



List of Acronyms

ALP	Advanced Learning Plan
ASER	Annual Status of Education Report
BEE	Bee Services Private Limited
CAR	Commissionerate of Afghan Refugees
CRP	Civil Rights Programme
GBV	Gender Based Violence
HDI	Human Development Index
HR	Human Resource
IEC	Information, Education, and Communication
INGO	International Non-Governmental Organization
JICA	Japan International Cooperation Agency
KK	Khwendo Kor
M&E	Monitoring & Evaluation
MCH	Maternal and Child Health
MHM	Menstrual Hygiene Management
MOs/WOs	Men Organizations/Women Organizations
MOV	Means of Verification
MTR	Mid Term Review
NGO	Non-Governmental Organization
NOC	No Objection Certificate
PIU	Project Implementation Unit
PSRA	Private School Registration Authority
RFP	Request for Proposal
SDGs	Sustainable Development Goals
SPP	Strategic Planning Process
UK FROK	United Kingdom Friend of Khwendo Kor
UN	United Nations
UNICEF	United Nations Children Fund
VV	Viable Village
WASH	Water and Sanitation Hygiene

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1. Introduction and back ground:

1.1. Khwendo Kor:

(KK) is a Pashto language word meaning “Sisters’ Home”. It is a non-profit, non-governmental and non-partisan organization registered in 1993, in response to an urgent need expressed by women for a forum to address their issues. It has developed into a sisterhood, guiding women to take practical steps for the betterment of themselves and their families. It is a participatory development initiative, focusing on the active involvement of the communities especially women and Children. Khwendo Kor is a leading gender and rights-based organization dedicated to promoting women's empowerment, gender equality, and social justice in Pakistan.

KK works in villages of Khyber Pakhtunkhwa (KP) and Newly Merged (Tribal) Districts, where health, education, civil rights and economic development opportunities for the marginalized and extremely vulnerable individuals including women and children are lacking or even don not exists.

1.2. KK Strategic Planning Processes:

KK has since its inception been going through strategic planning processes of three to five years to provide a framework within which to operate and address current and emerging needs and issues of communities especially women and children. The last strategic plan was formulated for ten (10) years (2017-2026) with a mid-term review planned after five years. This review was held during 2022 and concluded with a plan for the last three years of the ten years period.

1.3. KK Strategic Planning (2017-2026):

The strategic plan 2017-26 was developed at a time, when civil society in Pakistan was under great pressure due to increasing governmental regulations and the funding base from international donors was shrinking. Within this context the 10-year plan appeared to be an ambitious one. There was a conceptual and thematic framework but it had to be developed into concrete action plans. This was made difficult by the external pressures that arose requiring clearances and approvals at central govt level as well as provincial and district levels for all projects. With the long wait and delays much donor funding lapsed and KK had to reduce staff and operations. However, the restricted programmatic work went on within the guidelines of the strategic framework of 2017-2026.

The Plan aimed for the establishment of a steady and steady diversified funding streams, which would ~~serve~~ be the cornerstone for the sustainability of KK's projects. Furthermore, the plan sought to create viable models with demonstrated impacts, reflecting a commitment to evidence-based interventions. Most importantly, the plan aspired to witness improved conditions and elevated status for empowered women within more resilient communities, with a special focus on marginalized areas. This emphasis on inclusivity and empowerment validates KK's dedication to fostering lasting positive change in the lives of those it serves.

Following were the salient features of the Plan:

1. A considerable level of ambition in envisioning “A compassionate society where women and girls live with dignity and self-reliance” guided by the mission of “A learning and value-based organization striving for resilient communities and empowered women & girls.”
2. A flexible and comprehensive framework for Khwendo Kor's initiatives. It championed the 'viable village' approach, advocating for holistic community engagement eventually becoming empowered that no external interventions are required. This perspective advocated for a holistic

engagement within communities, encouraging KK not to confine itself to specific programs, but rather to address any pertinent issue within a village or area where it operates.

3. Clearly defined outcomes and strategies serving as a guiding document for developing project proposal and annual planning and reporting of the organization.
4. Envisioning Khwendo Kor as evolving into a nationally and internationally recognized influential organization. Within this strategic framework the undermentioned strategies identified;
 - a) Learning and Research.
 - b) Viable Village Development.
 - c) Strategic Partnerships.
 - d) Establishment of Social Enterprises.
 - e) Institutional and Organizational Development, strengthening.
 - f) Business Development

Recommendations:

One of the key recommendations was that the organization will not confine itself to a specific program area but to work holistically and respond to the community existing and emerging needs through the Viable Village model. The VV approach has been evolved integral to KK since 1993 and formally adopted as VV approach in 2013, while the main programs areas so far implemented by the organization have been Education, Economic Empowerment, Civil Rights, Health and Humanitarian Response within the umbrella of the viable village.

1.4. SP Mid-Term Review of the SP-2017-2023:

Objectives: The MTR 2023 aimed to:

1. Assess Khwendo Kor's past 6 years (2017-2022) performance in terms of progress and inadequacies for recommending improvements and adjustments in the coming years (2023-2026).
2. Engage and prepare Khwendo Kor for effectively dealing with future challenges faced in internal and external environment.
3. Assess the efficiency and effectiveness of the strategic framework, and its connections with the strategies, programmes and outcomes.

Methodology:

Following methodologies and tools were applied to assess 2017-2022 performance against SP 2017-26 and define the way forward for the next SP period;

1. A brief context analysis exercise to develop a backdrop for review of strategic plan document.
2. A workshop to revisit and revise the Strategic plan to come up with a consensus, and simpler and rendering a simple context specific strategic plan.
3. Donor mapping exercise to identify key funding opportunities.
4. A business plan (annual plan, financial plan and M&E plan) for the strategic plan to be followed over the agreed timelines.
5. Interviews with key staff

Process adopted: The Integrated Organization Model (IOM Model) of MDF Netherlands was utilized to guide the process and to ensure a systematic, inclusiveness and efficacy.

The process began with a comprehensive ~~an~~ institutional assessment of Khwendo Kor and its performance regarding strategic plan (2017-2026). This assessment provided valuable insights into the organization's strengths, weaknesses, and areas for improvement. To gather diverse perspectives, group and individual discussions were held with key staff members, senior management, and board members. Their expertise and experiences were actively sought to gain a comprehensive understanding of the organization's internal dynamics.

A dedicated workshop involving key staff and board members was organized facilitated by an external consultant. During this interactive workshop and collective active participation, a draft revised strategic plan emerged in terms of adjustments and amendments in the vision, mission, and desired outcomes that KK would aspire to in the coming years.

The draft plan emerging from the workshop was put through reviews at several levels. A consultation meeting was conducted with stakeholders and donors to incorporate external perspectives and ensure the plan met broader expectations. The strategic plan then underwent an internal review to assess proposed strategies, objectives, and indicators for coherence, feasibility, and alignment with the organization's overall goals and resources.

