



OPHCD

Strategic Plan

2025–2029



Strategic Plan

2025–2029

OPHCD

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Abbreviations:

OPHCD: The Organization for Promotion of Health & Community Development

MoEc: The Ministry of Economy

MoPH: The Ministry of Public Health

WASH: Water, Sanitation and Hygiene

MEAL: Monitoring Evaluation Accountability and learning

OKR: Objective and Key Results

BPHS: Basic Package of Health Services

EPHS: Essential Package of Hospital Services

HER: Health and Emergency Response

CBE: Community-Based Education

HF: Health Facility

HP: Health Post

UNICEF: The United Nations Children's Fund

WFP: The World Food Programme

WHO: World Health Organization

UNDP: United Nations Development Program

FAO: Food and Agriculture Organization

GPEI: Global Polio Eradication Initiative

ACF/AAH: Action Against Henagar.

DWW-T: Doctors World Wide Turkish

QRCS: Qatar Red Crescent Society

ARCS: Afghanistan Red Crescent Society

MdM: Médecins du Monde

HDI: Human Development Index

WB: The World Bank

NGO: Non-Governmental Organization

MoU: Memorandum of Understanding

CBO: community-based organizations

IDP: Internally Displaced Persons

CDC: Community District Councils

CSO: Civil Society Organizations

SDG: Sustainable Development Goal

GII: Gender Inequality Index

IAS: International Accounting Standards

GAAP: Generally Accepted Accounting Principles

FYCF: Infant and young child feeding

Director's Message:

It is in a spirit of continuity, commitment, and renewed determination that we present the OPHCD Strategic Plan 2025-2029. Over the past years, our experience has reaffirmed that our mission to improve the health, nutrition, education, and overall well-being of vulnerable communities across Afghanistan is deeply rooted in our values and strengthened by the resilience, professionalism, and dedication of our team.

With a clear vision and strong institutional principles, our previous strategic period provided invaluable guidance through complex humanitarian and development challenges. The achievements realized during those years have encouraged us to stay the course while refining our priorities and strengthening our institutional capacity for greater impact.

The 2025-2029 Strategic Plan charts our path forward. It reaffirms our commitment to delivering integrated, community-centered, and sustainable services in alignment with our core thematic areas:

- Health
- Nutrition
- Water, Sanitation and Hygiene (WASH)
- Education
- Livelihood and Food Security
- Emergency Response and Disaster Risk Reduction

Three strategic pillars will guide our actions over the next five years:

1. Enhancing our impact on vulnerable communities through quality, equitable, and accountable service delivery.
2. Strengthening institutional capacity and governance to ensure transparency, sustainability, and operational excellence.
3. Fostering partnerships and innovation to respond effectively to evolving humanitarian and development needs.



This strategy reflects a more focused and results oriented approach. Implementation will be driven through detailed annual operational plans, departmental action plans, and a strengthened monitoring, evaluation, accountability, and

learning (MEAL) system to ensure measurable progress and continuous improvement.

I am fully confident that this Strategic Plan will position the Organization for People's Health in Community Development (OPHCD) as an even stronger national organization responsive to community needs, committed to excellence, and dedicated to advancing sustainable development across Afghanistan.

I am proud of what we have achieved together, and I firmly believe that, through your expertise, dedication, and collaborative spirit, we will continue to expand our impact and serve communities with integrity and compassion.

With appreciation and commitment,

Mohammad Aziz Pewaston
General Director
OPHCD

A Strategic Plan:

A Strategic Plan is a structured document that defines an organization's long-term vision, goals, and priorities over a specific period of time. It outlines where the organization intends to go, what it aims to achieve, and how it will allocate its resources and efforts to reach those objectives. A strategic plan provides clear direction for decision making, coordination, performance measurement, and accountability, ensuring that all programs and activities are aligned with the organization's mission and respond effectively to the needs of its stakeholders.

Purpose of the Strategic Plan:

The purpose of the OPHCD Strategic Plan (2025-2029) is to define the organization's overall strategic direction and to provide a clear framework to guide the Board of Management and senior leadership over the next five years. The Plan serves as a decision-making tool, outlining how the organization will be managed, the strategic choices to be made over time, and the directions in which OPHCD will lead its programs and institutional development.

This Strategic Plan also communicates a shared vision to all OPHCD staff, clarifying where the organization is headed, its strategic priorities, future programming directions, and potential partnerships. By doing so, it enables staff at all levels to align their roles, responsibilities, and professional decisions with the organization's long-term objectives, fostering coherence, accountability, and informed engagement across the organization.

Furthermore, the Strategic Plan provides high-level guidance for determining programmatic focus areas, setting fundraising and partnership priorities, allocating limited human and financial resources, and developing long-term operational and action plans. It serves as a unifying reference point for strategic growth, sustainability, and institutional effectiveness.

The Strategic Planning Process:

This Strategic Plan is the result of a structured and participatory process led by the Management Board of OPHCD, supported by comprehensive analytical tools, including PESTLE, SWOT, and stakeholder analyses. In developing this Plan, OPHCD's management conducted a thorough review of the previous strategic plan (2025-2029) and organized a series of consultative meetings, discussions, and workshops with staff members, community representatives, and the Board of Trustees.

The review of the previous Strategic Plan indicated that programmatic outcomes in health, nutrition, community development, education, and research at the national level were generally satisfactory, with available data demonstrating significant achievements across the country. These results reflect OPHCD's growing operational capacity and contribution to national development priorities.

However, the assessment also revealed limitations in measuring OPHCD's specific contribution, as the previous Strategic Plan did not define clear, measurable targets and indicators. This lesson has directly informed the development of the current Strategic Plan, which places stronger emphasis on OKRs Objective and Key Results-based planning, measurable outcomes, and performance monitoring.

Since its establishment in 2017, OPHCD has successfully implemented more than 20 projects across Afghanistan, managing a cumulative portfolio exceeding USD 10 million. This reflects the organization's expanding programmatic reach, strong operational presence, and proven implementation capacity. OPHCD is currently implementing projects with the generous support of its valued and esteemed donors:

S#	Project title	Province	Client/Donor
1	Provision of BPHS & EPHS in Afghanistan- Khost province under HER AF2	Khost	WB through UNICEF
2	6 Health camps project to strengthen the Immunization, Nutrition and MNCH services in the poor urban areas of 6 urban districts of Kandahar	Kandahar	UNICEF
3	Establishment and running of 30 HFs for Strengthening routine Immunization programs through the delivery of integrated PHC services, acute undernutrition prevention, and treatment programs in 9 districts of Helmand and Uruzgan provinces, Afghanistan	Helmand and Uruzgan	GPEI through ACF as sub-grantee
4	Provision of life-saving nutrition services to the most vulnerable population in the Southern Region	Kandahar, Zabul, Nimroz, Helmand and Urozgan	UNICEF
5	Community Based Nutrition Initiative program (CBNI) in Faryab and Jawzjan Provinces of Afghanistan	Faryab & Jawzjan	UNICEF
6	TSFP projects in all 220 BPHS/EPHS HFs in all 21 districts of Helmand & Urozgan provinces	Helmand & Urozgan	WFP
7	Community Based Nutrition Intervention program (CBNI) in 521 HPs of all 7 districts of Urozgan province	Urozgan	UNICEF
8	6 rounds/contracts of TSFP project for nomad population in 29 nomad HFs in 15 provinces (Laghman, Khost, Paktia, Paktika, Helmand, Takhar, Wardak, Parwan, Kabul, Logar, Baghlan, Kapisa, Ghazni, Faryab and Nangarhar)	Mentioned provinces	WFP
9	Provision of essential life-saving healthcare services to underserved populations in Nimroz, Hilmand, Zabul and Urozgan Provinces (South Region of Afghanistan)	HLM, ZBL, NMR & URZ	WHO
10	Community-Based Education (CBE) School Project in Kunduz Province	Kunduz	The Infinite Foundation-Netherlands

Furthermore, OPHCD has received the certificate of appreciation from public health directorates of the relevant provinces where the projects are implemented. As the future is unknown, this strategic plan is prepared based on some assumptions about the general context and external environment. So, the underline issue in implementation of this strategic plan is that it requires a strategic management and leadership to question the assumptions, collect and analyze information from outside as well as inside the organization regularly, execute all strategic alternatives in the light of organization level strategies (mission, vision, core values and strategic directions) and encourage innovation at all levels. Therefore, this strategic plan is incomplete if it is not backed up by strategic thinking, strategic management and strategic leadership at all levels of the organization. The business of NGO in Afghanistan context require that all staff consider efficiency and innovation as their daily work principle; in the light of this strategic plan seek for new opportunities to mobilize scattered resources for the interest of the people. So, considering all these in this document we adapted our strategies to

the situation and arranged the scope of work of the organization for the coming five years 2025-2029.

