analysis, WHLO will formulate the ongoing strategy and set the goals and directions for the next five years.

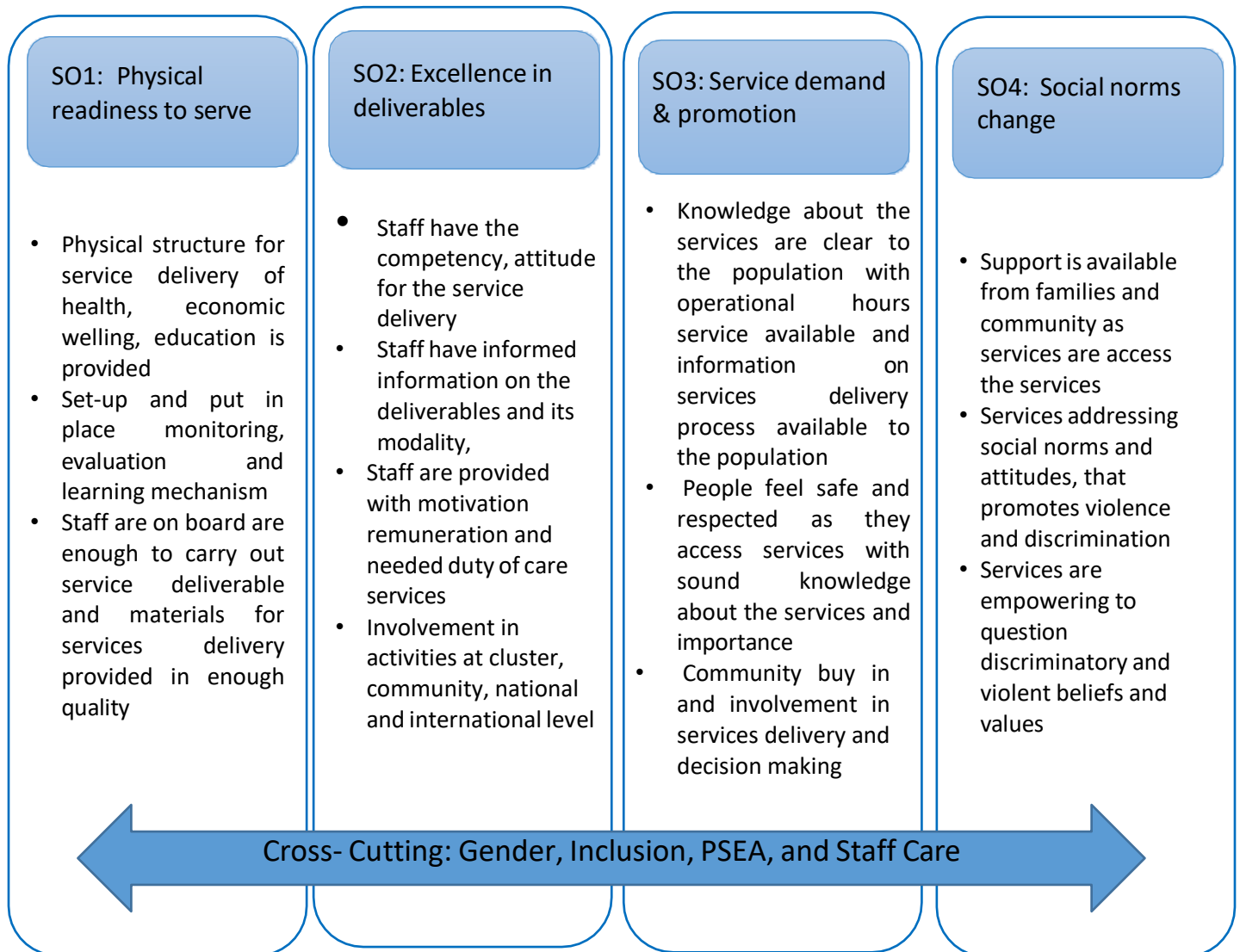
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Well Established and Well Known Organization in Afghanistan.</li> <li>• Rooted in local culture and better understanding of context</li> <li>• Multiple donors and CSO partners</li> <li>• Professional staff with</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient core funding</li> <li>• Weak financial and audit systems</li> <li>• Inadequate documentation and presentation of achievements, success stories</li> <li>• Inadequate representation in the provinces we work (currently only 2 offices outside Kabul)</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Increasing Donor Interest</li> <li>• Willingness of International Talents to join WHLO professional team</li> <li>• Continued interest from International UN organizations.</li> <li>• Trust with the community at the province level</li> </ul>	<ul style="list-style-type: none"> <li>• Unstable Political and Security environment</li> <li>• Negative Perception of NGOs in general</li> <li>• Widespread corruption</li> <li>• Donor still hesitate to fund for institutional strengthen</li> <li>• Donors still hesitant to fund for</li> </ul> <p>Trust with the community at the province institutional strengthening.</p>



