Huqooq-ul-Ebad
Development Foundation

2025-2030
Strategic
Plan

FOREWORD

On behalf of the Huqooq-ul-Ebad Development Foundation (HEDF), it is with great pride and optimism that I present our Strategic Plan for the years 2025 to 2030. This comprehensive document is the culmination of dedicated efforts and insightful contributions from our board members, staff, stakeholders, and community partners. It outlines our commitment to empowering marginalized communities, promoting gender equality, advancing climate governance, and supporting sustainable development initiatives in alignment with global environmental and developmental goals.

Since our establishment in 2010, HEDF has steadfastly pursued its mission to catalyze significant and lasting changes through grassroots engagement, policy advocacy, and capacity building. Our vision of a sustainable and equitable world, where every individual, especially women and girls, can thrive in a climate-resilient society governed by inclusive, effective, and accountable institutions, has guided our actions and defined our priorities.

This strategic plan reflects our deep understanding of the internal and external dynamics influencing our operations in Pakistan. It is built on a thorough situational analysis and extensive consultations with stakeholders. The plan delineates our strategic priorities, including community empowerment, technological advancements, sustainable economic development, environmental conservation, and robust advocacy for policy influence.

Our approach emphasizes collaboration and partnership. We aim to work closely with government bodies, local and international civil society organizations, donor agencies, and the communities we serve. Together, we will implement programs that enhance the adaptive capacities of vulnerable populations, promote economic initiatives that provide sustainable livelihoods, and advocate for policies that ensure equitable distribution of resources and opportunities.

As we embark on this strategic journey, we remain committed to fostering a culture of continuous learning and improvement within our organization. We will regularly evaluate our programs and adapt our strategies to ensure we effectively address the challenges and needs of our communities.

The road ahead is filled with opportunities and challenges. However, with the unwavering support of our donors, partners, and the communities we serve, I am confident that HEDF will continue to make a meaningful impact and contribute to the sustainable development of Pakistan.

Thank you for your continued trust and support.

Syed Muhammad Ashfaq
President
Huqooq-ul-Ebad Development Foundation

Acknowledgement

We extend our deepest gratitude to the dedicated staff, committed stakeholders, and the esteemed members of the Board for their invaluable contributions to the strategic planning report. A special acknowledgment is also due to Mr. Ashfaque Ahmed, whose expertise and guidance have been instrumental in shaping the direction of this plan. Your collective insights and unwavering support have been pivotal in laying a robust foundation for our future endeavors.

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Huqooq-ul-Ebad Development Foundation

Established in 2010 and officially registered in 2012, the Huqooq-ul-Ebad Development Foundation (HEDF) stands as a beacon of hope and advocacy, headquartered in Gujrat District, Punjab, Pakistan. As an independent, non-profit, and non-political entity, HEDF diligently operates under the auspices of the Voluntary Social Welfare Agencies Ordinance of 1961, dedicated to fostering substantial social change. The foundation has been granted "Special Consultative Status" with the **United Nations Economic and Social Council (ECOSOC)** since 2014 and has held the prestigious role of an accredited observer at the **United Nations Environment Assembly (UNEP)** since 2018. With a sharp focus on combating the pressing global challenges of climate change, climate governance, and gender disparities, HEDF champions the cause of the Sustainable Development Goals (SDGs) through robust evidence-based advocacy, community empowerment, and strategic policy interventions. The organization is staunchly committed to elevating the status of women and girls in Pakistan, actively combating gender-based violence, and promoting environmental protection and sustainability. Through its extensive network of local and international volunteers and strategic partnerships, HEDF spearheads initiatives that drive sustainable community development, ensuring that the voices of the marginalized are amplified and that they have the tools necessary to thrive in an ever-evolving global landscape. HEDF works for the social, economic and political development of the marginalized and underdeveloped sections of society, with a basic philosophy, orientation and tools that enable them to stand on their own feet. HEDF has established an extensive network of local community-based organizations for marginalized people in different parts of the country and maintains close contacts with a number of non-governmental organizations in the target areas to share information, experiences, etc. Since its inception, HEDF has successfully completed various projects that have made significant impacts on the communities they serve. These projects include providing shelter support, distributing books and stationery to needy students, conducting awareness campaigns on gender-based violence, offering financial support for women, delivering health care for women and children, providing legal aid to women victims, protecting the environment, and facilitating free vocational and skills training for women, girls, and youth. Each project has been a step forward in HEDF's mission to empower the marginalized and create a more equitable society.

OUR VISION

A sustainable and equitable world where every individual, especially women and girls, thrive in a climate-resilient society governed by inclusive, effective, and accountable institutions.

OUR MISSION

To empower marginalized communities by promoting gender equality, advancing climate governance, and supporting sustainable development initiatives. HEDF is dedicated to catalyzing significant and lasting changes through grassroots engagement, policy advocacy, and capacity building in alignment with global environmental and developmental goals.

CORE VALUES

1. Respect

HEDF respects the rights, culture, and dignity of all people and stakeholders with whom it works

2. Equality

HEDF considers all people equal, regardless of gender, caste, creed, affiliation or political involvement

3. Our Priority

HEDF gives the highest priority to the interests of disadvantaged groups such as women and youth

4. Participatory Approach

HEDF believes in participatory approaches in all its work and interventions

5. Rejects Discrimination

HEDF rejects discrimination of any kind

About this Strategy

The strategic planning process for the Huqooq-ul-Ebad Development Foundation (HEDF) was meticulously designed to reflect a deep understanding of both internal dynamics and the broader external environment influencing its operations in Pakistan. Over a period of four months, the foundation engaged in a comprehensive planning process to ensure the strategy was robust, relevant, and reflective of its core mission and values.

Strategic Planning Process

The approach to developing this strategic plan was segmented into three distinct stages, designed to build upon each other:

Stage 1: Situational Analysis

This initial stage involved a thorough examination of the external environment, including political, economic, social, and technological factors. Additionally, HEDF closely reviewed Pakistan's commitments under the Sustainable Development Goals (SDGs), United Nations Convention against Corruption (UNCAC) and the Paris Agreement on climate change. This analysis was pivotal in recognizing the context within which the foundation operates and its impact on strategic planning. Data collection included stakeholder surveys and feedback. This stage also involved an internal review of the foundation's strengths and mandate to ensure alignment with broader strategic objectives.