1. GENERAL CONTEXT:

Afghanistan remains one of the least developed countries globally, with a population of approximately 37.5 million. Nearly 36.5% of the population lives below the poverty line, indicating that around 14 million Afghans are unable to meet their minimum basic needs. Urban slums house an estimated 86.6% of the population, reflecting the significant human development challenges the country faces. Afghanistan ranks 175 out of 187 countries and territories on the Human Development Index (HDI) and is positioned at 147 out of 148 countries on the Gender Inequality Index (GII). Only 45.5% of the population has access to improved drinking water, highlighting continued gaps in basic services.

The operational environment in Afghanistan remains challenging, with ongoing economic, social, and structural pressures affecting governance, service delivery, and community well-being. Regional and cross-border dynamics, combined with persistent vulnerabilities, further compound humanitarian and development needs. Governance remains constrained by informal power structures, inconsistent policy direction, and limited capacity of central authorities. These conditions underscore the critical need for development partners and local institutions to adopt adaptive and strategic approaches to ensure stability and equitable access to essential services.

Economically, Afghanistan has experienced periods of recovery following decades of conflict. Growth has largely been supported by international assistance, agricultural development, and service sector expansion. Despite this, the country remains heavily reliant on foreign aid, landlocked, and facing structural economic challenges, including insecurity, weak infrastructure, and limited enforcement of rule of law. Persistent gaps in housing, clean water, electricity, healthcare, and employment continue to limit sustainable development.

The Afghan health system has shown measurable improvements between 2003 and 2011, including expansion of primary and reproductive health services, increased number of health facilities, and higher availability of skilled female health workers. However, infant and under-five mortality rates, maternal mortality, child malnutrition, and mental health challenges remain among the highest globally. The prevalence of chronic malnutrition, micronutrient deficiencies, and post-traumatic stress disorders underscores the ongoing need for integrated health, nutrition, and psychosocial interventions. The prevalence of physical disabilities due to conflict, accidents, and disease highlights the need for comprehensive inclusion within health and social programs.

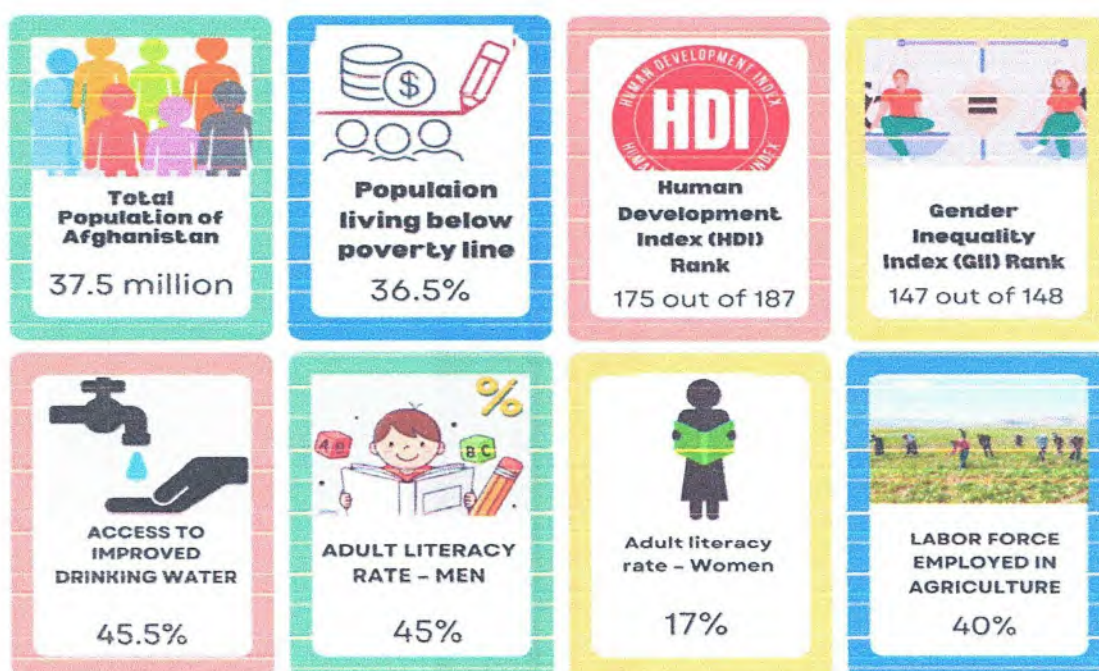
Education indicators have improved, particularly among youth and girls, yet overall literacy rates and school attendance remain below international standards. Adult literacy is only 45% for men and 17% for women, with rural populations experiencing the greatest disparities. Despite advances in primary and secondary education access, cultural, economic, and security barriers continue to hinder equitable learning opportunities, particularly for girls and marginalized groups.

Agriculture remains the primary source of income for roughly one-third of households, employing 40% of the labor force. However, productivity is often limited due to water scarcity, soil infertility, and insufficient support for modern farming techniques. Food insecurity affects a significant portion of the population, with millions facing moderate to severe shortages, particularly among children under five.

Rapid advancements in information and communication technology have created new opportunities for connectivity, employment, and civic engagement. With an estimated 22 million mobile subscribers and 3 million Internet users, ICT has contributed to media

development, economic opportunities, and social inclusion. Nonetheless, the benefits of technology remain unevenly distributed, especially in rural areas and among vulnerable populations.

Despite decades of challenges, Afghanistan has seen measurable gains over the past two decades, including increased access to education and health services. However, insecurity, weak governance, and inequitable development continue to pose barriers. This context underscores the need for OPHCD to adopt a strategic, results-oriented approach for 2025-2029, focusing on achievable, high-impact interventions across health, nutrition, WASH, education, social protection, and economic empowerment, particularly for women, children, marginalized groups, and persons with disabilities. The strategic plan emphasizes sustainability, resilience, and measurable outcomes that contribute to national development goals while addressing the persistent gaps and vulnerabilities within Afghan society.



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2. ABOUT OPHCD:

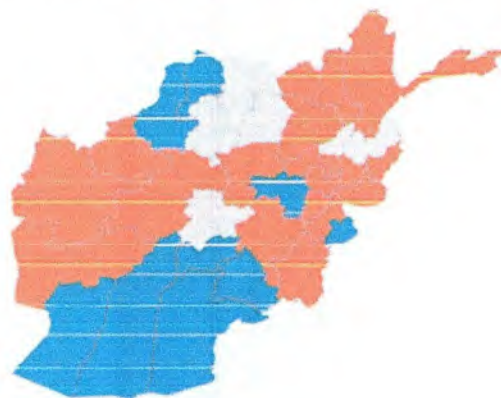
2.1.INTRODUCTION,

Organizational Profile!

The Organization for Promotion of Health and Community Development (OPHCD) is a non-governmental, non-political, not-for-profit, and independent organization established in 2017. OPHCD operates in full compliance with the laws, rules, and regulations of the governmental of Afghanistan, while adhering to internationally accepted norms and standards. The OPHCD's Country Office is based in Kabul and currently operates **seven field offices**. The organization is officially registered with the Ministry of Economy (MoEc) under registration number **4160** and with the Ministry of Public Health (MoPH) under registration number **1316**. OPHCD has received multiple Certificates of Appreciation from relevant stakeholder directorates in recognition of its contributions

OPHCD operation by provinces

■ Provinces with ongoing projects ■ Provinces that OPHCD has impemented projects



Governance and Institutional Capacity!