The process followed resulted in a comprehensive and inclusive revision of the strategic plan addressing the evolving needs of Khwendo Kor and its beneficiaries.

2. Mid-term review 2017-23 findings and adjusted Strategic plan 2023-2026):

2.1. Contextual Comparative Analysis (2017 and 2023):

Khwendo Kor (KK) has charted a strategic trajectory from 2017 to 2026, confronting a complex amalgamation of political, economic, social, technological, and environmental dynamics. It has faced critical situations now and then and have survived them with resolved them with patience and determination. KK not only weathered the storms of the past several years but have ~~also~~ secured new projects and pivotal government endorsements. The integrated context analysis delves into how these contextual elements influenced KK's strategic evolution, examining the interplay of political mandates, economic challenges, social dynamics, technological advancements, and environmental imperatives. This lens provides a comprehensive view of KK's journey, highlighting the nuanced challenges and opportunities encountered.

In the political sphere, KK adeptly navigated bureaucratic complexities, securing No Objection Certificates (NOC) and strategically positioning itself for future collaborations. Ongoing political instability, however, posed alignment challenges. Economically, KK addressed income poverty, food insecurity, and child labor through tailored interventions. The recent rise in inflation and diminished purchasing power necessitated targeted economic upliftment. Socially, entrenched norms perpetuated gender inequality, demanding sustained empowerment efforts. Programs promoting education, skills development, and gender equality sought to catalyze transformative change. In the technological realm, KK identified opportunities to bridge digital disparities, emphasizing enhanced data management and analysis. By investing in technology- driven solutions, KK aimed to bolster program efficacy and ensure inclusive access. Environmentally, climate-induced vulnerabilities mandated a comprehensive disaster management approach. Climate- resilient measures were integrated to fortify communities, ensuring the sustainability of KK's initiatives.

2. **Political Context:**

In the political domain, KK faced a critical challenge with the government's requirement for a No Objection Certificate (NOC) from EAD (External Affairs Division) GoP, which posed a severe threat to the organization's existence. This necessitated astute maneuvering of KK through very lengthy and bureaucratic complexities, showcasing KK's adeptness in navigating government policies and regulations. Additionally, KK's credible reputation and good relationships with government officials and policymakers positioned it strategically in negotiations with the government for future collaborations. However, political instability and consequent reduced functionality along with lengthy bureaucratic procedures remained a critical consideration for program continuation and development.

3. **Economic Context:**

With time and growing population trend and inflation, economic pressures have been mounting in the country, and poverty and food security increasing. One of the symptoms being large scale prevalence of child labor. KK has always operated within communities marked by income poverty, food insecurity, and prevalence of child labor. The recent spate of high inflation and reduced purchasing power further exacerbated food insecurity. These economic realities formed a pivotal backdrop, necessitating targeted interventions to address these pressing issues.

KK tailored its programs to alleviate poverty, improve food security, and combat child labor in the areas of its operation. And not only uplift the community economically but also to fortify its own sustainability and impact of its interventions.

4. **Social Context:**

Within the social sphere, KK's strategic plan addressed multifaceted challenges. Limited access to girls' education and technical skills, coupled with the prevalent issue of child labor, called for a nuanced approach. Furthermore, deeply entrenched cultural norms perpetuated gender inequality, necessitating sustained efforts towards empowerment of women and girls especially. By embedding programs that championed education, skills development, and gender equality, KK sought to create a transformative impact on the community's social fabric.

5. **Technological Context:**

In the fast-changing technological landscape and increasing access to digital technology there are disparities where facilities are lacking in disadvantaged communities. KK identified opportunities to bridge digital divides within the community. The strategic plan underscored the need to enhance KK's digital capacity, particularly in data management and analysis. By investing in technology-driven solutions, KK aimed to bolster program effectiveness and ensure inclusive access to the benefits of the digital age.

6. **Environmental Context:**

KK's operational context was profoundly influenced by environmental factors. The region's susceptibility to climate-induced disasters mandated a comprehensive approach to disaster management. Climate change-induced shifts in weather patterns demanded a proactive stance on adaptation and risk reduction. By integrating climate-resilient measures into its programs, KK aimed to fortify communities against environmental vulnerabilities, thus safeguarding the sustainability of its initiatives.

3. MTR 2023 recommended changes and adjustments:

KK team along with its BoD and other key stakeholders participated in the review process of the KK strategic plan 2017-26 where the strategic framework was revisited and the below adjustments have been recommended to the KK strategic plan/framework for the next four years.

3.1. Adjustment to strategic framework:

Strategic plan 2017	MTR recommended changes/Adjustments 2023-2026
<p>Vision: A compassionate society where women and girls live with dignity and self-reliance”.</p>	<p>The Vision statement remained the same with addition of “Thrive” to it</p> <p>A compassionate society where women and girls live and thrive with dignity and self-reliance.</p>
<p>“A learning and value-based organization striving for resilient communities and empowered women”.</p>	<p>The mission statement remained the same with adding a word “Inclusive”</p> <p>A learning and value-based organization striving for inclusive and resilient communities and empowered women”.</p>
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Learning and Research 2. Viable Village 3. Strategic Partnership 4. Social Enterprise 5. Institutional Development and Organizational Strengthening. 6. Business Development 	<ol style="list-style-type: none"> 1. Viable Village 2. Learning, Research and quality assurance. 3. Self-Reliance and Business Development. 4. Partnership Development
<p>Programs: KK has not confined itself to any specific program/thematic areas but to apply the viable village approach under which community needs and issues will be taken care accordingly.</p>	<p>During the mid-term review, KK team prioritized below programs/thematic areas to contribute to its vision and mission:</p> <ol style="list-style-type: none"> 1. Girls Education 2. Women Economic Empowerment 3. Health and WASH 4. Civil Rights and women political participation. 5. Climate resilience and justice 6. Humanitarian Response
<p>Strategic Operational plan not defined</p>	<p>Strategic operational plan for 3 years chalked out.</p>

4. Major Shifts in Strategic Plan - 2017 vs 2023:

The strategic evolution of Khwendo Kor (KK) from 2017 to 2023 underscores a remarkable journey of adaptability and growth. In stark contrast to the 2017 version, the 2023 iteration of KK's strategic plan demonstrates a more robust and comprehensive approach, marked by the inclusion of both programs and strategies. This signifies a shift from a conceptual framework in 2017 to a fully developed document in 2023, reflecting KK's commitment to operational excellence and its capacity to respond effectively to complex challenges.