Stage 2: Strategic Development Consultation

With a solid understanding of the situational analysis, HEDF conducted a series of consultations and interviews involving board members and staff in early 2024. These consultations facilitated deep discussions on the foundation's vision, mission, and strategic focus areas for the next five years. A detailed SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was conducted to evaluate internal capabilities and external opportunities. Subsequently, a TOWS analysis helped to identify strategic themes and priorities that align with HEDF's comparative advantages and its recognized brand identity.

Stage 3: Strategy Documentation and Finalization

The final stage was carried out by a Strategic Planning Committee, which is headed by Syed Muhammad Ashfaq included experts of the field, and representatives of CSOs. This committee met regularly from January to June 2024 to deliberate and document the strategic plan. A consultant was also hired by the organization who was responsible for developing this strategic planning document. Discussions were informed by the data and insights gathered in the previous stages, focusing on setting clear objectives, strategies, tactics, and key performance indicators (KPIs) for the upcoming period. This stage emphasized the development of strategic priorities such as forging partnerships with government agencies, local and international CSOs, and donor agencies, planning citizen awareness activities, and focusing on evidence-based interventions through surveys and research.

SWOT

Strength

Weakness

Opportunity

Threats
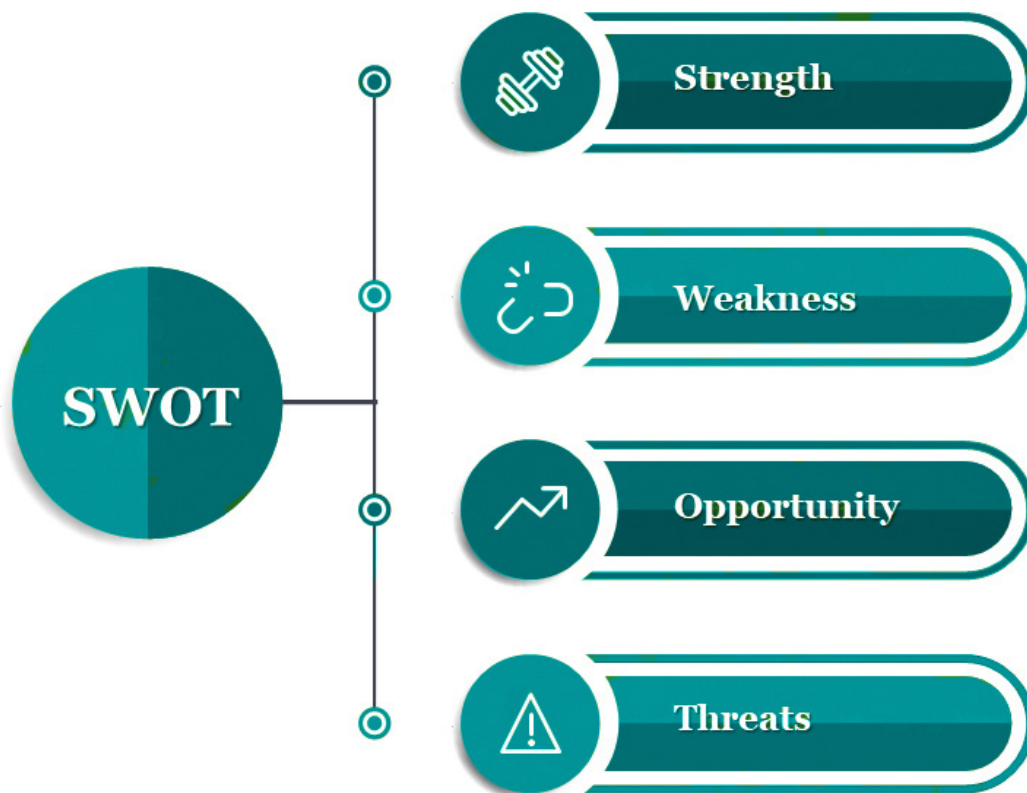
Our Thematic Areas

Huqooq ul Ebad Development Foundation is working on the five thematic areas.
In the upcoming sessions, we will analyze and evaluate their contextual situation.
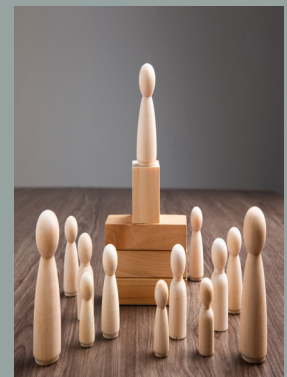
Climate Change

Gender Inclusivity

Women Empowerment

Youth Leadership

Good Governance

CONTEXTUAL ANALYSIS

1 Contextual Analysis Climate Change

Overview

Climate change represents one of the most pressing global challenges of our time, affecting every country on every continent. It is disrupting national economies and affecting lives, costing people, communities, and countries dearly today and even more tomorrow. For organizations like the Huqooq-ul-Ebad Development Foundation (HEDF), which are deeply embedded in regions vulnerable to these changes, understanding and addressing the impacts of climate change is crucial.

Political Context

Globally and nationally, political will is a key driver for climate action. Pakistan, like many other nations, is part of the Paris Agreement, committing to reducing greenhouse gas emissions and adapting to climate changes. The political landscape in Pakistan regarding climate change has been gradually evolving with increasing recognition of climate issues. The government has launched initiatives like the Billion Tree Tsunami Project and is part of international climate alliances. However, political instability, economic constraints, and prioritization of short-term economic gains over long-term environmental strategies can hinder effective climate governance. HEDF needs to navigate these challenges by advocating for stronger climate policies and supporting the government in implementing sustainable practices.

Economic Context

The economic implications of climate change include both risks and opportunities. For Pakistan, a country heavily dependent on agriculture and natural resources, the risks include reduced agricultural productivity, loss of livelihoods, and increased cost of climate adaptation. On the opportunity side, there is potential for economic growth through green jobs, renewable energy projects, and sustainable agriculture. HEDF can play a critical role in facilitating this transition, focusing on economic empowerment through green initiatives that also support community development.