OPHCD is governed by a Board of Trustees composed of committed volunteer members, and a Board of Management consisting of highly qualified professionals with postgraduate education from reputable institutions. This governance structure ensures strong leadership, strategic oversight, and accountability. As an independent organization, OPHCD operates under its own Charter, policies, and procedures, developed in alignment with national legislation and international standards. The OPHCD Charter emphasizes the effective and efficient use of resources, while its financial management policies and procedures comply with International Accounting Standards (IAS) and Generally Accepted Accounting Principles (GAAP)

3. Network:

3.1. Strategic Priority Area: Partnerships, Networks and Coordination

- **Strategic Goal**

To strengthen and expand OPHCD's strategic partnerships and institutional networks in order to enhance program quality, resource mobilization, advocacy influence, and sustainable development impact.

OKRs Objective and Key Results:

Strategic objective

01

Strengthen collaboration with community-based structures and local stakeholders to promote inclusive, people-centered development.

Strategic objective

02

Enhance engagement with government line departments, national coordination bodies, clusters, and humanitarian platforms to ensure alignment with national priorities and sectoral standards.

Strategic objective

03

Expand partnerships with UN agencies, international NGOs, donors, and private sector actors to diversify funding sources and technical expertise.

Strategic objective

04

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Key Strategic Interventions

01

§ Formalize partnership agreements (MoUs) with relevant national and international stakeholders.

04

§ Develop joint initiatives and consortium-based programming to increase operational scale and impact.

02

§ Actively participate in cluster coordination meetings, working groups, and sectoral platforms at provincial and national levels.

05

§ Strengthen communication and information-sharing mechanisms within OPHCD's network.

03

§ Establish a partnership and donor engagement strategy to improve resource mobilization outcomes.

06

§ Promote local leadership and capacity strengthening of community-based organizations (CBOs).

OKRs Objective and Key Results:

- OPHCD maintains strong, functional partnerships across community, government, humanitarian, and development sectors.
- Increased access to diversified and sustainable funding opportunities.
- Improved program quality through technical collaboration and shared best practices.
- Enhanced visibility, credibility, and advocacy influence of OPHCD at national and international levels.
- Strengthened local ownership and community resilience through coordinated and inclusive partnerships



4. OPHCD's AIM, VISION, MISSION, AND CORE VALUES:

The aim of OPHCD is to address and respond to the needs of vulnerable and marginalized populations in Afghanistan. The organization seeks to contribute to the sustainable development of the country through the delivery of integrated development and humanitarian interventions across key sectors, including health, education, social protection, human rights and social welfare, agriculture, micro-economic development, environmental protection, and governance and institutional development.

OPHCD places strong emphasis on training, capacity building, and skills development for Afghans both professionals and community members across diverse disciplines. All interventions are designed to promote equitable access and inclusive participation, with particular focus on women and children, youth, persons who use drugs, Internally Displaced Persons (IDPs), and other marginalized groups.

Guided by its mission and core values, OPHCD is committed to contributing meaningfully to national development efforts through principled action, strong partnerships, and accountable service delivery.

OPHCD works closely with Community District Councils CDCs, Civil Society Organizations (CSOs), community and religious leaders, youth groups, women, men, and children to ensure

that programs are responsive to local needs and culturally appropriate. Within OPHCD's framework, vulnerable and marginalized groups include persons with disabilities, ethnic and minority groups, students, children and youth, the elderly, tribal and Kuchi communities, nomadic populations, women, and other at-risk segments of society.



Vision

An empowered community with sustainable and self-reliance health, social and economic stability.



Mission

OPHCD, as a non-governmental organization striving for well-being of the people through promotion of health & nutrition status, education, WASH, protection and human rights, economic stability and sustainable development of the communities with focus on the women and children, drugs users, IDPs and other marginalized group of the society with an equitable manner.



Goal

To contribute toward promoting good governance and synergizing the efforts for achieving sustainable health and social well-being of the people as well as the communities.



Strategic objectives

The main strategic objectives of the organization outlined below are based on the striking needs of the mostly underprivileged and excluded communities of the country and contributing toward achievement of the Sustainable Development Goal (SDG) and

- 1) To contribute to the good governance in the Public and private non-profit sector (NGO sector) for institutional development at the policy, community and individual level at the country.
- 2) To contribute toward promoting health, education, WASH, protection and human rights and economic stability for improvement of the health and well-being as well as the sustainable development of the communities and individuals.
- 3) To synergies the efforts with other stakeholders for achieving the targets of the Sustainable Development Goals (SDGs) contributes to the multi-dimensional development of communities, households and individuals.

4.1 Our Core Values



4.1.2. Values, Approach, and Strategic Role:

OPHCD is founded on the core principles of equity, human rights, social inclusion, and social justice. Its institutional policies promote equality, transparency, accountability, and democratic governance.

The organization adopts a multi- and interdisciplinary approach, working with skilled professionals to design and implement innovative, culturally appropriate, and evidence-based prevention and intervention programs. OPHCD prioritizes sustainable, community-driven solutions that promote self-reliance and long-term impact.

In addition to service delivery, OPHCD provides technical assistance to government institutions, NGOs, and Civil Society Organizations (CSOs). The organization is also actively engaged in research and knowledge generation, particularly on the living conditions of vulnerable and marginalized populations, to inform policy, programming, and best practices.

4.1.3. Partnerships and Experience!

OPHCD has established strong partnerships with UN agencies, including WFP, UNICEF, and collaborations with international and regional development partners such as WHO, AAH/ACF, DWW-T, Qatar Red Crescent Society (QRCS), ARCS, MdM and The Infinite Foundation.

Since its establishment, OPHCD has implemented more than 20 projects across Afghanistan, with a cumulative budget exceeding USD 10 million. The organization has demonstrated extensive experience and technical expertise in:

5. Thematic and Strategic Area:

OPHCD's main thematic areas of activity are:

4. Health
5. Nutrition
6. Water, Sanitation and Hygiene (WASH)
7. Education
8. Livelihood and food security
9. Emergency response and Disaster Risk.

OPHCD has moreover integrated the following cross-cutting themes in the main sectors:

1. Social Cohesion/ Community Development
2. Climate changes
3. Children, women and human rights

OPHCD Strategic Plan 2025–2029



5.1 Strategic Priority Area: Health



Strategic Goal!

To improve equitable access to quality, inclusive, and sustainable primary healthcare services for vulnerable and underserved populations in Afghanistan.

Strategic Context!

Health remains a critical priority for OPHCD, as Afghanistan continues to face significant challenges in delivering accessible, affordable, and quality healthcare services. Decades of conflict, economic instability, under-resourced health systems, and recurrent humanitarian crises have weakened service delivery structures, particularly in rural and hard-to-reach areas. High maternal and child mortality rates, malnutrition, communicable diseases, mental health concerns, and limited access to essential medicines and skilled health personnel remain persistent challenges. Vulnerable groups including women, children, persons with disabilities, internally displaced persons (IDPs), and returnees are disproportionately affected by gaps in health services.

Climate change, natural disasters, and disease outbreaks further strain the fragile health system, increasing the need for resilient, community-based, and integrated health responses.

In this context, OPHCD will prioritize strengthening primary healthcare systems, supporting community health structures, promoting preventive care, and enhancing partnerships with

government health authorities, donors, UN agencies, and health clusters. Through integrated, evidence-based, and people-centered approaches, OPHCD aims to contribute to improved health outcomes and long-term system resilience in alignment with national health policies and Sustainable Development Goal 3 (SDG 3).



5.2 . Strategic Priority Area: Nutrition

Strategic Goal

To reduce malnutrition and improve the nutritional status of vulnerable women, children, and at-risk populations through integrated, community-based, and sustainable nutrition interventions.

Strategic Context!

Malnutrition remains one of the most critical public health and development challenges in Afghanistan. High rates of acute and chronic malnutrition, micronutrient deficiencies, food insecurity, poverty, limited dietary diversity, and inadequate infant and young child feeding (IYCF) practices continue to threaten the survival, growth, and cognitive development of children under five.