One of the most significant transformations is the incorporation of programs into the strategic plan. In 2017, KK's strategic document primarily provided a framework and principles, leaving much room for interpretation at the programmatic level. In contrast, the 2023 version outlines concrete programs with specific objectives, activities, and timelines. This shift enhances clarity and accountability, ensuring that KK's initiatives align directly with its strategic goals. These programs span various domains, including education, health, economic empowerment, gender equality, and climate resilience, reflecting KK's commitment to addressing multifaceted community needs comprehensively.

The 2023 strategic plan also unveils a more profound strategic depth compared to its predecessor. While the 2017 version featured key strategies, they often lacked the granularity and specificity needed for effective implementation. In contrast, the 2023 document presents a detailed roadmap, articulating clear strategies and tactics for each program. This evolution enhances the organization's ability to track progress, measure outcomes, and adapt swiftly to changing circumstances. The inclusion of strategies such as digitalization, community capacity building, and partnership development underscores KK's commitment to harnessing the full spectrum of resources and tools available to achieve its mission.

As KK transitions from a conceptual framework to a fully developed strategic plan, it positions itself not only as a catalyst for change but as a nimble and adaptive organization capable of navigating complex community and organizational landscapes. This shift underscores KK's enduring commitment to empowering communities, fostering gender equality, and building resilience in the face of evolving challenges. The 2023 strategic plan serves as a testament to KK's growth, maturity, and unwavering dedication to achieving lasting social impact in the communities it serves.

5. Outcomes of Mid Term Review (MTR) for 2023-26:

5.1. Analysis of Strengths, Weaknesses, Opportunities and Threats:

The SWOT analysis undertaken during a 3 days' workshop by the team through detail internal and external reflection and assessment. This reflection and analysis have provided the base to help devising strategies and adjustments to the strategic plan 2017-26.

<p>Strengths:</p> <ul style="list-style-type: none">• Experienced Workforce: KK maintains a skilled and dedicated team, ensuring effective implementation of long-term strategies.• Dedication to Gender Equality: KK's core mission centers around advocating for women's rights, displaying a steadfast commitment to gender equality in Pakistan.• Transparent Communication: An open and transparent communication system fosters effective information flow between staff and management.• Inclusive Decision-Making: Diverse perspectives are valued, contributing to stronger ownership and commitment.• Strong Stakeholder Relationships: KK has established robust partnerships for collaboration, resource mobilization, and advocacy.	<p>Opportunities:</p> <ul style="list-style-type: none">• Collaborative Partnerships: Exploring partnerships with organizations in the field of women's rights can leverage resources and expertise.• Diversified Funding: Diversification of funding sources, including corporate partnerships and social impact investors, can enhance financial sustainability.• Technological Advancements: Leverage technology for enhanced program delivery, communication, and outreach to a broader audience.• Engaging Men and Boys: Involving men and boys as allies and advocates can challenge patriarchal norms and drive positive change.• Image of KK as an organization working for gender and women rights• Climate Change is one of the buzz words in the current situation and KK can build on it and can be of greater help to its partner communities especially women.• Disasters and emergencies: KK being very active in responding emergency and disasters and is better positioned to deal with the ongoing emergencies and disasters.
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<p>Weaknesses:</p> <ul style="list-style-type: none"> • Digital Infrastructure: Investments in digital infrastructure are required for efficient data management and streamlined workflow processes. • Social Media Utilization: Enhanced use of social media platforms for awareness raising, stakeholder engagement, and support mobilization is necessary. • Website Information Accessibility: Regular updates and easy access to essential information on the KK website should be prioritized. • Staff Capacity Building: Investment in staff training and skill development is imperative to enhance competencies and performance. 	<p>Threats:</p> <ul style="list-style-type: none"> • Cultural Norms: Deep-seated cultural norms may hinder progress in promoting women's rights and gender equality. • Political Instability: Frequent government changes and shifting priorities can disrupt program continuity and sustainability. • Legal and Regulatory Constraints: Navigating legal and regulatory hurdles may restrict operational capabilities and advocacy efforts. • Security Risks: Operating in certain regions may expose KK to security risks, demanding careful planning and precautions. • Climate Change and its negative impact on the lives of community especially women in KK's working areas. • Disasters and emergencies: The contextual analysis reveals frequent natural and human made disasters especially in KK working areas.
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5.2. Strategic Frame Work 2023-26:

Based on the review of the previous strategic framework, the context analysis and SWOT analysis, the following strategic framework is developed which takes inspiration from the strategic statements i.e. vision and mission. KK will be contributing towards 6 strategic outcomes in implementing specific Programme areas involving some key strategies. The identified key strategies include viable village, learning and research and quality assurance, Self-reliance and business development and partnership development. The strategies will be integral in the implementation of the 6 programmes titled: Girls Education, Women Economic Empowerment, Health & Wash, Civil rights, Climate Resilience & Justice and Humanitarian Response. This whole strategic framework is based on a value system of KK that includes commitment, accountability, mutual respect and integrity



A COMPASSIONATE SOCIETY WHERE WOMEN AND GIRLS LIVE AND THRIVE WITH DIGNITY AND SELF RELIANCE



5.3. Key Strategies 2023-2026:

KK's success stems from a robust strategy framework that underpins the organization's activities and ensures alignment with its vision and mission. This framework encompasses a comprehensive understanding of the organization's strengths, weaknesses, opportunities, and threats, along with a thorough analysis of the external environment in which KK operates. By continually reviewing and updating our strategy framework, we the organization remains responsive to the evolving needs of its stakeholders and the society at large.

The organization's holistic approach is towards women empowerment which places KK amongst the leading CSOS of the country. By involving men and children in the organization's initiatives, it seeks to foster an environment where gender equality thrives and relationships are built on mutual respect; And through education, awareness campaigns, and capacity-building programs to, empower all members of society to challenge harmful gender norms and contribute to positive change.

KK firmly believes that sustainable development cannot be achieved without gender equality. By amplifying the voices of marginalized communities, advocating for policy reforms, and forging strategic partnerships, it works towards creating an inclusive society where women and girls can exercise their rights and fulfill their potential. Together, with its dedicated team, passionate volunteers, and supportive stakeholders, it strives to create lasting impact, drive social transformation, and build a future where every individual, regardless of gender, enjoys equal rights and opportunities.

The key **strategies** for Khwendo Kor under its revised/adjusted Strategic plan include the following;

1. *Viable Village:*

This is basically the approach of Khwendo Kor underpinning all its programs and has been evolved a model under which KK will ensure community empowerment especially of women and girls ownership and lead in the development processes. Under this model KK will ensure that grass root communities especially women and girls are included and actively participating in all its interventions by establishing of women and men organization at village level where all segment of society representation has to be ensured so that the inclusivity of all is taken care and ensured. This strategy will ensure to achieve sustainable outcomes and results across all KK programs. This strategy will mainly focus on social organization, mobilization of communities for increased participation and inclusion of communities especially women and girls, their capacity development and establishing of functional linkages of communities with stake holders for addressing the existing and emerging needs and issues sustainably.