Social Context

Socially, the impacts of climate change are profound, particularly for the marginalized groups that HEDF serves. Vulnerable communities often face the greatest risks from climate hazards such as floods, droughts, and heatwaves, without adequate resources to adapt. Social structures can either hinder or facilitate adaptation efforts. HEDF's work can focus on enhancing community resilience, empowering women and youth, and leveraging local knowledge and practices in climate adaptation strategies.

Technological Context

Technological advancements offer significant opportunities for addressing climate change. Innovations in renewable energy, sustainable agriculture, water management, and climate information services are critical. However, the adoption rates of these technologies are often limited by access to capital, knowledge, and infrastructure. HEDF can contribute by promoting technology transfer, supporting the adoption of climate-smart technologies in communities, and building partnerships with tech companies and research institutions.

Environmental Context

Pakistan is experiencing significant environmental challenges exacerbated by climate change, including water scarcity, deforestation, soil erosion, and air quality degradation. These environmental issues are interlinked with the country's climate response. HEDF's strategies should include supporting sustainable land management, water conservation practices, and conservation projects that align with its broader climate change objectives.

Strategic Priorities for HEDF

Advocacy and Policy Influence: Engage with policymakers to advocate for robust climate policies and ensure that environmental concerns are integrated into national development plans.

1. Community Empowerment and Resilience Building: Implement programs that enhance the adaptive capacities of vulnerable communities, focusing on education, training, and local adaptation projects.
2. Technological Advancements and Innovation: Facilitate access to and use of sustainable technologies in marginalized communities. Partner with tech firms and academic institutions to bring innovative solutions to the forefront of climate adaptation.
3. Sustainable Economic Development: Promote economic initiatives that provide sustainable livelihoods, focusing on green jobs and industries.
4. Environmental Conservation and Restoration: Support efforts in reforestation, water conservation, and sustainable land management to mitigate environmental degradation.

By focusing on these strategic priorities within the context of climate change, HEDF can significantly contribute to mitigating climate impacts and enhancing the resilience of the communities it serves.

2 Contextual Analysis
Gender Inclusivity

Overview

Gender inclusivity is pivotal for achieving equitable development outcomes. It involves ensuring that all genders have equal access to resources, opportunities, and rights. For the Huqooq-ul-Ebad Development Foundation (HEDF), focusing on gender inclusivity means addressing the disparities that hinder the progress of women and marginalized gender groups in Pakistan, a context marked by significant social, cultural, and economic barriers to gender equality.

Political Context

The political environment in Pakistan has seen progressive steps towards gender inclusivity, such as the passage of laws against gender-based violence and harassment in the workplace. However, implementation remains inconsistent, and gender policies often lack comprehensive enforcement mechanisms. Political commitment can be variable, influenced by conservative societal norms and resistance from patriarchal structures. HEDF can play a crucial role in advocating for stronger legislative frameworks and policies that promote gender equality and protect the rights of women and transgender individuals.

Economic Context

Economic empowerment is a critical component of gender inclusivity. In Pakistan, women and other marginalized genders face significant obstacles in accessing employment, entrepreneurial opportunities, and financial services. These barriers include lower levels of education, lack of access to capital, and societal norms that restrict their economic participation. HEDF's strategy could focus on enhancing economic opportunities for women through skills training, microfinance, and support for women-led businesses, which would help bridge the economic gap.

Social Context

Social norms in Pakistan often dictate the roles and expectations of different genders, with deep-rooted patriarchal values leading to widespread gender discrimination. This affects everything from educational opportunities to participation in public life. Social barriers are particularly high in rural areas where traditional practices more rigidly define gender roles. HEDF's initiatives could target social change through community education programs, awareness campaigns on gender rights, and empowering women and transgender people to take on leadership roles within their communities.

Technological Context

Technology has the potential to be a great equalizer in terms of gender inclusivity, offering opportunities for education, networking, and business. However, there exists a notable gender digital divide, with fewer women having access to digital technologies compared to men. This gap limits their ability to benefit from technological advancements. HEDF could focus on digital literacy programs for women and ensure that women and other marginalized genders are included in the digital transformation processes.

Cultural Context

Cultural attitudes towards gender roles significantly influence gender inclusivity. In many parts of Pakistan, cultural constraints restrict women's mobility, behavior, and lifestyle choices. Changing these deep-seated cultural norms is challenging but essential for achieving gender equality. HEDF could work on cultural transformation projects that involve dialogues with community leaders, educational programs, and the promotion of positive examples of gender inclusivity at the local level.

Strategic Priorities for HEDF

1. Policy Advocacy and Legal Support: Strengthen efforts to influence gender-related policies and provide legal support to victims of gender-based discrimination and violence.

2. Economic Empowerment: Implement programs that specifically aim to increase the economic participation and independence of women and other marginalized genders through skills training, entrepreneurship, and access to financial services.

3. Education and Awareness: Conduct extensive campaigns to educate communities about gender rights and the importance of inclusivity, aiming to shift perceptions and encourage equitable practices.

4. Leadership and Participation: Encourage and support women and transgender individuals in assuming leadership roles both within communities and in public offices.

5. Technology and Access: Promote digital inclusivity by providing access to technology and training in its use, focusing on bridging the digital divide for women and marginalized genders.

By addressing these areas, HEDF can significantly contribute to fostering a more gender-inclusive society, where all individuals have the opportunity to live freely and contribute to their community's development without being hindered by their gender.

Contextual Analysis

3 Women Empowerment

Overview

Women's empowerment is a critical aspect of sustainable development and social progress, particularly in countries like Pakistan where traditional gender roles can often limit opportunities for women. For the Huqooq-ul-Ebad Development Foundation (HEDF), focusing on women's empowerment involves tackling systemic barriers and enabling women to gain greater control over their lives and decision-making processes, both within their households and in the broader community.

Political Context

In Pakistan, the political recognition of women's rights has grown, evidenced by various legislative measures aimed at improving gender equality. These include laws on protection against domestic violence, harassment at work, and enhanced political participation. However, the implementation of these laws is often weak, and political representation of women remains low. HEDF can leverage its influence to advocate for more effective enforcement of existing laws and policies and encourage greater female participation in political processes.