Women particularly pregnant and lactating mothers face increased nutritional vulnerability due to food insecurity, poor access to healthcare services, and socio-economic constraints. Recurrent droughts, climate change, economic shocks, displacement, and limited livelihood opportunities further exacerbate food and nutrition insecurity across both rural and urban settings.

Malnutrition is closely linked with poor WASH conditions, limited health services, and insufficient awareness of proper feeding and hygiene practices. Therefore, a multi-sectoral and integrated response is essential to address the root causes and immediate drivers of malnutrition.

During the 2025–2030 strategic period, OPHCD will prioritize community-based management of acute malnutrition (CMAM), maternal and child nutrition, preventive nutrition education, and strengthened coordination with health, WASH, food security, and livelihood sectors. Through collaboration with government authorities, Nutrition Cluster partners, donors, and community structures, OPHCD aims to contribute to improved nutrition outcomes and long-term resilience, aligned with national nutrition strategies and Sustainable Development Goal 2 (SDG 2).

5.3.Strategic Priority Area: Water, Sanitation and Hygiene (WASH)



Strategic Goal

To improve equitable and sustainable access to safe water, sanitation, and hygiene services for vulnerable rural and urban populations through innovation, strong partnerships, and community-centered approaches.

Strategic Context!

Water, Sanitation and Hygiene (WASH) remain a core and strategic priority for OPHCD. Afghanistan continues to face acute and chronic water scarcity, increasingly intensified by climate change, recurrent droughts, environmental degradation, rapid population growth, and unplanned urban expansion. These interconnected pressures significantly constrain equitable access to safe drinking water and improved sanitation services, particularly among rural communities, informal urban settlements, internally displaced populations, and other vulnerable groups.

Limited access to safe water and sanitation contributes directly to the spread of waterborne diseases, poor child health outcomes, malnutrition, protection risks for women and girls, and increased socio-economic vulnerability. Furthermore, declining groundwater levels and

weakened water management systems heighten the risk of displacement and undermine community resilience.

In response, OPHCD prioritizes climate-resilient, sustainable, and community-driven WASH solutions that integrate infrastructure development, behavioral change, institutional strengthening, and environmental protection. Achieving long-term and scalable impact will require strengthened partnerships with government authorities, UN agencies, donors, NGOs, and community structures to ensure coordinated, innovative, and evidence-based programming aligned with national standards and global development commitments, including SDG 6.

5.4. Strategic Priority Area: Education



Strategic Goal

To enhance equitable access to inclusive, quality, and safe education opportunities for children and youth, particularly the most vulnerable and marginalized populations.

Strategic Context!

Education remains a fundamental pillar for sustainable development, social stability, and long-term resilience in Afghanistan. However, millions of children especially girls, children with disabilities, internally displaced persons (IDPs), returnees, and those living in remote and conflict-affected areas continue to face significant barriers to accessing quality education.

Decades of conflict, poverty, displacement, natural disasters, limited infrastructure, and socio-cultural constraints have weakened the education system. Many communities lack adequate school facilities, trained teachers, learning materials, and safe learning environments. Climate related shocks and economic hardship further increase dropout rates and child labor, particularly among vulnerable households.

Limited access to education not only restricts individual development and economic opportunity but also undermines community resilience and long-term national progress.

In response, OPHCD will prioritize expanding access to safe, inclusive, and quality education through community-based education initiatives, rehabilitation of educational infrastructure, teacher capacity development, and advocacy for inclusive education. Special attention will be given to gender equity, child protection, life skills development, and integration of climate and resilience education.

Through strengthened partnerships with the Ministry of Education, donors, UN agencies, Education Cluster partners, and local communities, OPHCD aims to contribute to improved learning outcomes, increased enrollment and retention rates, and long-term educational resilience in alignment with national education policies and Sustainable Development Goal 4 (SDG 4).

5.5. Strategic Priority Area: Livelihoods and Food Security



Strategic Goal

To enhance household resilience, improve sustainable livelihood opportunities, and strengthen food security among vulnerable and crisis affected populations.

Strategic Context!

Livelihood insecurity and food shortages remain widespread across Afghanistan due to prolonged conflict, economic instability, climate change, recurrent droughts, limited market access, and high unemployment rates. A significant proportion of households particularly in rural areas depend on agriculture, livestock, and daily wage labor, which are highly vulnerable to environmental shocks and market disruptions.

Declining agricultural productivity, water scarcity, inflation, and limited income generating opportunities have reduced household purchasing power and increased reliance on negative coping mechanisms such as child labor, asset depletion, early marriage, and displacement.

Women-headed households, internally displaced persons (IDPs), returnees, and persons with disabilities are disproportionately affected by food insecurity and livelihood constraints. Food security is closely interconnected with nutrition, WASH, health, and climate resilience. Without sustainable income sources and improved agricultural practices, communities remain vulnerable to recurrent crises and humanitarian dependency.

During the 2025-2030 strategic period, OPHCD will prioritize climate-smart agriculture, vocational skills development, small business support, cash-based interventions, and market-oriented livelihood programs. The organization will promote environmentally sustainable practices, community-based resource management, and inclusive economic participation, particularly for women and youth.

Through strengthened collaboration with government authorities, Food Security and Agriculture Cluster partners, donors, financial institutions, and private sector actors, OPHCD aims to contribute to improved household income, enhanced food availability and access, and strengthened long-term resilience in alignment with national development strategies and Sustainable Development Goal 1 and 2 (SDG 1 & SDG 2).

5.6. Strategic Priority Area: Emergency Response and Disaster Risk Reduction (DRR)



Strategic Goal

To strengthen the preparedness, response, and resilience of communities to natural disasters, conflicts, and humanitarian crises through timely, coordinated, and effective interventions.

Strategic Context!

Afghanistan is highly vulnerable to multiple hazards, including earthquakes, floods, droughts, landslides, severe winter conditions, and ongoing conflict. These disasters and crises frequently result in loss of life, displacement, damage to livelihoods, and disruption of basic services, disproportionately affecting the most vulnerable populations, including women, children, persons with disabilities, and marginalized communities.

The recurring humanitarian emergencies underscore the need for proactive risk management, rapid response mechanisms, and community-based preparedness strategies. Limited infrastructure, fragile health systems, food insecurity, and inadequate early warning systems exacerbate the impacts of disasters and slow recovery.

OPHCD recognizes that effective emergency response must be complemented by Disaster Risk Reduction (DRR) strategies that reduce vulnerability, build resilience, and strengthen local capacities. This includes integrating preparedness measures, contingency planning, risk mapping, and community awareness into all development and humanitarian interventions.

During the 2025-2030 strategic period, OPHCD will prioritize strengthening early warning systems, pre-positioning emergency supplies, building the capacity of local responders, and coordinating with government, UN clusters, NGOs, and community structures. Through timely, effective, and inclusive emergency responses, OPHCD aims to minimize loss and damage, protect lives and livelihoods, and contribute to long-term community resilience.

6. OPHCD's Key Outcome Indicators:

Below are the SDG and National Framework Alignment of OPHCD's Key Outcome Indicators 2025-2029 presented concisely for strategic positioning:

6.1 Health

Aligned with: SDG 3 (Good Health and Well-being)

- SDG 3.1: Reduce maternal mortality
- SDG 3.2: End preventable deaths of newborns and under-five children
- SDG 3.8: Achieve Universal Health Coverage

National Alignment: Afghanistan National Health Policy, BPHS/EPHS framework, National Health Strategy

6.2.Nutrition

Aligned with: SDG 2 (Zero Hunger) & SDG 3

- SDG 2.2: End all forms of malnutrition
- SDG 3.2: Reduce child mortality linked to malnutrition

National Alignment: Afghanistan National Nutrition Strategy, Public Nutrition Policy

6.3.WASH

Aligned with: SDG 6 (Clean Water and Sanitation)

- SDG 6.1: Universal access to safe drinking water
- SDG 6.2: Access to adequate sanitation and hygiene
- SDG 6.4: Increase water-use efficiency and sustainability

National Alignment: National WASH Policy, Rural Water Supply and Sanitation Strategy

6.4.Education

Aligned with: SDG 4 (Quality Education)

- SDG 4.1: Free, equitable primary and secondary education
- SDG 4.5: Eliminate gender disparities in education
- SDG 4.a: Safe and inclusive learning environments

National Alignment: Ministry of Education National Education Strategic Plan

6.5. Livelihoods & Food Security

Aligned with: SDG 1 (No Poverty) & SDG 2 (Zero Hunger)

- SDG 1.2: Reduce poverty in all dimensions
- SDG 2.3: Double agricultural productivity and incomes
- SDG 2.4: Ensure sustainable food production systems

National Alignment: National Agriculture Development Framework, Food Security & Nutrition Agenda

6.6.Emergency Response & DRR

Aligned with: SDG 11 & SDG 13

- SDG 11.5: Reduce disaster related losses
- SDG 13.1: Strengthen resilience and adaptive capacity to climate-related hazards

Global & National Alignment: Sendai Framework for Disaster Risk Reduction, Afghanistan National Disaster Management Strategy



7. OPHCD Theory of Change Framework (2025-2029)

The detailed Theory of Change for each Strategic Thematic Area, structured for board and donor presentation.