## OBJECTIVES AND KEY STRATEGIES

To the extent that a strategic plan is a “road map,” our objectives describe the desired “destination” – where we want to be in 2025. Our strategic objectives translate our three years’ vision into a more focused, actionable set of outcomes.

**Goal:** Promote Safe and inclusive environments by responding to basic human needs, promote economic wellbeing and education, through collaboration with partners to capacity building for quality services delivery



**Goal:** Promote Safe and inclusive environments by responding to basic human needs, promote economic wellbeing and education, through collaboration with partners to capacity building for quality services delivery.

#### Physical readiness to serve

- Physical structure for service delivery of health, economic welling, and education is provided, in a safe place and accessible to all, especially marginalized group. Equipment and materials for services delivery provided, where not alternate or active referral mechanism provided
- Set-up and put in place monitoring, evaluation and learning mechanism
- Staff are on board are enough to carry out service deliverable and materials for services delivery provided in enough quality

#### Excellence in deliverables

- Staff have the competency, attitude for the service delivery and are worthy in learning to better shape program to meet the context and best practices.
- Staff have informed information on the deliverables and its modality, with clear information on protocol to follow
- Staff are provided with motivation remuneration and needed duty of care services
- Involvement in activities at cluster, community, national and international level that creates learning and shaping opportunities for promising practices

#### Service demand creation and promotion

- Knowledge about the services are clear to the population with operational hours, service available and information on services delivery process available to the population
- People feel safe and respected as they access services with sound knowledge about the services and importance
- Community buy in and involvement in services delivery and decision making power and support in promoting service availability creation

#### Social norms change

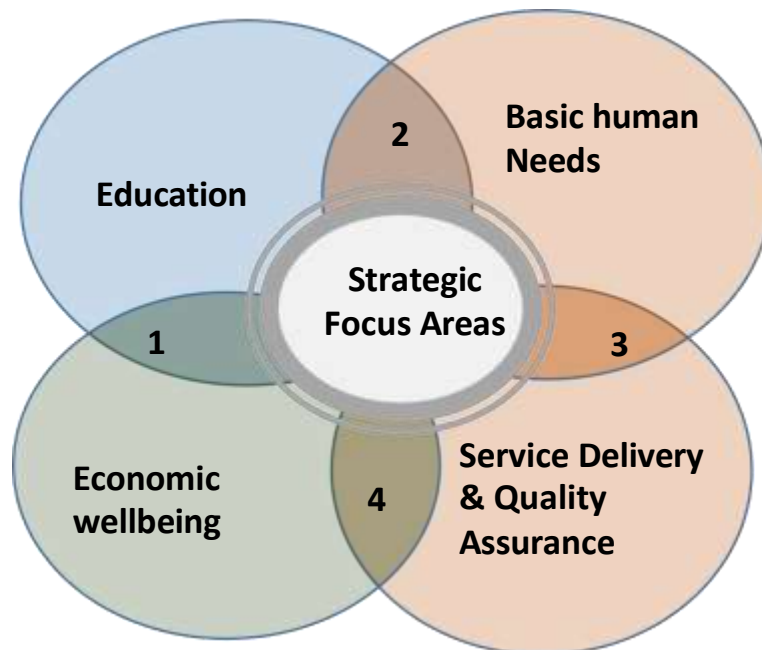
- Support is available from families and community as services are access the services
- Services addressing social norms and attitudes, that promotes violence and discrimination
- Services are empowering to question discriminatory and violent beliefs and values



## STRATEGY PLAN FOCUS AREA

### Education:

This will entail all program activities channeled towards lighting the fire of all, where they learn, work and live. It focus is on acquisition of useful knowledge and technical skills in order that they could become affluent adults and so contribute to the future gross domestic product, Additional, involves activities that works towards developing human values which would help them grow personally and socially as good people, support it targets to reach their hopeful creativity, develop their appealing values and immerse them in the culture of their time. For a functional and responsive wellbeing that meets their potentials and brings about overall development and reduces vulnerabilities