Economic Context

Economic empowerment is central to empowering women. In Pakistan, there's a significant gender gap in employment and entrepreneurship opportunities. Women face several challenges, including lower wages, limited access to credit, and exclusion from certain industries. HEDF's strategies could focus on creating economic opportunities for women through vocational training, support for women entrepreneurs, and advocacy for policies that ensure equal pay and safe working conditions.

Social Context

Social norms in Pakistan heavily influence women's roles and status. These norms often restrict women's mobility, educational opportunities, and participation in public life. Social empowerment of women requires changing these norms through education and awareness campaigns. HEDF can implement community engagement programs that promote gender equality and empower women to take on more significant roles in their communities.

Technological Context

The digital divide also impacts women's empowerment. Limited access to technology and the internet restricts women's ability to access information, educational resources, and economic opportunities. HEDF could focus on initiatives that provide digital literacy training for women and improve their access to technological tools, enabling them to participate more fully in the digital economy.

Cultural Context

Cultural barriers, including traditional beliefs about women's roles, continue to hinder women's empowerment in Pakistan. These barriers are often enforced by both men and women as a result of long-standing cultural practices. HEDF can work on shifting these cultural attitudes by collaborating with local leaders, involving men and boys in gender equality programs, and showcasing successful women as role models.

Legal Context

Women in Pakistan often have limited knowledge of their legal rights and lack access to legal resources. This can prevent them from seeking justice in cases of discrimination or abuse. HEDF can provide legal education and services to women, helping them to understand and advocate for their rights.

Strategic Priorities for HEDF

Advocacy for Policy Change: Push for stronger implementation of laws protecting women's rights and advocate for new policies that promote gender equality.

1. Economic Initiatives: Launch programs that support women's economic independence, such as microfinance, entrepreneurship training, and job placement services.
2. Educational Programs: Increase access to education for women and girls, particularly in rural and underserved areas, and offer scholarships and vocational training.
3. Health and Well-being: Address health issues specific to women, including reproductive health, by providing information and services that are culturally sensitive and accessible.
4. Legal Support and Education: Offer workshops on legal rights and provide support to women facing legal challenges.
5. Cultural and Social Change: Run awareness campaigns that challenge harmful stereotypes and promote positive narratives about women's roles in society.

By addressing these strategic areas, HEDF aims to empower women in Pakistan, enabling them to lead more fulfilling and autonomous lives while contributing to the socio-economic development of their communities.

4 Contextual Analysis
Youth Leadership

Overview

Youth leadership is vital for fostering a new generation of informed, capable, and ethical leaders who can address both local and global challenges. In Pakistan, where a significant portion of the population is under the age of 30, empowering young people to take leadership roles is essential for sustainable development and social progress. The Huqooq-ul-Ebad Development Foundation (HEDF) prioritizes youth leadership as a key thematic area, recognizing the potential of young individuals to drive change and innovation.

Political Context

The political environment in Pakistan presents both challenges and opportunities for youth leadership. While young people are increasingly recognized as crucial actors in politics, their participation is often limited by traditional power structures and a lack of youth-oriented policies. HEDF can advocate for greater youth inclusion in political processes and support initiatives that increase young people's political awareness and engagement.

Economic Context

Economic barriers significantly impact youth leadership potential. High unemployment rates, limited access to entrepreneurial resources, and economic instability can discourage young people from pursuing leadership roles. HEDF's approach could include programs that provide economic opportunities through skills training, entrepreneurship, and internships, thereby enabling young people to engage in leadership roles within businesses and community projects.

Social Context

Social norms and cultural expectations can either hinder or facilitate the development of youth leadership. In many areas of Pakistan, there is a strong respect for hierarchy, often sidelining younger voices in community and family decisions. HEDF can work to shift these perceptions through community engagement initiatives that highlight the value of youth perspectives and promote intergenerational dialogue.

Educational Context

Education is a critical foundation for developing leadership skills. However, educational institutions in Pakistan often lack programs that specifically foster leadership qualities such as critical thinking, public speaking, and ethical decision-making. HEDF can partner with schools and universities to integrate leadership training into the curriculum and support extracurricular activities that promote leadership skills.

Technological Context

Technology offers unprecedented opportunities for youth to lead and innovate. However, access to technology is uneven across different regions and socio-economic groups in Pakistan. HEDF can help bridge this digital divide by providing access to technological resources and training that enable young people to use technology for social change, entrepreneurship, and community organization.

Cultural Context

The cultural context in Pakistan varies widely, but there is often a significant emphasis on community and familial approval, which can restrict young people's ability to express innovative or divergent ideas. HEDF can foster a culture of innovation and independent thinking among youth by supporting platforms where they can express their ideas freely and take part in cultural activities that challenge traditional norms.

Strategic Priorities for HEDF

1. Policy Advocacy for Youth Inclusion: Advocate for policies that increase youth participation in political and civic processes.
2. Economic Empowerment Programs: Develop initiatives that equip young people with the skills and opportunities to succeed in the economy, such as vocational training and entrepreneurship programs.
3. Educational Enhancements: Collaborate with educational institutions to incorporate leadership training into their curricula and support youth-led projects and clubs.
4. Access to Technology: Provide young people with the technology and training necessary to engage in modern leadership roles and digital entrepreneurship.
5. Cultural Engagement and Innovation: Encourage young people to engage in arts and cultural activities that challenge traditional norms and express new ideas.
6. Mentorship and Networking: Establish mentorship programs that connect young people with experienced leaders and create networks that support their personal and professional development.

By focusing on these strategic priorities, HEDF aims to empower a generation of young leaders who are equipped to address the challenges of today and shape the future of Pakistan and beyond.

5 Contextual Analysis
Good Governance

Overview

Good governance is foundational to achieving sustainable development and ensuring that development benefits are equitably shared among all segments of society. For the Huqooq-ul-Ebad Development Foundation (HEDF), focusing on good governance means promoting transparency, accountability, and participation within both public and private sectors. In Pakistan, where challenges like corruption, inefficiency, and lack of transparency persist, enhancing governance is crucial for social and economic progress.