7.1. Health

ROOT CAUSES	NEED	RESOURCES (Inputs)	ACTIVITIES (Outputs)	IMPLEMENTATION OUTCOMES	MECHANISMS OF CHANGE	FINAL OUTCOMES (Impact)
Weak health systems, poverty, limited facilities	Limited access to quality primary healthcare	Funding, medical staff, medicines, partnerships	PHC services, staff training, outreach, referrals	Improved access and service quality	Increased health awareness and service utilization	Reduced mortality and improved community health

7.2 Nutrition

ROOT CAUSES	NEED	RESOURCES (Inputs)	ACTIVITIES (Outputs)	IMPLEMENTATION OUTCOMES	MECHANISMS OF CHANGE	FINAL OUTCOMES (Impact)
Food insecurity, poverty, poor feeding practices	High acute and chronic malnutrition rates	Nutrition staff, supplies, community volunteers	CMAM, IYCF promotion, supplementation	Improved nutrition service coverage	Improved caregiver knowledge and practices	Reduced malnutrition and improved child development

7.3. WASH

ROOT CAUSES	NEED	RESOURCES (Inputs)	ACTIVITIES (Outputs)	IMPLEMENTATION OUTCOMES	MECHANISMS OF CHANGE	FINAL OUTCOMES (Impact)

Water scarcity, poor sanitation, climate change	Limited access to safe water and sanitation	Engineers, infrastructure funds, hygiene promoters	Water systems, latrines, hygiene campaigns	Increased safe water and sanitation access	Behavior change in hygiene practices	Reduced waterborne diseases and improved wellbeing
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7.4. Education

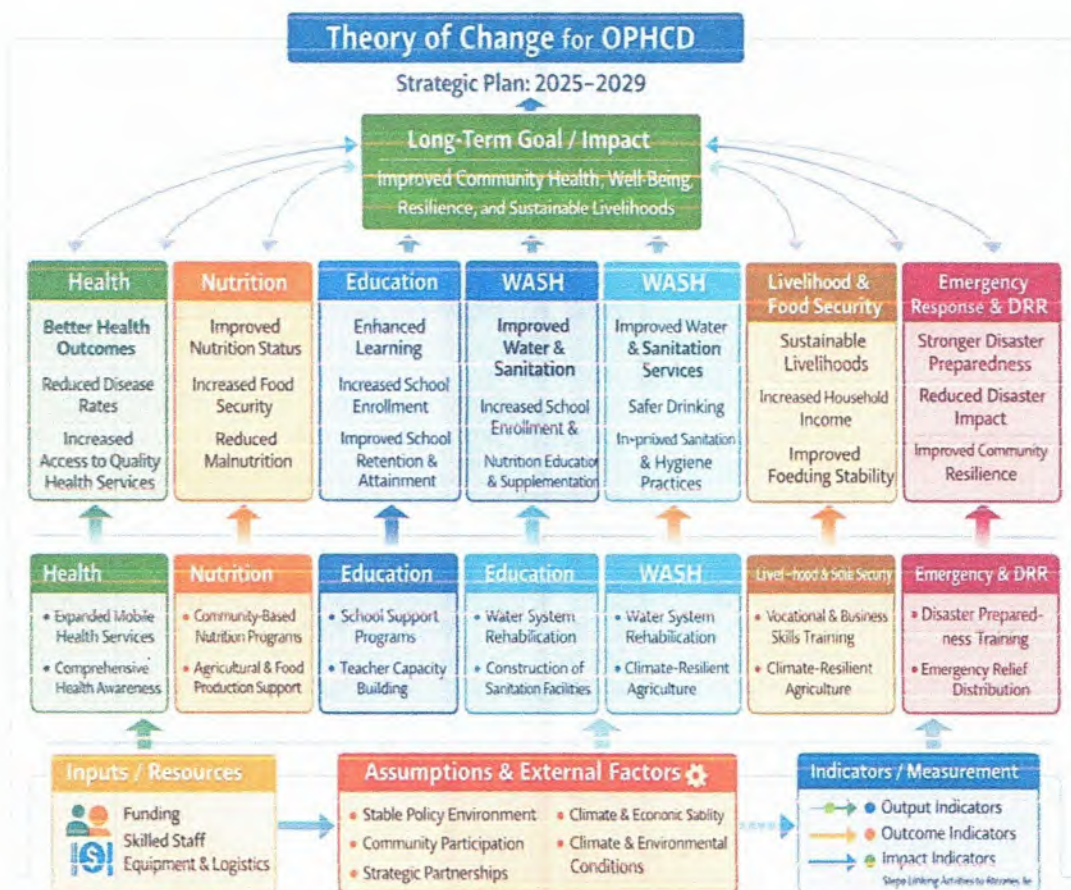
ROOT CAUSES	NEED	RESOURCES (Inputs)	ACTIVITIES (Outputs)	IMPLEMENTATION OUTCOMES	MECHANISMS OF CHANGE	FINAL OUTCOMES (Impact)
Conflict, poverty, lack of infrastructure	Low enrollment and poor learning outcomes	Teachers, learning materials, partnerships	School rehab, teacher training, CBE classes	Improved access to safe education	Enhanced teaching quality and retention	Improved literacy, skills, and future opportunities

7.5. Livelihoods & Food Security

ROOT CAUSES	NEED	RESOURCES (Inputs)	ACTIVITIES (Outputs)	IMPLEMENTATION OUTCOMES	MECHANISMS OF CHANGE	FINAL OUTCOMES (Impact)
Unemployment, climate shocks, market instability	Low income and food insecurity	Agricultural inputs, trainers, financial support	Skills training, cash support, climate-smart farming	Diversified income and food access	Adoption of improved livelihood practices	Increased resilience and reduced poverty

7.6. Emergency Response & DRR

ROOT CAUSES	NEED	RESOURCES (Inputs)	ACTIVITIES (Outputs)	IMPLEMENTATION OUTCOMES	MECHANISMS OF CHANGE	FINAL OUTCOMES (Impact)
Frequent disasters, weak preparedness systems	High vulnerability to shocks and displacement	Emergency funds, trained responders, coordination	Rapid response, DRR training, early warning	Timely assistance and improved preparedness	Community awareness and risk reduction behavior	Reduced disaster losses and stronger resilience



7.7. WORK PRINCIPLES:

OPHCD respects all laws and regulation of Islamic Government of Afghanistan especially the non-governmental organization rule. Furthermore, OPHCD as an implementing partner of various funding from donors; respect all the rules and regulation required by the various donors and to perform its humanitarian and development duties, the organization strictly respects the following principles:

- **Independency:** For OPHCD independency means to keep the policy of interdependency with the stakeholders and partners with performing of all its activities in the light of overall goal of the organization.
- **Non-political:** the organization doesn't support any political party.
- **Equity:** OPHCD is against all kind of discriminations and perform its service on the base of equity, which take into consideration there is no preference on the basis of ethnicity, religion or any other factors.
- **Professionalism:** in order to have efficient and good quality services the organization performs all processes of management of its projects with professional standards.