2. *Learning, Research, and Quality Assurance:*

Khwendo Kor will establish a robust monitoring, evaluation, and learning framework to assess program effectiveness and inform evidence-based decisions. Research will generate context-specific knowledge, and quality assurance will adhere to best practices and ethical guidelines. A culture of innovation and improvement will be promoted through continuous learning and sharing of best practices.

3. *Self-Reliance and Business Development:*

KK will empower women in target communities through entrepreneurship and business development opportunities. Providing training, mentorship, and access to resources will support growth of sustainable micro-enterprises. Promoting financial literacy and savings mechanisms will enhance women's financial management and independence.

4. *Partnerships Development:*

KK will seek strategic partnerships with governmental agencies, civil society organizations, and international stakeholders to amplify the impact of gender-focused initiatives. Formal partnerships and networks will facilitate knowledge exchange and resource mobilization for collective advocacy in advancing gender equality and women's rights.

Beside the key strategies below are the operational level medium-term and long-term strategies recommended based on SWOT analysis which may include:

- Enhance digital infrastructure and invest in technology to improve data management, communication, and workflow processes.
- Develop a comprehensive media strategy to engage stakeholders, raise awareness, and mobilize support (social media, website, and other such content).
- Prioritize staff capacity building through training, workshops, and skill-building programs linked to performance parameters.
- Transition from a project-based approach to a strategic and programmatic approach for long-term sustainability and impact.
- Strengthen the monitoring and evaluation system to track program performance, showcase impact, and generate data for business development.
- Explore opportunities in the green industry, collaborate with the government for student support, and leverage partnerships with international organizations.
- Adapt actions and programming to align with changing national and global scenarios, including climate change and digitalization.
- Comply with NGO regulatory policies to enhance credibility, access funding, and operate within legal frameworks.
- Mitigate threats by addressing trust issues, monitoring political changes, navigating cultural barriers, staying updated on donor priorities, seeking long-term contracts, developing contingency plans, implementing security measures, finding innovative ways to operate within a shrinking space, fostering collaboration among NGOs, and implementing robust monitoring mechanisms to prevent corruption.

5.4. Program/Thematic Areas for 2023-2026.

5.4.1. *Girls Education:*

KK's Education Program is dedicated to quality and affordable formal and non-formal education to underprivileged students at the primary and secondary levels. The program focuses on increasing access to quality education, particularly for girls and young women, and aims to improve enrollment and retention by addressing socio-economic and attitudinal barriers. Vocational training and life skills education will empower young women and facilitate their economic independence.

5.4.2. *Women Economic Empowerment:*

KK's Economic Empowerment Program aims to provide women with access to economic resources and opportunities for financial empowerment. The program focuses on enhancing community skills, particularly those of women, developing small-scale business enterprises (SMEs) for women, providing assets and capital through cash transfers, seed money, and microfinance, and establishing linkages with relevant service providers.

5.4.3. *Health and WASH:*

KK's Health Program is committed to improving the health conditions of women and girls. The program aims to enhance access to quality health services, protect against mental health and blood-related disorders, and improve hygiene and WASH practices. By implementing targeted interventions, such as mobile health clinics and community health centers, KK aims to ensure vulnerable groups can receive timely and appropriate healthcare.

5.4.4. Civil Rights and Women Political Participation:

Khwendo Kor's Civil Rights and Women Participation Program is committed to promoting gender equality, reduce Gender Based Violence and women's empowerment and participation in the decision-making process at all levels including the political participation. The program aims to bridge the existing gender gaps and enabling women to activity patriate in the political processes. Through civic education, human rights training, and leadership development, women and girls are equipped with the knowledge and skills to participate effectively in politics. Under this program a systemic effort will be made that communities and stake holders including women are empowered and actively contribute to address all types of discrimination against women.

5.4.5. Climate Resilience and Justice:

KK's Climate Justice program addresses the adverse impacts of climate change on vulnerable communities, with a particular focus on women and children. The program advocates for sustainable livelihoods, disaster risk reduction, and environmental conservation to empower communities in adapting to climate change. By raising awareness about climate change and its implications, KK seeks to inspire collective action and promote climate resilience.

5.4.6. Humanitarian Response:

Under this program Khwendo Kor will proactively deal and respond to natural and human made crises and disasters in the province. This program will take care of other than emergencies which includes rehabilitation, welfare support services and immediate relief to the communities especially women and children in KK working districts.



2023-2026

**OPERATIONAL AND
BUSINESS PLAN**

www.khwendokor.org



By: InterAct Consulting Pvt. Ltd.

www.interactconsulting.org

6. Introduction and back ground:

The operational plan (2023-2026) outlines the practical steps to achieve the strategic objectives, focusing on:

1. **Education:** Enhancing access to quality education, particularly for girls, and improving enrollment and retention rates.
2. **Economic Empowerment:** Providing women with access to economic resources and opportunities for financial empowerment.
3. **Health and WASH:** Improving health conditions, especially for women and children, and increasing access to quality health services.
4. **Civil Rights and Women Political Participation:** Promoting gender equality, reducing gender-based violence, and increasing women's political participation.
5. **Climate Resilience and Justice:** Addressing the impact of climate change on vulnerable communities, promoting sustainable livelihoods, and disaster risk reduction.
6. **Humanitarian Response Service:** Providing relief, rehabilitation, and support services to communities affected by natural and human-made crises.

The operational plan includes key performance indicators (KPIs) to measure progress and outcomes in each program area

7. Operational and Business Plan 2023-2026:

The Operational Plan serves as a vital blueprint for KK for the execution of its programmes with the defined strategies and objectives indicated therein. The plan also includes key performance Indicators (KPIs) for progress monitoring of each Programme area to help measure their impact and outcomes. These KPIs include metrics related to increased enrollment and retention rates in education, women's political participation, community resilience to climate change, and other program-specific goals.

The Operational Plan incorporates a comprehensive organogram that outlines the organizational structure, roles, and responsibilities, ensuring clear communication and efficient decision-making.

The operational plan is a critical component of the revised strategic plan document, as it outlines the practical steps and actions for achieving the Plan objectives. While the strategic plan provides the overarching vision and direction, the operational plan serves as a roadmap that transforms those aspirations into tangible and achievable tasks. While The organogram, a key element is to establishes the hierarchical structure within the organization, defining roles, responsibilities, and reporting lines.