**Objective 1:** Young children have quality access to safe literacy, numeracy and social learning skills, including cognitive, social and emotional skill necessary to gain academic Excellency

### Strategies

- Work at both systemic and frontline levels to address education needs of the most vulnerable
- Engage in ongoing learning and research related to the Education needs of those most vulnerable.
- Engage with the community in identifying the barriers to education services and on improvement plan
- Make advocacy and capacity building a core activity for policy development, modification and for an improved performance in school system
- Implant resident-centric and inclusive practices in our work related to education needs.

- Leverage and align interests of current and future donors with the needs identified.
- Increase access to benefits for educational services, including school feeding
- Support comprehensive, integrated plans to prevent and end educational activities
- Ensure all education activities in cooperates social learning approach
- Support programs and organizations that provide assistance to children who suffer from or are at risk of violence, abuse, or neglect.

#### Measurements

- Number young children who have access to quality and safe education services as a result of the project
- Number of teachers that received capacity building to improve teaching methodology, student engagement and performance
- % of identified barriers on access to education for young children and addressed in coordination with responsible bodies, including community members
- Prevention and responses activities at school level to address violence, abuse and neglect of children
- Prevention and responses activities at community level to address violence, abuse and neglect of children

**Objective 2:** Youth and women have access to quality and safe livelihood, literacy, numeracy, social and emotional skills relevant to market according to their growing abilities

#### Strategies

- Work at both systemic and frontline levels to address education and empowerment needs of the most vulnerable with focus on women and youth
- Engage in ongoing learning and research related to the Education and empowerment needs of those most vulnerable, with focus on women and youth
- Engage with the community in identifying the barriers to empowerment services and on improvement plan
- Make advocacy and capacity building a core activity for policy development, modification and for an improved performance on empowerment of women
- Implant resident-centric and inclusive practices in our work related to empowerment needs.
- Leverage and align interests of current and future donors with the needs identified.
- Increase access to benefits for empowerment service
- Support comprehensive, integrated plans to prevent and end women restriction on empowerment activities
- Ensure all planned education and empowerment activities in cooperates social learning approach
- Support programs and organizations that provide assistance to women who suffer from

or are at risk of violence, exploitation or abuse

#### Measurements

Number women and youth who have access to quality and safe empowerment n services as a result of the project

- % of identified barriers on access to empowerment for women and addressed in coordination with responsible bodies, including community members
- Prevention and responses activities at community level to address violence, abuse and neglect of children



### Basic human Needs:

Activities under this will focus on various motivating emergency drives and will include the following;

Physical needs, with focus on health, shelter, food, and sleep. Protection needs and will comprise of safety, healthy environment, freedom from fear, anxiety and threat and Social need, of which the focus will be on promoting sense of belonging and atmosphere of acceptance. This will help mitigate and prevent vulnerability of affected population to harm, while responding to their basic need areas such to health, nutrition, WASH, food security and protection to improve wellbeing, peaceful coexistence and safety of affected population

### Objective 1: Physical Needs:

Health: People are protected from health diseases and obtain health treatments, reproductive health services including health information.

WASH: Protected from water, sanitation and hygiene-related diseases are available for people

Food and Nutrition: Children are secure from and treated from malnutrition while with adults they feel food secured



Objective 2: Protection Need: Feelings of safety at the community and people obtain supportive services when the experience harm

Objective 3: Social Needs: People social needs are meet and they are able to collectively influence decision that affects their lives without fear and make informed choices while expanding their social network

### Strategies

- Embrace and advance WHLO mission, vision, and corevalues.
- Focus on addressing needs identified by the community as a “high priority.” –
- Take on issues that are broadly resonant with our partners including donors, community leaders, and staff.
- Focus on the most disadvantaged and vulnerable residents in the community.
- Address systemic issues and root causes whether based on local, regional, or national trends.
- Align well with the WHLO current strengths, staff expertise, donor interests, and relationships.
- Work at both systemic and frontline levels to address basic human needs of the most

vulnerable

- Engage in ongoing learning and research related to the basic needs of those most vulnerable.
- Embed resident-centric and inclusive practices in our work related to basic human needs.
- Leverage and align interests of current and future donors with the needs identified.
- Increase access to benefits and safety for nutritious food.
- Ensure a strong emergency delivery system for nutritious food.
- Ensure a strong emergency delivery system for Health services.
- Increase the availability of safe WASH services
- Support frontline health care organizations as they provide basic medical care and preventive services to the most vulnerable population, including mental health
- Support programs and organizations that provide assistance to those who suffer from or are at risk of violence, abuse, or neglect.