- **Transparency and accountability:** the organization is ready to give reliable information regarding the management of its budget and projects to related organizations and the government.

8. SWOT Analysis 2025-2029:

Strengths: At the pre-service level; OPHCD has good reputation and image among communities, stakeholders and investors.

At the point of service; OPHCD has qualified staff at the field level as well as main office, good geographic coverage, fully qualified staff in Health Facilities, Experience in provision of health care services and other health related vertical projects, capacity development and training related vertical projects. Moreover, most staff in OPHCD leadership positions are qualified and have vast experiences in managing different projects in Afghanistan.

After-service level; the patient satisfaction studies which have been done, shows positive results. Monitoring reports from investors (MoPH and donor agencies, as well as third parties) are the other documents which indicate satisfactory results from the stakeholder and investors sides are the other document which displays organization strengths.

Organizational culture; teamwork, open internal communication, respect among staff, capacity building and mentoring programs, decentralization, commitment of managers, respecting the organization values, and diversity in terms of staff (from all ethnicities) are the key points.

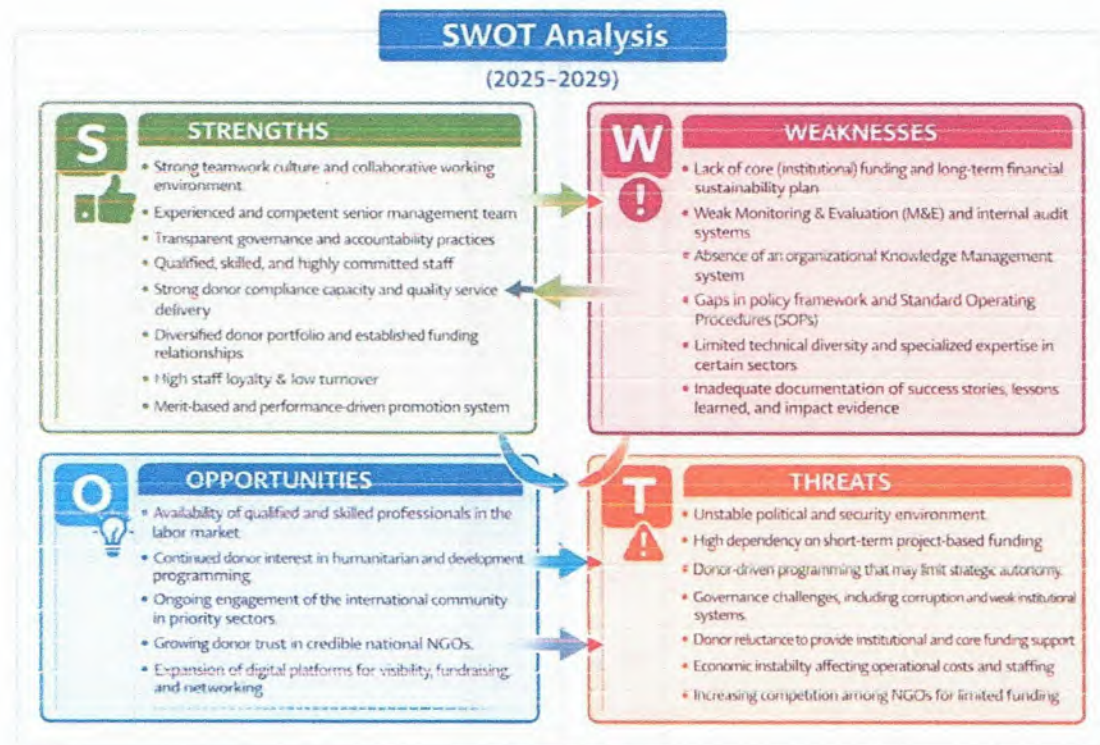
Organizational structure view point; organizational chart (Matrix), management board, clear chain of command, good financial management and internal control system are the key strengths.

Strategic resources point; OPHCD is currently implementing projects funded by QRCS, WFP, DW-W-T, Neither land foundation, WFP and UNICEF. Besides we have office assets and qualified staff in the headquarter level as well as provincial level that are the main strategic resources.

Weaknesses: Insecurity and Political Instability, programmatic challenges, long term sustainability, Organization's website, publications and public and donor relation are the main issues needs improvement at the pre-service level. Technical capacity, supervision of community shuras, shortage of Female doctors and Nurses, leadership at HF level are the main weaknesses at the point of service. Core fund, clear fund-raising strategy, contact with additional donors and private donors, capacity of med level managers are the key issues for improvement at the strategic resources level.

Opportunities: Commitment of donors to Afghanistan, current policies and strategies in the Ministry of Public Health, existence of bilateral and multilateral donors in diversity of health and nutrition, education and community development projects as well as other developmental projects, existence of partner organizations for capacity building and partnership, opportunities to invest in other sectors such as education, agriculture, women and youth empowerment and environment.

Threats: Insecurity and instability of the government in the provinces; deduction on the overall assistance from the donors' side for Afghanistan, negative opinions of politicians and people about NGOs, increasing number of competitors, lack of suppliers (pharmaceuticals and staff) and restrictions from increasing number of government requirements and regulations are among main threats. Also, the recent competitions through quality and cost selection method, applied by MoPH is a threat, as low-quality projects or international NGOs with ability to



financially contribute to the projects can have more competitive advantages. Furthermore, application of international standard in very remote areas is another threat.

9. OPHCD STRATEGIC PLAN MATRIX (2025-2029)

STRATEGIC GOAL 1: Strengthen Professional and Institutional Capacity

Strategic Focus	2025 Priorities	2026 Priorities	2027-2029 Outcomes
Competency & Standards	Develop and approve OPHCD Competency Framework	Embed Competency Framework in HR, recruitment & performance systems	Competency-based management institutionalized across all programs
Leadership Development	Establish structured Leadership & Management Training Program	Introduce Clinician-to-Manager Transition Program	Certified and skilled managers leading all major projects
Quality Assurance	Conduct institutional capacity assessment	Standardize quality assurance and supportive supervision tools	Improved service quality and measurable program impact
Systems Strengthening	Strengthen Continuous Professional Development “CPD” system for field staff	Strengthen M&E and Internal Audit systems	Strong institutional accountability and compliance systems
Partnerships	Build technical partnerships with institutions	Expand collaboration with stakeholders authorities and academia	OPHCD recognized as a center of excellence

STRATEGIC GOAL 2: Position OPHCD as a Recognized National Voice

Strategic Focus	2025 Priorities	2026 Priorities	2027-2029 Outcomes
Advocacy & Policy	Develop Advocacy & Policy Engagement Strategy	Strengthen policy dialogue participation	Recognized contributor to national policy discussions
Visibility & Communication	Publish annual impact and policy briefs	Strengthen media and digital presence	Strong national and international visibility
Networks & Partnerships	Active participation in clusters and TWGs	Establish National Health & Community Leadership Network	Institutional representation in strategic advisory platforms
Academic Collaboration	Initiate partnerships with universities	Integrate leadership modules into training institutions	Sustainable collaboration with academic institutions
Stakeholder Engagement	Strengthen donor communication strategy	Host annual stakeholder forum	Trusted national technical partner

STRATEGIC GOAL 3: Enhance Organizational Value & Sustainability

Strategic Focus	2025 Priorities	2026 Priorities	2027-2029 Outcomes
Financial Sustainability	Develop Resource Mobilization Strategy	Diversify funding sources & explore core funding	Reduced dependency on single donors
Knowledge Management	Establish Knowledge Management System	Develop documentation & learning culture	Strong institutional memory and learning organization
Digital Transformation	Upgrade digital learning and communication systems	Launch webinars, podcasts, and knowledge platforms	Fully integrated digital systems across programs
Human Resource Development	Develop structured career progression pathway	Introduce staff retention & motivation strategy	High-performing and motivated workforce
Governance & Compliance	Review and strengthen policies & SOPs	Strengthen risk management framework	Strong governance and transparent systems

10. ADAPTIVE STRATEGIES:

In coming five years OPHCD will obtain the following adaptive strategies:

Service expansion: OPHCD aims to expand its services to new provinces needy people especially in health & nutrition, education, community development programs and women & youth empowerment.