7.1. Program Structure:

Based on a comprehensive review of the Strategic Plan, Khwendo Kor (KK) has revised its strategic plan to ensure better alignment of its programs with the evolving context of Pakistan and the changing needs of its beneficiaries. With a strong commitment to promoting sustainable development and gender equality in Khyber Pakhtunkhwa (KP) and newly merged districts, KK implements a diverse range of programs encompassing education, healthcare, political awareness, women's participation, economic empowerment, and climate justice. The revised strategic plan presents KK's clear vision, mission, and key objectives for each program, while providing a well-defined roadmap for achieving its goals over the next 4 years. This report presents the revised

strategic plan of KK, emphasizing the programmatic and institutional priority areas, its objectives, strategies, targets, and required resources for each program and institutional priority areas. Additionally, it outlines the organization's approach to intervention areas and highlights key indicators to measure progress and success.

7.1.1. Education:

The Education Program of Khwendo Kor (KK) is dedicated to facilitating provision of quality and affordable formal and non-formal education to underprivileged students at the primary and secondary levels. The program has established four main objectives, identified specific intervention areas, and defined indicators to measure progress and achievement.

KK's education program focuses on increasing access to quality education, particularly for girls and young women. The program aims to improve enrollment and retention rates by addressing socio-economic and attitudinal barriers that hinder children's school attendance. Additionally, vocational training and life skills education are provided to empower young women and facilitate their economic independence.

Program Purpose: To enhance access of communities including underprivileged students especially girls toward quality and affordable formal and non-formal education and literacy.

Program Outcomes:

Objective 1: Increasing Access to Quality Education:

To ensure easy access to quality education, the program aims that No of parents who were previously unable/reluctant due to factors including finances and contextual barriers are sending their daughters to school by 2026. To achieve this, KK will facilitate and provide support in establishment, running and management of community-based schools, ALP centers, and vocational centers, providing educational opportunities to underprivileged children. This will be coupled with the viable village approaches to ensure that the parents agree to send their daughters to school.

Objective 2: Graduating Primary Students

The program seeks to produce No of primary school graduates annually. To accomplish this, cash and non-cash-based incentives will be provided to enhance girls' enrollment in primary schools. The program sets a target of increase in girls' enrollment due to the provision of these incentives.

Objective 3: Promoting Activity and Research-Based Learning and Capacity Building

KK aims to promote activity and research-based learning in its educational institutions. To achieve this objective, 70% of KK teaching staff will undergo training in pedagogy skills and activity-based learning. The program expects a 60% improvement in students' conceptual clarity and intellectual growth as a result of these

efforts. KK will also promote research to enhance understanding of the efficacy of various teaching methods and strategies but also to provide evidence of impact.

Objective 4: Effective Stakeholder Engagement for Article 25A Implementation

The program aims to develop linkages with stakeholders to effectively implement Article 25A, which guarantees the right to education in Pakistan. As part of this objective, KK will strive to enroll 20% of out-of-school children in community and public primary schools across Khyber Pakhtunkhwa (KP), ensuring their protection and access to quality education.

Program Components:

- a) Primary and secondary level formal and non-formal education.
- b) Adult literacy
- c) Accelerated Learning Pathways (ALPs)
- d) Advocacy and networking.

Program Intervention Areas:

- Formation and strengthening of (PTCs/PTAs) by applying VV model of community engagement.
- Establishment and management of community-based schools, ALP centers, adult literacy centers.
- Capacity building of teachers, PTCs and Mother Committees.
- Networking and linkages establishment with stake holders including government education department.
- Awareness raising and advocacy
- Provision of school supplies and support to children for continuation of education

Key Indicators 2023-2026

1. No. Of community schools, ALPs and ALC set up during the plan period
2. No. of primary level children enrolled in communities and formal schools
3. No of students graduated primary level.
4. No of out of school girls enrolled through cash-based incentives and awareness and mobilization initiatives.
5. No of school teachers trained in subject specific and pedagogy
6. No of out of school enrolled in community

7.1.2. Economic Empowerment:

The Economic Empowerment Program of Khwendo Kor (KK) aims to provide women with access to economic resources and opportunities for financial empowerment. The program has identified four main objectives: enhancing community skills, particularly those of women, developing small-scale business enterprises (SMEs) for women, providing assets and capital through cash transfers, seed money, and microfinance, and establishing linkages with relevant service providers.

KK's Economic Empowerment Program provides comprehensive support and training to women entrepreneurs, farmers, and artisans, enabling them to increase their income and achieve financial independence. The program encompasses vocational and business training, access to microfinance, market linkages, and promotional opportunities to help women entrepreneurs start or expand their businesses.

Program Purpose: increased access of women to viable economic resources and opportunities.

Objective-1: Vocational and technical skills of women enhanced:

Vocational skills - Embroidery and stitching, beauty parlors, mobile repairing, the focus of this objective will be on providing vocational skills training in diverse areas to enhance economic empowerment and.

KK will offer training programs in embroidery and stitching, beauty parlors, mobile repairing, and digital marketing. By equipping individuals with these skills aimed to enable them to pursue self-employment or gain employment opportunities in these thriving sectors, which will ultimately contribute in fostering economic independence and financial stability.

Objective 2: Women facilitated and engaged in viable home based indigenous and marketable businesses.

Women skills in livestock management, poultry farming and agro based business enhanced and are facilitated in getting the required support from relevant stake holders including KK projects. The skills include but not limited to organic farming, innovation in Agri-economy, use of climate change resistant technology and digital marketing. This will enhance women live stock management skills and to facilitates women to access livestock resources and promoting sustainable agriculture and climate change resilience. Beside the trainings KK will support to women by providing goats and poultry to kickstart their livestock enterprises to empower women to generate income and contribute to the family economic well-being.

Objective 3: Women entrepreneurs supported in marketing of products and services.

Showcasing products through online websites, apps, display centers, and exhibitions. The focus will be on showcasing the products developed by women. KK will provide support to the women and will establish online websites, apps, display centers, and exhibitions to promote and market the products and services of women who have undergone the economic empowerment program. By providing platforms for product display and marketing aimed to enhance visibility, access to markets, and income-generating opportunities for women at KK working areas.

Objective 4: Functional Linkages established with Relevant Service Providers

Linkages with relevant service providers and partnerships with corporate sectors/business communities has to be focused under this objective. The emphasizes will be on the importance of establishing linkages with relevant service providers and develop partnerships with corporate sectors and business communities. KK will create networks and collaborations to facilitate women access to financial services, market opportunities, and value chain. By fostering connections with established entities aimed to expand economic opportunities, enhance market access, and promote sustainable growth for the beneficiaries especially women.

Components:

- a) Women Vocational, Technical and agro based skills development.
- b) Marketing of women products through exhibition, display centers, online websites and apps.
- c) Partnership development with public and private sector.

Program Intervention Areas:

- Community organization and mobilization.
- Establishment, management and running of vocational centers.
- Capacity building trainings includes Skill development, business development and management.