#### Measurements

- Number of people reached with safe health services
- Number of vulnerable group reached with safe for services
- % of identified protection risks identified and addressed in collaboration with responsible body including community



### Economic wellbeing:

Under this component activity will be directed to provided assistance for people to be able to have their most basic survival needs met and have sustainable income and assets so they can prosper, including meeting families need, to avoid negative coping mechanism with long term negative consequences while working to improve livelihoods opportunities for long-term economic wellbeing to become self-sufficient by managing services and resources.

**Objectives:** Women and youth generate income and assets, with control over their resources and assets

### Strategies

- Support use of the context needs to create more economic opportunities.
- Support building on existing capacity
- Focus on connecting people not only with initial jobs but with career paths, career development, and entrepreneurial opportunities.
- Support ways to increase access to jobs and essential services that support one's ability to achieve self-sufficiency.
- Focus our resources on a small number of communities in which the most vulnerable populations, especially women live
- Ensure that residents from the most vulnerable populations play a central role in determining how WHLO deploys its resources in their communities.
- Strengthen organizations to advance their work in key areas, such as job training, micro-business and development

### Measurements

- Numbers of women reached in economic empowerment program
- Numbers of decisions informed by vulnerable group
- Number of people that benefit from job training and micro business development





### Services delivery and Quality assurance:

This will focus on quality assurance and developing programmatic and operational controls to ensure that the results match the desired outcomes and accountable to people we serve.

Activities will be designed to keep targeted groups and the community safe while services will be provided in a dignified manner. Responses will be client responsive focus. WHLO will ensure that both programmatic and operational activities meet best practices and in the interest of people we service, with considerations on humanitarian principles of humanity, independency, neutrality and impartiality with learning opportunity, from partners and external sources including donors to shape and advocacy for good practices and policies **Objectives:** Services are effective and responsive to people's need

### Strategies

- Ensure that all programs are client responsive
- Program design must be informed by findings and assessments, internally and externally
- All plan to are to align with value for money principles
- All program to have client responsive mechanism in place
- Staff to be aware if safe guarding actions and policy, which all must be acknowledged and commit to
- Clear monitoring evaluation and plan plans that meet best practices to be in place
- Community members to be carried along on design stages, implantation, monitoring and closure stages of program
- Do No Harm and humanitarians principles to be the core consideration in all program
- Protection and gender to be mainstreamed in all program activities

### Measurements

- Numbers of CRM in place in program implementation locations
- Number of Need assessment conducted, to inform program design
- Numbers of staff trained on safe guarding policy
- Number of program design with clear monitoring evaluation and learning plan
- All program design should have risk concerns with mitigation measures in place

### Operational tactics:

This is a set of decisions WHLO has put in place regarding its service delivery, to promotes safety, justice, equality, equality and inclusion. It considers each step they take toward quality services delivering of its operation, and all decisions regarding various operations while must align with the organizational policies. This will help WHLO to achieve its long-term goals and improve employee efficiency, best use of resources, cooperation, planning, above all quality of services that meet majority of affected person needs in a safe and dignified manner

- Community involvement: This will remain a core activity in all WHLO program
- Gender and inclusion mainstreaming: All program must be gender sensitive and aware with consideration on marginalized group such as women and people with disability