Political Context

In Pakistan, the political landscape is often characterized by instability, which can complicate governance efforts. Issues such as corruption, nepotism, and bureaucratic inefficiency are significant barriers to effective governance. Political will is essential for the implementation of governance reforms. HEDF can play a vital role in advocating for and supporting governance reforms that promote fairness, accountability, and transparency. This involves engaging with policymakers, supporting anti-corruption initiatives, and fostering a culture of responsible leadership.

Economic Context

Economic governance involves the management of economic policy and resources in a manner that is transparent, accountable, and equitable. In Pakistan, economic disparities and mismanagement of resources can hinder economic growth and development. HEDF can contribute by promoting policies that ensure equitable distribution of resources, enhance the management of public funds, and encourage economic policies that are inclusive and sustainable.

Social Context

Social governance refers to the processes by which social resources and rights are managed and distributed. In Pakistan, issues such as unequal access to social services, discrimination, and marginalization of vulnerable groups are prevalent. To improve social governance, HEDF can focus on initiatives that ensure that all segments of the population, particularly the marginalized and disenfranchised, have access to justice, social services, and opportunities for participation in societal decision-making.

Legal Context

The rule of law is a critical component of good governance. Strengthening legal frameworks and ensuring their impartial and effective implementation can enhance governance. In Pakistan, the judicial system faces challenges such as delays, lack of accessibility, and sometimes corruption. HEDF can support efforts to strengthen the legal system, enhance access to legal services, and promote legal literacy among citizens to empower them to claim their rights.

Institutional Context

Institutions play a key role in governance. The effectiveness of institutions in Pakistan, including government bodies, NGOs, and private sector entities, varies widely. Strengthening institutional capacities and ensuring that institutions are accountable to the stakeholders they serve is crucial. HEDF can work on building the capacities of local institutions, promoting best practices in institutional management, and fostering partnerships between public and private sectors to improve governance.

Technological Context

Technology can significantly enhance governance through increased transparency and efficient service delivery. However, the digital divide and lack of technological infrastructure can limit the potential benefits. HEDF can advocate for and support the integration of technology in governance processes, such as through e-governance platforms that improve public access to information and services.

Strategic Priorities for HEDF

1. Advocacy for Transparency and Anti-Corruption: Promote policies and practices that enhance transparency and reduce corruption in all sectors.

2. Strengthening Institutional Capacities: Provide training and support to institutions to improve their governance structures and practices.

3. Promoting Rule of Law: Support legal reforms and initiatives that enhance the effectiveness and accessibility of the judicial system.

4. Enhancing Public Participation: Encourage and facilitate greater public involvement in governance through awareness campaigns and participatory decision-making processes.

5. Leveraging Technology for Governance: Advocate for and implement technology solutions that enhance transparency, accountability, and public participation in governance.

By addressing these strategic priorities, HEDF aims to significantly contribute to improving governance in Pakistan, ensuring that governance structures are effective, transparent, and responsive to the needs of the population.

Internal Analysis
Strength and Weaknesses

S

1. Proactive and Committed Board: Continues to drive the organization with a clear vision and strategic oversight.
2. Strong Community Presence: Well-established connections within communities, facilitating effective program implementation.
3. Experienced Management: Skilled in engaging diverse groups, crucial for expansive program outreach, report writing and research
4. Robust Partnerships: Maintained strong liaison and coordination with local government entities and civil society groups.
5. Partnership with UN Agencies: Strong partnership with UN agencies; working as an observer.
6. Social Media Presence: Strong Presence on social media platforms including Facebook, launching advocacy campaigns, disseminating information and awareness material to general public.

W

1. Human Resource Gaps: Particularly in Monitoring & Evaluation (M&E) and Human Resources (HR), which could affect operational efficiency.
2. Limited National Networking: Inadequate networking and linkage building at provincial and federal levels, limiting influence and resource acquisition.
3. Underdeveloped Staff: Lack of a comprehensive lower level staff development plan
4. Lack of Central Presence: No physical presence in capital cities like Islamabad and Karachi, which could limit national-level influence and operations.
5. Limited Documentation: Insufficient publication of annual reports and case studies, which are vital for transparency and learning.

External Analysis
Opportunities and Threats

O

1. Youth Engagement: Leveraging the extensive networks of youth at the grassroots level can enhance program delivery and innovation.
2. Support from Local Politics: Interest from local political parties in collaborating with civil society organizations presents partnership opportunities.
3. Climate Change: Opportunities in working in climate change area
4. Research Utilization: Opportunities to utilize and expand underused research in health, education, and social protection to inform and enhance programs.
5. Social Entrepreneurship: Growing trends in social entrepreneurship provide new avenues for innovative, sustainable development initiatives.

T

1. Societal Intolerance: An increasing culture of intolerance and discrimination, particularly towards religious minorities, poses challenges to program acceptance and implementation.
2. Religious Extremism: The rise in religious extremism can threaten the safety of operations and staff, and the organization's mission.
3. Political and Religious Influence: Increasing influence of political and religious parties may complicate policy advocacy and program implementation.
4. Shrinking Civil Society Space: Too many documentation and procedural hurdles in working

Potential Areas & Issues for Interventions

Huqooq-ul-Ebad Development Foundation (HEDF) has identified a range of critical issues across its thematic areas through thorough consultations with the Board and other stakeholders. These issues reflect the complex challenges within the fields of Climate Change, Gender Inclusivity, Women's Empowerment, Youth Leadership, and Good Governance. HEDF recognizes the necessity of addressing these concerns to enhance its impact and effectiveness in promoting sustainable development and social equity. Moving forward, HEDF will select key issues from these identified areas to develop a detailed strategic plan aimed at implementing targeted interventions. The selection and prioritization of these issues will be guided by their relevance to HEDF's mission and the potential for significant impact.

However, it is important to note that the scope and scale of initiatives undertaken will depend on the availability of adequate manpower, financial resources, and time. The realization of these plans is contingent upon the continued and enhanced support from our donors, as addressing these multifaceted issues requires substantial investment and sustained effort.

Each thematic area has its own areas of interventions. This is a systematic report, and anyone who reads this strategic planning report can benefit from it, and in case of available resources can address the challenges.