- Provision of in-kind support for establishment of home-based business by women.
- Linages and networking.
- Exhibitions and melas

Key Indicators 2023-2026:

1. No of vocational center established, run and managed by KK in its working areas.
2. No of women led enterprise established and having a business plan.
3. No of women whose vocational skill enhanced and provided with kits/assets, grants and cash as appropriate.
4. No of women income enhanced by X %age against the baseline.
5. No of exhibitions and expos conducted.
6. No of women and general population educate on the existing and potential economic opportunities with increased access to it.

7.1.3. Z&F Health and WASH:

The Z&F Health & WASH program of Khwendo Kor (KK) aims to improve the health conditions of women and girls in the areas where KK operates with a special focus on prevention and support services. The program focus is on increasing access to quality health services, supporting and protecting against genetic, blood related and mental health disorders and improving hygiene and WASH practices. The program aims to improve access to quality health services, especially in rural and remote areas. This will be achieved through various strategies, including educating communities on the specific health issues and services, establishment of mobile health clinics, and awareness raising on health and WASH.

Program Purpose: Improved health conditions of communities especially women and children.

Objectives

Objective 1: Increased access of women and children to quality health services.

The focus of the program will be on addressing the barriers that vulnerable groups face in accessing healthcare services. KK will contribute to enhance their access to quality healthcare services through direct interventions and collaborations with other stake holders and partners. KK health and wash program will contribute to reduce geographical, financial, and cultural barriers aimed to ensure that vulnerable populations, including women, children, elderly individuals, and marginalized communities, can receive timely and appropriate healthcare services.

Objective 2: Protect and support women and children against mental health and blood-related disorders/diseases:

Blood related, genetic, Mental health and psychosocial well-being are crucial aspects of overall health. KK Health and Wash will mainly focus on addressing blood-related diseases and supporting vulnerable children affected by these ailments and the mental health needs of individuals and communities. KK will promote awareness, reduce stigma, and improve access of communities especially women and children to the available services of Thalassemia, hemophilia and mental health services.

KK will implement comprehensive strategies for prevention, diagnosis, and treatment of blood-related diseases, such as thalassemia and hemophilia. Additionally, KK will provide holistic support to vulnerable children, including access to specialized healthcare services, psychosocial support, and educational assistance, to ensure their well-being and improve their quality of life. Additionally, KK will implement psychosocial support programs to address the social and emotional well-being of individuals affected by trauma, violence, and other psychosocial challenges.

Objective 3: Improve hygiene and WASH practices and services in KK working areas, with a focus on women and children:

KK health and WASH program will contribute to enhance access of communities especially women to adequate water, sanitation, and hygiene services. KK's hygiene and WASH initiative will be focused on infrastructure development, behavior change, and hygiene promotion in KK's working areas. Under this objective provision of clean drinking water, safe sanitation facilities, and hygiene education will contribute to prevent waterborne diseases, reduce child mortality, and improve overall community health and well-being.

Objective-4: Improved maternal and neonatal health services and awareness

Improving maternal and neonatal health will be ensured through enhanced access to comprehensive and quality maternal healthcare services. Under this objective antenatal, postnatal care, safe delivery practices and newborn care has to ensure through various interventions which includes but not limited to conduct awareness campaigns and to educate communities about the importance of maternal and neonatal health, family planning, and reproductive rights.

Program Components

- a) Primary Health Care (PHC)
- b) Thalassemia prevention and support
- c) Mental health and psychosocial support
- d) WASH

Program Intervention Areas:

- Community organization and mobilization.
- Awareness raising and sensitization.
- Linkages and networking.
- Policy Advocacy.
- Service delivery.
- Psychosocial support counseling
- Capacity Building
- Child sponsorship and adaptation.

Key Indicators 2023-2026

1. No of women in targeted communities accessing health care services
2. No of thalassemia fellows receiving support and blood related services
3. No of women reached for awareness raising on health services, health hygiene, genetic disorders, malnutrition, mental health, MCH, MHM.
4. No of health committees and networks created and engaged in thalassemia prevention and support services

7.1.4. Civil Rights and Women Political Participation:

KK's Civil Rights and women political participation Program is dedicated to promote gender equalities, reduce Gender Based Violence and women's empowerment and participation in the decision-making process at all levels including the political participation. The program aims to bridge the existing gender gaps and enabling women to actively participate in the political processes. The program will promote women's political participation and leadership at local, provincial and national levels. The program recognizes that gender equality and women's empowerment are crucial elements of a thriving and inclusive democracy. It aims to address the existing gender disparities in political representation and create an enabling environment where women can actively engage in politics and decision-making processes.

The program places a strong emphasis on civic education, human rights, and leadership training for women and girls. Through these training initiatives, women are equipped with the knowledge, skills, and confidence and will be enabled to actively participate in the decision-making process at all levels.

Women will gain a deeper understanding of their rights as citizens and the significance of their voices in shaping policies and governance.

Purpose: Women of KP and NMDs are empowered, engaged and better able to promote gender equalities and contribute to address all types of discrimination against women at all levels.

Objectives:

Objective 1: To increase women participation and inclusion in the political and democratic process at all levels.

Objective 2: Stake holders including political parties, NDARA and ECP encouraged women inclusion in the political and democratic process and have created inclusive political environment for women.

Objective-3: Women civil and political rights are acknowledged and responded effectively at policy, practice and family level with decreased GBV.

Objective-4: To create supportive environment for women and decreased violence against women in relation to political and civil rights of women.

Objective 5: To strengthen and enable communities especially women to take active part in the promotion of gender equalities and to contribute in addressing all types of discrimination against women.

Program Components

- a) Community mobilization and awareness.
- b) Women political and civil rights.
- c) Capacity building, networking and behavioral change campaigning.
- d) Policy advocacy and reforms

Program Intervention Areas:

- Workshops, training sessions and awareness campaigns.
- Community organization and mobilization.
- Awareness raising and sensitization sessions, campaign and IEC material development and distribution.
- Coordination with political parties, NADRA, ECP and organize dialogue and discussion sessions on women participation and inclusion.
- Linkages and networking with stake holders in public and private sector.
- Policy level Advocacy seminars, workshops and meetings.
- Supporting women to contest elections.
- Support and encourage community led initiatives for addressing gender biasness, stereotype and discriminatory practices

Key Indicators 2023-26

1. %age increase in women's voter turnout in local elections compared to previous elections.
2. No of women candidates contest local government elections.
3. %age increase in the number of women registered as voters in the target districts against the baseline.
4. No of women elected as councilor.
5. No of women knowledge on political and civil rights enhanced.
6. No of political parties reviewed their manifesto and included women enhanced participation in the political and democratic process of the country.
7. No of women are included in the leadership of No of political parties.
8. No of NADRA and Election officials trained on gender-sensitive electoral procedures and practices.
9. No of GBV cases referred to the relevant quarters and got legal support.
10. No of police officers, Lawyers are trained, sensitized and extending their support to GBV survivors.