- Protection mainstreaming: All WHLO program will consider safety and dignity of beneficiaries, ensure meaningful access and non-discrimination, be accountable to people we serve and must be participatory and empowering
- Outcomes-driven and evidence based: Approach adopted will be able to bring Positive changes in peoples, lives, indicator must be outcomes not (only) outputs, decisions must be informed by best available evidence, TOCs, research evidence, monitoring data will generate evidence
- Measurement focus: All intervention must be measurement focus through quantifying and tracking progress against outcomes review data and course correct across projects
- Lesson learnt: WHLO program will always note, adopts and build on lessons from other intervention both internally and externally for an improved service delivery.
- Context driven: WHLO will Systematically use contextual information for program design and adjustment
- Do NO Harm principles: WHLO will strive to minimize the harm their may inadvertently cause through providing humanitarian assistance, as well harm that may be caused by not providing
- Humanitarian principles: All intervention will adhere to humanitarian principles of humanity, neutrality, independency and impartiality
- Meeting donors' regulation: Donor driven will be a core consideration area in our program while all donor regulation will be adhere to
- Capacity building on safeguarding and acknowledgement of it commitment
- Girls and women focus: Women and girls will continue to be WHLO target, considering their high level of vulnerability and to better branch gender gaps
- Adopt inclusion and integrated approach across all program
- Staff capacity building and a well defines responsible will always be in place and will consideration of enough staff on board that are worth in character and learning



## APPROACHES AND MODELS TO ADOPT ACROSS

### Humanitarian approach

WHLO insists on the right of the individual to receive humanitarian aid, and on our right and duty to provide such aid whenever we can. This means that in some cases advocacy must give way to our duty to help people in distress. It also means that we insist on the right of individuals to use their own capacity to shape their lives with dignity.

### Egg model

This model uses the shape of an egg to think strategically about different areas / types of action in which needs of affected persons could be addressed and the different types of activities needed to meet the needs. These different types of action can be carried out simultaneously.

### Respect

WHLO operates from a rights-based approach, nationally as well as internationally. This means that we work to ensure that displaced persons can claim their human rights, enshrined in applicable conventions and laws – without any kind of discrimination. It also means that we work to ensure that duty-bearers, State authorities and the international community fulfill their responsibilities to affected populations, providing meaningful assistance until beneficiaries are able to manage these responsibilities themselves.

### Inclusion

WHLO implements its activities, in partnership with affected populations, respecting and cooperating with the people we are trying to help, thereby ensuring that they are strengthened through our cooperation. This means that we ask them to consent to our assistance and that they participate in the planning, implementation, and assessment of outcomes.

### Honesty and transparency

WHLO is accountable to the people we serve, to those who support us and those with whom we cooperate. This means that we are honest and open about what we do and about the choices we make when the needs are greater than our ability to provide help. It also means that we undertake a responsible division of labour with others to ensure that partnerships ensure holistic solutions, rather than unfruitful duplication of effort.

### Age, Gender and Diversity Mainstreaming

WHLO is committed to ensuring an inclusive and Age, Gender and Diversity (AGD) sensitive programme. WHLO will work with affected local populations, local stakeholders and partners to mainstream and prioritize the needs of women, men, girls and boys, based on the understanding that they are not simply victims of conflict, but also drivers of change. WHLO believes that women, men, boys and girls have different capacities that are paramount to the success and effectiveness of its interventions. WHLO is an equal opportunity employer. The workplace has a gender-balanced representation of women and men and reflects Afghan society's diversity. WHLO will ensure the equal hearing of the voices of both genders, all age groups and all ethnic groups within the target population. Data collected throughout the project

cycle, will be disaggregated by AGD (wherever possible) to reflect the needs and views of different groups.

#### Participatory approach

WHLO will emphasize on participation of the affected population in design, planning and monitoring of programs. This will help the persons of concern to identify the gaps, needs and capacities within their communities, empower them and will also help the programs to be designed more realistically.

#### Rights-based approach

Aims at protecting human rights and promoting sustainability and empowerment specially marginalized populations. This approach considers beneficiaries as rights holders who can hold duty bearers accountable.

#### Positioning – Representation

To keep a relevant position in the Afghanistan Humanitarian context, WHLO will promote the active involvement of in clusters and other global and regional networks, and coordination structures, strengthening our contribution with evidence-based content/information/ideas. Each unit head will be directly involved in representation and participation in humanitarian Action. This will enhance WHLO advocacy on operational and policy issues towards main humanitarian stakeholders through agreed messages and positions, rooted on WHLO operational evidence collected from the field and interventions lessons learnt.

Learnings generated and other events will be used to increase advocacy and to communicate to the public what we do, how we use our resources and to what purpose.

#### Conclusion

To progressively achieve the set objectives, an organization commitment to the strategy will be paramount starting with the internal awareness and recognition of the importance of WHLO vision and mission. Consideration of strategic and programming exercise in ensuring minimum standard are put forward