Climate Change

1. Climate Justice:

Marginalized Communities: Often, the hardest-hit by climate change are those least responsible for it—indigenous peoples, communities in developing countries, and economically disadvantaged groups. More robust policies are needed to address the disproportionate impacts on these communities.

Intergenerational Equity: Current generations are making decisions that significantly impact the future. There's a need for frameworks that incorporate long-term impacts on future generations in today's climate policy.

2. Mental Health Impacts:

Climate change is increasing stress, anxiety, and other mental health issues. Recognizing and addressing the psychological impacts of climate change, including climate grief and anxiety, is crucial.

3. Loss of Biodiversity:

While climate change's impact on weather and temperature is often discussed, its impact on biodiversity receives less attention. The loss of biodiversity due to changing climates affects ecosystem services essential for human survival.

4. Climate and Conflict:

Climate change can exacerbate conflicts, particularly in areas where access to resources like water and arable land is already strained. Integrating climate considerations into peacebuilding and conflict resolution strategies is essential.

5. Impact on Traditional Agriculture:

Changes in climate affect traditional farming practices, particularly in indigenous and rural communities. Supporting these communities through adaptive agricultural practices and technologies is critical.

6. Displacement and Climate Refugees:

Rising sea levels, extreme weather, and deteriorating agriculture can force people to relocate, creating climate refugees. Legal frameworks to recognize and support climate refugees are lacking.

Intersectionality in Gender Issues:

Multiple Discriminations: People often face overlapping forms of discrimination based on race, ethnicity, disability, sexual orientation, and gender identity, in addition to gender. Policies and initiatives must consider these intersectional identities to be truly inclusive.

Gender Inclusivity

Gender inclusivity ensures equal access to opportunities and resources for all, regardless of gender, promoting diversity and fairness in society.

Inclusivity in Policy Design: Ensuring that gender policies are designed with input from diverse gender identities, including non-binary and transgender individuals, is crucial for inclusivity.

Economic Inclusion of Marginalized Genders:

Financial Literacy and Access: Women and transgender people often have less access to financial services and education. Expanding these opportunities is key to economic empowerment.

Entrepreneurship Opportunities: Barriers to entry for women and marginalized genders in business, such as discriminatory lending practices and lack of networking opportunities, need to be addressed.

Health Disparities:

Gender-Specific Health Research: There is a lack of research focused on health issues predominantly affecting women or non-binary individuals, such as endometriosis and certain autoimmune diseases.

Transgender Health Access: Transgender individuals often face significant barriers in accessing appropriate health care and support, including hormonal treatment and mental health services.

Safety and Violence:

Public Spaces: Women and transgender people often do not feel safe in public spaces. Initiatives to make public spaces safer, including better lighting, dedicated helplines, and public awareness campaigns, are crucial.

Online Harassment: Women and marginalized genders are disproportionately targeted by online harassment. Effective strategies to combat this issue and support victims are needed.

Education and Training:

Gender Inclusivity in Education: Educational content often reinforces stereotypes. Integrating gender inclusivity into curricula and promoting STEM education for girls can challenge these stereotypes. Gender inclusivity in education is a critical issue in Pakistan, where cultural norms and economic barriers often disproportionately affect girls' access to and success in educational systems. According to UNESCO's Global Education Monitoring Report, girls in Pakistan are less likely to enroll in school and more likely to drop out at an early age compared to boys, primarily due to socio-economic constraints, security issues, and cultural practices that prioritize boys' education over girls'.

Professional Training: Access to professional training and leadership development for women and transgender individuals is often limited. Expanding these opportunities can help close the gender gap in many industries.

Legal Frameworks:

Protection Laws: Laws protecting against discrimination often do not include or inadequately protect against gender identity discrimination. Strengthening these laws is necessary.

Enforcement Mechanisms: Even where inclusive laws exist, enforcement is often weak. Improving the enforcement mechanisms and judicial understanding of gender issues is critical.

Political Representation:

Barriers to Participation: Women and marginalized genders face numerous barriers to political participation, from systemic biases to personal safety concerns. Women in Pakistan are underrepresented at all levels of government, which impacts the shaping of policies and laws that meet the needs of all citizens. According to a report by the International Foundation for Electoral Systems (IFES), women accounted for only about 20% of the members in the National Assembly as of recent years which are not enough steps.

Gender Inclusivity

"It is time that men and boys recognize the part they must play in gender equality and join with the voices and actions of the women."
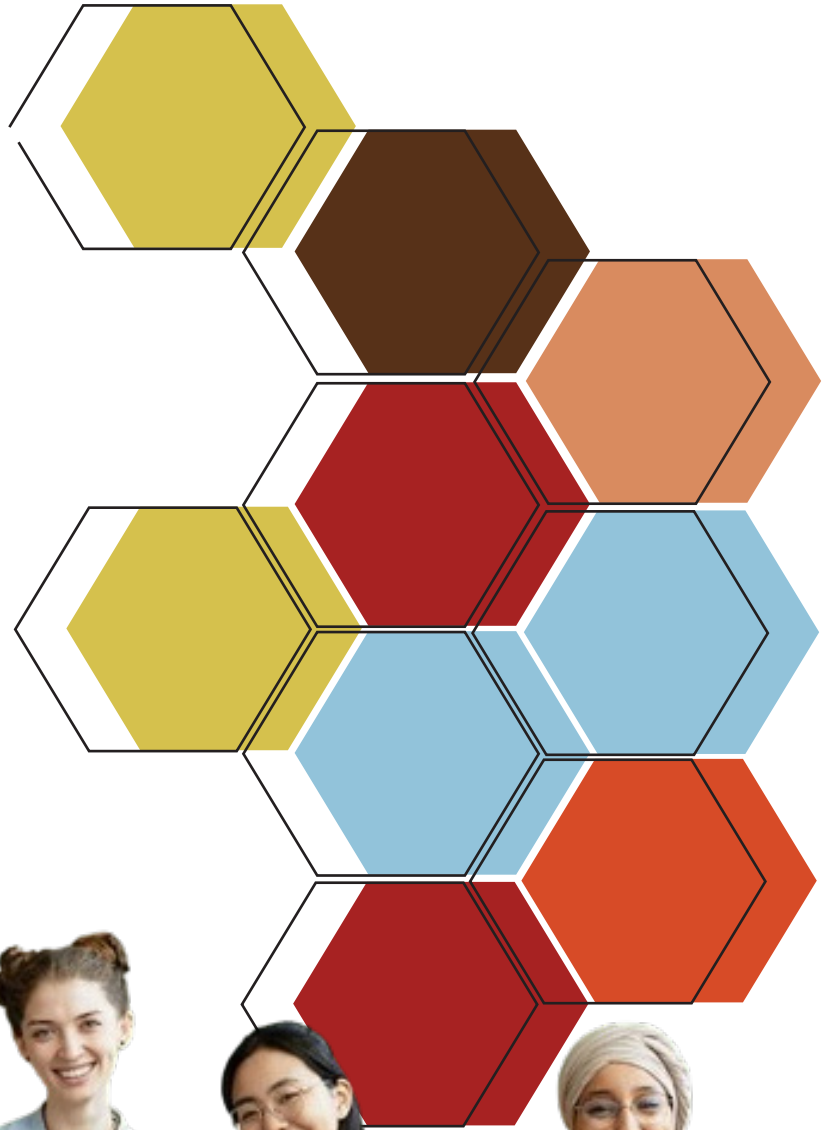
Women Empowerment