Enhancement: We would like to improve the quality and efficiency of our service provision, especially in the areas of service delivery, public relation, professional capacity building, monitoring and evaluation.

Diversification: Currently OPHCD is implementing mainly Vertical projects. For the next five years, in addition to vertical health projects, we will focus more on nutrition, education, WASH and community development projects.

11. SERVICE AREA ENTRY STRATEGIES:

The following service area entry strategies are selected and prioritized for the coming five years:

Partnership: This will be focused on community development, Livelihood and food security and Emergency response and Disaster Risk, Where OPHCD has less experience. In health and nutrition, WASH program, education projects we keep the current partnership and will enter into new partnerships to discover new opportunities (new geographic areas, new donors and new projects). The partners have to complement our strengths in terms of expertise, experiences and market entry and prior to selection of partners the question "why do you need to work with them?" and what gap do the partner fill? are questions to be answered. Besides mutual respect, clear roles and responsibilities and sharing of strengths would be the key considerations in our partnership mechanisms. Internal Development: The main efforts in the next five years would be on staff empowerment, capacity building, and employee development activities to enable the organization to manage new projects, and improve the quality/efficiency of current projects.

12.COMPETITIVE STRATEGIES:

OPHCD competitive strategic posture has to focus on the following in the coming five years:

We maintain our current projects, and start new projects through finding innovative ideas and opportunities. For this purpose, we have to improve our followership (copying good initiatives from others in the country, region or worldwide - e.g. breastfeeding project) and innovation (e.g. family health, multi-purpose health workers, community nurse, baby friendly village, Mobile health). Combination of cost leadership and differentiation is the other strategy which will be considered to differentiate OPHCD in the community-based services through quality, innovation and efficiency. The management is going to develop cost and quality standards to guide the staff in achieving the selected strategic position and posture. Also, we would like to empower the staff in innovation and creative culture of doing things.

13.SERVICE DELIVERY STRATEGIES:

The followings are general considerations in service delivery, but in particular innovation and efficiency would be considered as main strategies.

In the Pre-service point, more emphasis will be on the awareness of the beneficiaries and accessibility of services to them. People should have awareness about our services and also, we have to make sure that services are available to them. Physical accessibility for persons with disabilities, bringing the services to the door-steps of the communities, and involving the community in all processes will help us to achieve these aims.

In the point of service, Quality assurance (meeting standards); quality improvement and client satisfaction strategies, considering the time of clients as an important issue - reducing waiting time, and finally involving the beneficiaries in the programs to create close relationship would be the main strategies at this stage.

In the post-service point, Close follow up of the clients to be satisfied with services received by conducting regular client satisfaction studies, follow up with our partners and investors to consider their feedbacks and reports as an input for improving the quality, and maintaining the relationship with clients, partners, and investors after service delivery would be considered the key issues.

14. SERVICE SUPPORT STRATEGIES:

For successful implementation of our current projects and new projects in the light of this strategic plan, we need to focus our efforts to the followings:

Organizational Culture: A friendly environment for employees; diversity in the management and leadership; team work approaches and respecting Islamic values are the key success factors of OPHCD in the past years. We need to build on these values and emphasize also on consideration of the organization core values in all conducts. Innovation, creativity and efficiency would require an enabling environment for the employees to *try new approaches* and overcome problems and allow them to *seek for new partners, networks and opportunities*. Respecting the norms and values of our beneficiaries, considering their satisfaction, valuing the time they spend in getting our services, would be other key issues in the organizational culture.

Organizational structure: The organizational organogram of OPHCD is Annex. I of this document; however, the projects organogram may differ in certain cases based on project needs and availability of resources. In all cases, clear roles and responsibilities and clear lines of command will be considered as priority issues. Volunteer teams for quality improvement, problem solving and specific tasks will be the key changes in the future structure, in which people from different background and professions will work together in a team for accomplishing a specific task.

15. COMMUNICATON STRATEGIES:

The followings are general considerations in Communication strategies.

1. Establishment and regular update of organization website and social pages.
2. Improving public relation and networking with professional organizations, investors, donors and government agencies to introduce the organization better in the society.
3. Attending workshops, seminars, meetings and face to face meetings inside and outside the country and seek ways for introduction of the organization as a potential partner for implementation of various projects considering the working direction of the organization.
4. Empower the employees to try new approaches and overcome problems and allow them to seek for new partners, networks and opportunities.
5. Conducting of meetings with community and stakeholders in order to discuss the problems and challenges and seek proper ways for solving.
6. Ensure effective two-way communication within the organization and the communities where programs are being implemented.
7. Increase the organization profile in and outside Afghanistan through producing of annual reports, which needs to be sent to stakeholders, donor and governmental agency as well as published in the website of the organization.

8. Effectively use the research products, results of innovations, lesson learned i.e. through formulating briefing papers, round table discussions, launch/dinner events, and collaboration with appropriate media.
9. Plan and development of strategic partnerships beyond implementation and financial relationships.
10. Cultivate spokespersons among the staff members so that they are able to say about the goal, objectives and activities of the organization where possible.

16. WORKFORCE STRATEGIC:

In response to current HR trends emphasizing employee development and retention, OPHCD will invest in continuous capacity development and professional growth opportunities to its employees. This includes structured training programs, mentorship, on-the-job coaching and mentorship, and access to relevant certifications, especially in areas such as project management, monitoring and evaluation, leadership, financial management and community engagement. The organization will adopt modern performance management systems that foster regular feedback, recognize high performance, and support career progression. By cultivating a learning culture that values both personal and professional growth, OPHCD will enhance job satisfaction and reduce attrition and turnover.

To sustain and strengthen its mission, OPHCD will implement a workforce strategy focused on building a resilient, motivated, and skilled workforce. The organization will prioritize comprehensive workforce planning. This includes forecasting future staffing needs based on expansion and service demand, identifying critical roles and skills gaps, and developing targeted recruitment plans. By aligning human resource capabilities with organizational goals, OPHCD aims to ensure that the right people are in the right jobs at the right time.

To build a supportive and inclusive work environment, OPHCD will implement HR policies that promote diversity, equity, inclusion, belonging, and well-being. This strategy supports flexible work arrangements where feasible, transparent compensation structures

17. FUNDRAISING STRATEGIES:

- Fundraising has been a cornerstone of OPHCD's growth and institutional success. Through competitive proposal development, strategic partnerships, participation in grant opportunities, and the design of innovative and community-driven projects, OPHCD has successfully secured funding and expanded its impact across multiple sectors.
- Building on this foundation, OPHCD will adopt a more structured, diversified, and sustainability-oriented fundraising approach during the 2025-2029 strategic period. The organization recognizes that long-term financial sustainability requires proactive planning, strong donor engagement, institutional credibility, and diversification of funding sources beyond short-term project grants.

- To ensure continued growth, institutional strengthening, and program sustainability, OPHCD will implement the following strategic fundraising approaches:

17.1. Strategic Proposal Development!

- Prepare and submit competitive proposals for BPHS, EPHS, and other Health and Nutrition programs.
- Develop proposals for Community Development, Education, Research, and integrated programs in the following thematic areas:
 - ✓ Water, Sanitation and Hygiene (WASH)
 - ✓ Education
 - ✓ Livelihood and Food Security
 - ✓ Emergency Response and Disaster Risk Reduction
 - ✓ Social Cohesion and Community Development
 - ✓ Climate Change and Environmental Resilience
 - ✓ Children, Women, and Human Rights
- Ensure that all proposals align with OPHCD's institutional capacity, comparative advantage, and core competencies.
- Design innovative, evidence-based, and impact-driven programs that respond to community needs and donor priorities.

17.2. Donor Engagement and Relationship Management!

- Conduct comprehensive analysis of donor priorities, funding strategies, and compliance requirements before proposal submission.
- Build long-term, trust-based relationships with bilateral, multilateral, and private donors.
- Strengthen engagement with existing donors while actively pursuing new funding partners.
- Utilize Board members and senior advisors to strategically promote OPHCD's visibility and funding opportunities.
- Link fundraising activities with communication, branding, and partnership strategies.