7.1.5. Climate resilience and Justice:

KK's Climate Justice program aimed to address the adverse impact of climate change on lives of vulnerable communities especially women and children. The program promotes sustainable livelihoods, disaster risk reduction, and environmental conservation, empowering communities to adapt to the changing climate and reduce their carbon footprint.

Purpose: Effective mitigation the adverse impact of climate change with enhanced response to its effects on the lives of communities especially women.

Objectives:

Objective 1: Raise awareness and understanding of the communities especially women about climate change and its implications on their lives and livelihoods.

Objective 2: Strengthen the capacity of local staff and stakeholders to actively respond to climate change challenges and implement climate adaptation and justice initiatives.

Objective 3: Promote a green economy by supporting activities driven by women especially such as afforestation, sustainable agriculture, renewable energy sources, and eco-friendly practices.

Objective 4: Foster linkages and networking among various stakeholders, including communities, organizations, and institutions, to facilitate collaborative actions and knowledge sharing.

Program Components:

Technically Climate had 5 components which includes 1) Atmosphere, 2) Lithosphere 3) Hydrosphere,

4) Cryosphere and 5) Biosphere, but here we are focusing on KK's intervention areas under the component of Climate resilience and justice program of Khwendo Kor which includes:

- a) Capacity building and awareness raising on climate change and its impact.
- b) Institutional development and strengthening with the perspective of climate change both of KK and other stakeholders including communities.
- c) Climate resilience and adaptation across the development program.
- d) Networking and linkages development

Program Interventions: Climate resilience and justice interventions includes but not limited to:

- Social organization, mobilization and awareness raising
- Capacity building trainings
- Climate-Smart Agriculture interventions:
- Renewable Energy Entrepreneurship (Solar, biogas, mini hydroelectric projects)
- Nature-Based Solutions initiatives (Reforestation, ecosystem restoration activities, sustainable land management practices, water conservation, biodiversity conservation)
- Community Resilience Networks establishment and strengthening.
- Green Technologies and Practices (energy efficient appliances, rainwater harvesting, water management solutions etc)
- Climate Data and Monitoring Systems:

Key Indicators 2023-26:

1. No of Target communities especially women knowledge on climate change enhanced.
2. No of communities especially women actively initiating and implementing climate change mitigation and adaptation measures.
3. No of communities have DRR plans.
4. No of communities implementing green economy initiatives.
5. No of stake holders engaged and contribute to the community solutions to climate resilience and adaptation.
6. No of women led climate resilient initiatives in relation to development programs (Education, health and livelihood) initiated in the target areas.

7.2. Humanitarian Response Service:

Under this program Khwendo Kor will proactively deal and response to natural and human made crises and disasters in the province. This program will take care of other than emergencies which includes rehabilitation, welfare support services and immediate relief to the communities especially women and children in KK working districts.

Purpose: Communities especially women and children prepared and supported against emergencies and disasters.

Program Objectives:

Objective-1: Communities especially women and children access to relief, rehabilitation, support services increased in emergencies and disasters.

Objective: 2: Communities especially women immediate needs including food, shelter etc met via welfare approach.

Program Component:

Component-1: Service delivery and hunger reduction (provision of food, cloths, medicines and other required service required by the un-attendant population in KK working areas. Under this component KK will provide cooked food and will organize regular Daster Khawan to the poor and un-attendant population which includes drug addicts etc.

Component-2: Advocacy and networking: The intendant population needs of day-to-day life and their rehabilitation has to be taken up at policy and service provision level so that they can be included and rehabilitated in the available services of government and other stake holders/service

providers. Under this component KK will sign MoU with government Zakat and Baitul Mall as well as with rehabilitation centers in KP especially for drug addicts and mental health survivors.

Program intervention

- Community organization and mobilization.
- Provision food and non-food Items in disaster situation
- Served cooked food to the un-attendant population (Daster Khawan)
- Linkages and net working with service providers and stake holders (Zakat, baitulmal etc)
- Advocacy at policy level.

Key Indicators 2023-26

1. No of women, men and children served with cooked food.
2. No of families provided with food and non-food items during emergencies.
3. No of women and men including drug addicts rehabilitated with the support of rehab centers.

7.3. Stakeholder Analysis and Engagement:

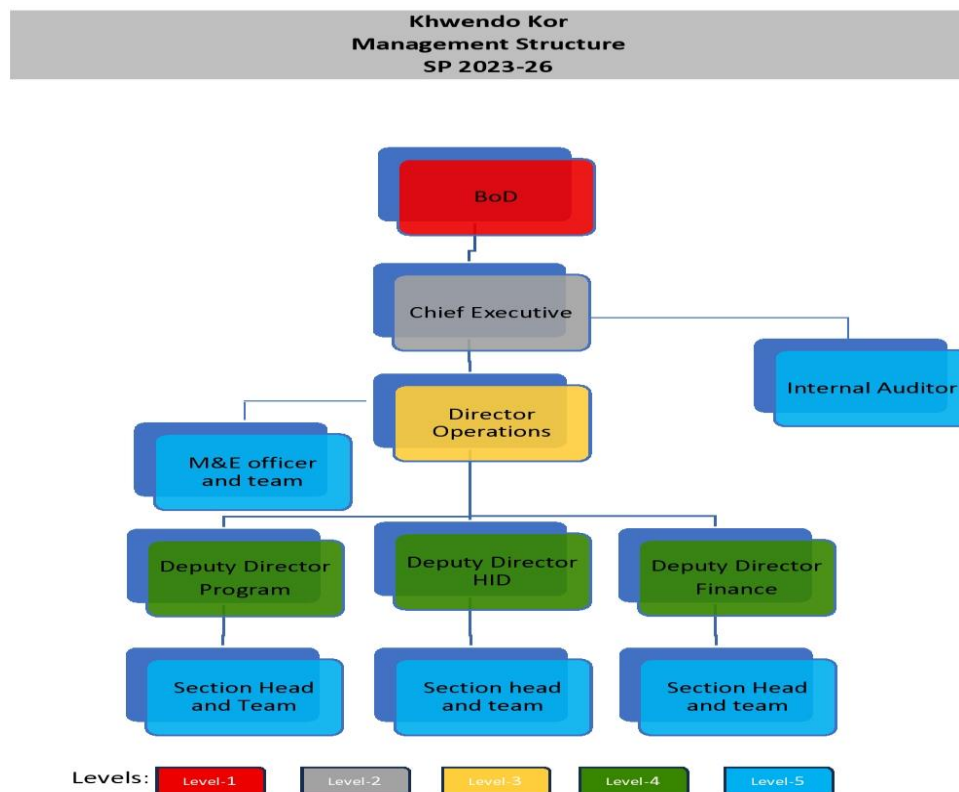
Stakeholder	Climate Justice		Education		Health		Economic Empowerment		Political & Empowerment	Awareness Women
	Interest	Power	Interest	Power	Interest	Power	Interest	Power	Interest	Power
Ministry of Climate Change	High	High	-	-	-	-	-	-	-	-
Health Department	-	-	-	-	High	High	-	-	-	-
Media	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	High	High
Forest Department	High	High	-	-	-	-	Low	Low	-	-
Wildlife	Medium	Medium	-	-	-	-	-	-	-	-
Agri Extension Department	High	High	-	-	Low	Low	Medium	Medium	-	-
P&DD (Finance Dep)	Medium	High	Medium	High	Medium	High	Medium	High	Medium	High
PPAF	-	-	-	-	-	-	High	High	-	-
PDMA, NDMA, NDMRF	Low	Low	-	-	-	-	High	High	-	-
District Administration	-	-	-	-	High	High	High	High	-	-
IUCN, FAO, UNDP, WFP etc	High	Medium	-	-	-	-	Medium	Low	-	-
Communities	High	Low	High	High	High	High	High	High	High	High
SWD	-	-	-	-	-	-	-	Low	-	-
Education Department	-	-	High	High	-	-	-	-	-	-
Community: Religious and Cultural Constraints	-	-	High	High	-	-	-	-	-	-
INGOs/ NGOs/CBOs	-	-	High	High	-	-	-	-	-	-
Safron/EAD	-	-	High	High	-	-	-	-	-	-
TEVTA	-	-	High	High	-	-	High	High	-	-
CAR	-	-	High	High	-	-	-	-	-	-
LEA	-	-	High	High	-	-	-	-	-	-
Civil Society	-	-	High	High	-	-	-	-	-	-
Political and Religious Leaders	-	-	High	High	-	-	-	-	High	High
Local Government	-	-	Low	Low	-	-	-	-	-	-
Social Welfare Department	-	-	Low	Low	-	-	-	-	-	-
Parliamentarians	-	-	-	-	High	High	-	-	-	-
Zakat and Usher Department	-	-	-	-	High	High	-	-	-	-
Pak Bait Ul Mal	-	-	-	-	High	High	-	-	-	-