Economic Empowerment Beyond Employment:

Property and Inheritance Rights: In many cultures, women have limited rights to own property or inherit assets, which affects their economic independence and security. Women are often denied their share of inheritance, especially land, despite the Family Laws Ordinance of 1961, which gives them the right to inherit both movable and immovable property. This is especially common in rural areas, where the tribal social structure can undermine inheritance rights. In parts of the Balochistan, women are not entitled to inheritance if there are male offspring in the family.

Access to Credit and Financial Services: Women often face higher barriers than men in accessing financial services, which can hinder their ability to start businesses or invest in their futures. Pakistan has long struggled with low levels of financial inclusion, with only a small fraction of the population having access to formal financial services. According to the World Bank's Global Findex, for 2021, just 21% of adults in Pakistan are financially included, compared to a global average of 69%. Women in particular have been left behind, with the gender gap in financial inclusion remaining stubbornly wide.

Gender Norms and Unpaid Labor:

Recognition of Unpaid Work: Women disproportionately undertake unpaid domestic and care work, which is often not recognized or valued in economic terms.

Sharing Household Responsibilities: Policies and programs that encourage equitable sharing of domestic responsibilities between all genders can support women's participation in the workforce and public life.

Education and Skill Development:

Non-traditional Fields: Women are underrepresented in STEM (Science, Technology, Engineering, and Mathematics) and leadership positions. Encouraging education and training in these fields from a young age is crucial. Research consistently shows that women are significantly underrepresented in most STEM fields. According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), less than 30% of the world's researchers are women,

and a substantial gender gap exists at all levels of STEM disciplines globally. In leadership roles, the gap widens further. For instance, a 2020 report from the World Economic Forum indicates that women hold only 28% of managerial positions globally, and the numbers dwindle as the leadership chain goes higher, often referred to as the "glass ceiling" effect.

Adult Education: Many women miss early education opportunities; hence, adult education and training are essential for their personal and professional development. Educating women is one of the most effective ways to boost economic development. Educated women are more likely to participate in the labor market, earn higher incomes, and raise healthier, better-educated children. According to the Global Education Monitoring Report by UNESCO, adult education can lead to greater economic opportunities and is linked to improved health and increased civic participation.

Healthcare Access:

Reproductive Health: Comprehensive reproductive health services are crucial for women's health but remain inaccessible in many regions. According to the Ministry of Health, Pakistan has 12.5% burden of diseases related to reproductive health. Ministry of Health of Pakistan has set reproductive health goals to be achieved by the year 2015. These goals are to decrease the infant mortality rate from 103 to 40. maternal mortality ratio from 340 to 140.

Mental Health: Women's mental health needs are often not adequately addressed, impacted by factors like domestic violence, societal pressures, and economic stress. Domestic violence is a significant contributor to mental health problems among women in Pakistan. A study published in the Journal of Interpersonal Violence highlighted that a substantial proportion of Pakistani women who experience domestic violence suffer from depression, anxiety, and post-traumatic stress disorder (PTSD). The societal tendency to stigmatize victims rather than provide support further aggravates their mental health challenges.

Legal Protections:

Harassment and Violence: Despite some progress, effective legal protection against sexual harassment and violence remains inadequate in many contexts. In Pakistan, traditional patriarchal norms often place women in subordinate roles, which can perpetuate cycles of violence and harassment. The country has laws against harassment and violence, such as the Protection against Harassment of Women at Workplace Act (2010) and sections of the Pakistan Penal Code addressing domestic violence. However, the enforcement of these laws is inconsistent, and many cases go unreported due to social stigma, fear of retaliation, and lack of trust in the legal processes. According to a report by the Human Rights Commission of Pakistan, violence against women remains distressingly common with numerous cases of domestic abuse, honor killings, and workplace harassment reported annually. Moreover, the actual figures are likely much higher due to underreporting. The Aurat Foundation, a leading women's rights organization, regularly documents instances of gender-based violence and has noted that such acts are pervasive across both urban and rural areas of the country.

Legal Literacy: Women often lack knowledge about their legal rights, which can prevent them from seeking justice against abuses or discrimination. In Pakistan, legal literacy among women is a critical area that requires urgent attention to empower them to effectively navigate the legal system and advocate for their rights. The lack of knowledge about legal rights among Pakistani women can be a significant barrier to seeking justice in cases of abuse, discrimination, and other legal issues. This deficiency not only perpetuates the cycle of gender inequality but also hinders their personal and social development. A study conducted by the Aurat Foundation in Pakistan reveals that a substantial number of women are not aware of their legal rights or the mechanisms available for their protection and redressal, which exacerbates their vulnerability to discrimination and violence. Additionally, the Digital Rights Foundation has been instrumental in increasing women's awareness of their rights through digital platforms, offering resources and support for those facing online harassment. These efforts are crucial in enhancing legal literacy, equipping women with the knowledge necessary to challenge injustices and engage actively in their pursuit of legal and social reforms.