17.3. Financial Sustainability and Core Funding!

- Explore institutional and core funding opportunities to support head office operations and capacity-building initiatives.
- Diversify funding sources to reduce dependency on single donors or short-term grants.
- Explore consortium partnerships and joint ventures for large-scale funding opportunities.
- Conduct regular funding opportunity scans through systematic internet research and donor intelligence tracking.

17.4. Institutional Capacity for Fundraising

- Define clear roles and responsibilities for fundraising within senior management and the Board.
- Integrate fundraising responsibilities across departments while maintaining coordination and quality control.
- Strengthen internal capacity in proposal writing, donor negotiation, reporting, and compliance management.
- Provide continuous training to staff to enhance fundraising knowledge, technical writing skills, and donor communication competencies.
- Develop and maintain a roster of qualified consultants and sector specialists to enhance proposal competitiveness.

17.5. Communication and Visibility for Resource Mobilization:

- Maintain and regularly update a comprehensive and professional website highlighting OPHCD's achievements, impact stories, and technical expertise.
- Use digital platforms (website, social media, newsletters) to increase visibility and attract funding opportunities.
- Publish impact reports and success stories to strengthen credibility and donor confidence.
- Issue emergency appeals through official platforms when rapid response funding is required.

17.6. Compliance and Donor Confidence:

- Carefully review and understand donor conditions, restrictions, and reporting requirements.
- Align organizational systems with donor compliance standards.
- Ensure transparency, accountability, and financial integrity in all funded projects.
- Maintain strong audit and reporting practices to build donor trust and credibility

17.7. CAPACITY BUILDING STRATEGY:

OPHCD acts as a learning organization in which all of its staff members will increase their knowledge and abilities while working with OPHCD in any field. So to ensure this; OPHCD will do the following:

1. Identifying training requirements and accordingly conduct those training or introduce the staff to those trainings conducted by external party.
2. On each Quarterly staff meeting a training topic will be identified and accordingly will be conducted through establishment of a system of 'go-to resource persons' who will have specific expertise on the subject.
3. Encourage the staff to enroll in degree programs and work related trainings.
4. Identify potential funding sources to invest in capacity building.
5. Ensure that opportunities exist for staff to engage fully in presenting OPHCD's work in external forums.
6. Provide the staff on job trainings to enable them perform successfully

17.8. COORDINATION MECHANISM:

Enhanced Version!

OPHCD will establish a comprehensive coordination mechanism across its programs, under the guidance of the General Director and with support from the M&E department. This mechanism will focus on resource mobilization (financial and technical), capacity development, joint needs and damage assessments, and the creation of coordinated systems, including resource inventories among stakeholders.

It will also facilitate knowledge management and organizational learning, ensuring that lessons and best practices are systematically captured and applied across programs. The M&E unit will identify overlapping indicators among programs and develop a unified work and monitoring plan to track and evaluate this strategy effectively.

The coordination mechanism will strengthen collaboration within OPHCD departments and programs and enhance partnerships with civil society and other NGOs. By promoting a harmonized and coherent approach, OPHCD aims to maximize the impact of its interventions, optimize resource use, and present a unified strategic voice across all operations.

18. Risk Management and Strategies:

At OPHCD, risk management is a critical component of our operational and programmatic work. The following definitions and framework are used to evaluate, monitor, and manage risks. All staff, volunteers, and partners involved in program design, implementation, or monitoring are responsible for understanding and applying these definitions correctly when conducting risk management or risk assessment activities.

18.1. Risk Matrix:

Likelihood / Impact	Negligible	Minor	Moderate	Major	Severe
Almost Certain	Moderate	Moderate	High	Very High	Very High
Likely	Moderate	Moderate	High	High	Very High
Possible	Low	Moderate	High	High	High
Unlikely	Low	Low	Moderate	Moderate	High
Rare	Low	Low	Moderate	Moderate	High

18.2. Understanding Likelihood:

Likelihood	Description
Almost Certain	Expected to occur in most circumstances: • Has occurred on an annual basis in the past • Circumstances are in place that make it likely to occur again

Likely	Will probably occur in most circumstances: • Has occurred recently or in the last few years • Circumstances indicate it may occur in the near future
Possible	Might occur at some time: • Has occurred at least once in OPHCD history or in similar organizations
Unlikely	Not expected to occur: • Has not occurred in our experience but has happened in other projects
Rare	May occur only in exceptional circumstances: • Has not occurred to date

18.3. Understanding Consequences:

Consequence	Description
Negligible	• Consequences manageable through routine operations
Minor	• Minor delays in achieving objectives • Minor threat to project efficiency or effectiveness, manageable internally • Minor political or community sensitivity • Minor dissatisfaction of beneficiaries, partners, or stakeholders • Minor financial impact • Minor property damage
Moderate	• Moderate delays in achieving objectives • Project may require unplanned operational review • Moderate political/community sensitivity causing limited adverse publicity • Limited dissatisfaction of stakeholders, moderately affecting OPHCD reputation • Moderate financial impact • Moderate property damage • One serious injury or multiple minor injuries
Major	• Major delays in service delivery or achievement of objectives • Threatens project survival or effective function • Major political/community sensitivity causing significant adverse publicity • Significant dissatisfaction of stakeholders, damaging OPHCD reputation • Major financial impact • Breaches of legislative or contractual obligations • Major property damage or moderate damage to multiple properties • One life-threatening injury or multiple serious injuries
Severe	• Critical failure preventing achievement of key objectives • Project subject to unplanned external review/inquiry

19. OPHCD Operational Plan & Timeline (2025-2029):

S#	Task / Activity	Department / Lead	Start	End	Duration	% Complete	2025	2026	2027	2028	2029
1	Develop OPHCD Competency Framework	HR / Program	Q1 2025	Q4 2025	12 months	0%	■				
2	Establish Leadership & Management Training Program	HR / Program	Q2 2025	Q2 2026	12 months	0%	■	■			
3	Strengthen M&E Systems & Internal Audit	M&E / Finance	Q1 2025	Q4 2026	24 months	0%	■	■			
4	Develop Advocacy & Policy Engagement Strategy	Programs / Comms	Q2 2025	Q1 2026	10 months	0%	■	■			
5	Launch National Leadership Network	Programs / Comms	Q3 2026	Q4 2026	6 months	0%		■			
6	Upgrade Digital Learning Platform & Knowledge Management System	IT / HR	Q1 2025	Q2 2026	15 months	0%	■	■			
7	Develop Career Development & Retention Programs	HR / Programs	Q2 2025	Q4 2027	30 months	0%	■	■	■		
8	Diversify Funding Sources & Develop Core Funding Strategy	Fundraising / Board	Q1 2025	Q4 2026	24 months	0%	■	■			
9	Strengthen Coordination Mechanisms Across Programs	Programs / M&E	Q2 2025	Q4 2027	30 months	0%	■	■	■		
10	Conduct Joint Needs & Damage Assessments	Programs / M&E	Q3 2025	Q4 2028	40 months	0%	■	■	■	■	
11	Develop & Submit Proposals for Health, WASH, Nutrition, Education	Fundraising / Programs	Q1 2025	Q4 2030	72 months	0%	■	■	■	■	■
12	Annual Monitoring, Reporting, and Impact Assessment	M&E / Programs	Q1 2025	Q4 2030	Continuous	0%	■	■	■	■	■
13	Public Relations, Advocacy & Donor Communication	Comms / Fundraising	Q1 2025	Q4 2030	Continuous	0%	■	■	■	■	■

S#	Task / Activity	Department / Lead	Start	End	Duration	% Complete	2025	2026	2027	2028	2029
14	Staff Capacity Development & Training	HR / Programs	Q1 2025	Q4 2030	Continuous	0%	■	■	■	■	■

Committee Members

Reviewed by:

Mr. Ahmad Shakib Khin Jani
Partnership & Grant Manager



Checked by:

Mr. Mohammad Aziz Paewaston
General Director



Approved by:

Dr. Mohammad Jawed Hanif
Chairperson of the Board of Trustee.