To effectively engage the above stakeholders in different areas of Khwendo Kor's work, the following strategies could be implemented:

1. Conduct regular meetings with high power/high interest stakeholders to update them on the progress of the organization's work and seek their feedback.
2. Organize events, such as seminars, workshops, and community dialogues, to engage with both high power/low interest and high interest/low power stakeholders.
3. Utilize social media platforms and other digital communication channels to engage with different stakeholders, share the organization's achievements, and encourage feedback.
4. Offer capacity building and training opportunities to stakeholders, particularly those in low power/high interest categories, to enhance their knowledge and skills and strengthen their engagement.
5. Collaborate with other organizations and stakeholders in joint projects and initiatives to increase the impact of the organization's work and build strong partnerships.
6. Develop targeted communication and engagement strategies for each stakeholder category, taking into account their unique interests, needs, and preferences.

By implementing these strategies, Khwendo Kor can effectively engage with its stakeholders, build strong partnerships, and increase the impact of its work in different areas of development.

7.4. Organogram/Management Structure:



7.4.1. Functions and Roles of positions as per the management structure:

Positions	Roles/Functions
Chief Executive	<p>Overall strategic leadership and management of Khwendo Kor. Setting organizational goals and objectives. Ensuring effective implementation of programs and projects. Building partnerships and networking with stakeholders. Representing Khwendo Kor at external events and forums. Ensuring financial sustainability and resource mobilization</p>
Director Operations	<p>Managing and overseeing all the institutional and programmatic functions/operations of organization including HR, Finance, administration and programmes. Developing and implementing policies, systems and procedures. Ensuring compliance with legal and regulatory requirements. Monitoring and evaluating operational efficiency and improvements. Managing risk and ensuring the safety and security of personnel. Assist CE in governing functions execution and effective engagement. Collaborating with external partners and donors. Providing guidance and support to Deputy Directors and relevant managers in discharging their responsibilities effectively.</p>
Deputy-Director Programs	<p>Lead and oversee the planning, implementation, and evaluation of programs and projects. Develop program strategies, objectives, and indicators in alignment with the organization's overall mission and strategic plan. Manage program budgets and ensure effective allocation of resources for program activities. Collaborate with relevant stakeholders, including government agencies, partners, and beneficiaries, to ensure program effectiveness and impact. Monitor program performance, conduct regular evaluations, and use data to inform program improvements and learning. Ensuring that monitoring findings are addressed timely. Identifying new program opportunities and initiatives. Ensuring program quality and adherence to standards. Reporting to donors and senior management on programs and projects.</p>
Deputy-Director Finance	<p>Oversee and manage the organization's financial operations, including budgeting, financial planning, and forecasting. Ensure accurate and timely financial reporting, including preparation of financial statements and management reports. Develop and implement financial policies, procedures, and internal controls to safeguard the organization's assets. Coordinate and liaise with external auditors, financial institutions, and regulatory bodies. Monitor cash flow, manage funds, and optimize financial resources to support the organization's programs and initiatives. Provide financial analysis and insights to support strategic decision-making by senior management and the Board of Directors.</p>

Deputy Director HID	Capacity building of KK staff including teachers across the board and to undertake all the activities and inputs which includes, TNA, Training plan development, organize training, delivery of trainings etc. Knowledge Management and IEC material development.
	Preparing and submitting proposals, grant applications, and fundraising appeals. Collaborating with program managers and staff to develop innovative project ideas and concepts. Manage and supervise the HR and admin function of the organization.
M&E Officer	Developing monitoring and evaluation frameworks and tools Providing guidance on research, monitoring, and evaluation activities to the team. Regular Monitoring of program/project activities in the field and reporting. Designing and implementing research studies and evaluations as required. Analyzing data and generating evidence-based recommendations. Supporting program managers in data collection and analysis. Ensuring the utilization of research and evaluation findings. Supervise the operations under the IT and digital transformation initiatives of Khwendo Kor. Periodic organizational reports and plans (PVAR, Status Report)
HR & Admin Manager	Supervise and manage administrative staff to ensure smooth day-to-day office operations. Develop and implement administrative policies and procedures to optimize efficiency and productivity. Oversee office maintenance, procurement, and inventory management. Coordinate logistics for meetings, events, and workshops. Ensure compliance with legal and regulatory requirements related to office administration. Oversee all aspects of human resources management, including recruitment, onboarding, performance management, and employee relations. Facilitate training and capacity-building programs for staff to enhance skills and knowledge. Ensure compliance with labor laws and regulations and promote a safe and inclusive work environment.

7.5. Resource Plan:

Total estimated budget required for execution/operationalization of strategic plan calculated by the team was about PKR 1700 million which includes direct program and indirect support and administration cost for 3 years, however the team will develop a detail resource plan backed by LFA for all programs in line with agreed program outcomes and indicators.



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