Political Empowerment:

Participation in Governance: In Pakistan, the underrepresentation of women in political roles is particularly pronounced, despite legal provisions and quotas designed to enhance their participation. According to the Inter-Parliamentary Union and UN Women, women held only 20.7% of seats in Pakistan's national parliament as of 2020, which is below the global average. This lack of representation extends beyond national levels to provincial and local governance, where cultural norms and safety concerns often further restrict women's political engagement. Enhancing female participation in political offices in Pakistan not only requires continuous support for existing quotas and legal frameworks but also broader societal changes that encourage and normalize women in leadership roles, ensuring they can contribute effectively to governance and policy-making processes.

Grassroots Activism: Supporting grassroots movements that advocate for women's rights and inclusion in decision-making processes can empower women at the community level.

YOUTH LEADERSHIP

Youth Leadership

Youth leadership is when young people use their authority over themselves or others, and it's part of the youth development process.

Educational System Limitations

Curriculum Relevance:

Often, educational curricula are not aligned with contemporary global challenges or leadership skills needed in the real world, such as critical thinking, problem-solving, and ethical decision-making.

Lack of Practical Exposure: There is frequently a gap between theoretical knowledge and practical application, with limited opportunities for internships, apprenticeships, and real-world leadership experiences.

Mental Health Challenges

Stress and Pressure: Young people face increasing pressures from academic, social, and family expectations, which can lead to mental health issues that hinder their leadership potential.

Access to Mental Health Resources: There is often a lack of accessible mental health services tailored to young people's needs, including support for issues like anxiety, depression, and burnout.

Economic Barriers

Financial Independence: Economic constraints can limit young people's ability to engage in leadership activities, especially when such roles are not paid or require financial inputs for participation.

Entrepreneurial Support: Young entrepreneurs often struggle to access capital, mentorship, and networks necessary to turn innovative ideas into sustainable ventures.

Civic and Political Engagement

Lack of Voice in Policymaking: Youth are frequently underrepresented in political and decision-making processes, limiting their influence on issues that directly affect their futures. Civic Education: Many young people lack comprehensive civic education, which is crucial for understanding and engaging effectively in governance and community leadership.

Digital Divide

Access to Technology: While many young people are tech-savvy, there remains a significant gap in access to technology between urban and rural youth, and between socioeconomic groups.

Digital Literacy: Effective use of technology for leadership requires skills that are not universally taught, such as digital communication, privacy management, and online networking.

Environmental Sustainability

Education on Sustainability: As climate change is a pressing global issue, incorporating environmental leadership into youth programs is essential but often lacking.

Active Roles in Sustainability Initiatives: Providing platforms for youth to lead in sustainability efforts can harness their innovation and commitment to environmental causes.

Good Governance

1. Decentralization of Power:
- Local Governance: Strengthening local governance capabilities can ensure more responsive and tailored administration but often lacks the necessary authority or resources.
- Community Engagement: There is a need for greater facilitation of community involvement in decision-making processes, which can be overlooked in centralized systems.

2. Transparency and Data Accessibility:
- Open Data Initiatives: While there is a push for open government data, the quality, usability, and timeliness of these data releases can be inconsistent.
- Technology Utilization: Effective use of technology to enhance transparency is essential, yet many institutions lack the digital infrastructure or policies to support this.

3. Accountability Mechanisms:
- Enforcement of Rules: Rules and regulations to ensure accountability are often in place but their enforcement can be weak or biased.
- Public Oversight: Mechanisms for public oversight, such as ombudsman offices or independent review boards, are not universally established or sufficiently empowered.

4. Corruption and Bribery:
- Low-level Corruption: Much attention is given to high-level corruption, but everyday corruption affecting ordinary citizens often goes unaddressed.
- Anti-corruption Education: Educating both officials and the public about the impacts of corruption and ways to combat it is crucial but often neglected.

5. Ethical Governance:
- Ethics Training: Regular and comprehensive ethics training for public officials is necessary to reinforce the importance of ethical behavior in governance.
- Conflict of Interest Policies: Robust policies to manage conflicts of interest are needed, yet implementation and monitoring remain weak.

6. Inclusion and Diversity:
- Representation of Minorities: Groups such as ethnic minorities, disabled individuals, and other marginalized communities are often underrepresented in governance structures.
- Inclusive Policy Making: Ensuring that policies cater to the diverse needs of the entire population, including the most vulnerable, can often be overlooked in policy development.

7. Judicial Independence and Fairness:
- Judicial Overreach and Underreach: Ensuring that the judiciary remains independent yet does not overstep its role is a delicate balance that needs more focus.
- Access to Justice: Barriers to accessing legal remedies, especially for the poor and marginalized, undermine governance and require comprehensive solutions.

8. Public Sector Efficiency:
- Bureaucratic Inefficiencies: Streamlining bureaucratic procedures to prevent wasteful practices is crucial but challenging to implement effectively.
- Service Delivery: Enhancing the quality and efficiency of public services, particularly in sectors like healthcare, education, and public safety, is critical.

MONITORING & EVALUATION, RISK ASSESSMENT AND ACTION PLAN

Monitoring & Evaluation

The Monitoring and Evaluation (M&E) Framework designed for the Huqooq-ul-Ebad Development Foundation (HEDF) serves as a critical tool to ensure that the organization's initiatives are effectively contributing towards its strategic goals, specifically in the areas of climate change, gender inclusivity, women's empowerment, youth leadership, and good governance. This framework is built to assess the efficiency, effectiveness, impact, and sustainability of various projects, thereby facilitating informed decision-making and fostering an environment of accountability and continuous improvement.

OBJECTIVE

The primary objectives of the M&E framework are to track the progress of projects to ensure efficient use of resources, improve performance through iterative adjustments, and enhance transparency by openly documenting and communicating outcomes. These objectives support strategic decision-making based on data-driven insights, aligning actions with HEDF's mission. their impact.

For donar requirements, seperate M&E framework shall be designed and implemented.

DATA COLLECTION:

For data collection, HEDF will utilize feedback forms and attendance sheets to measure program effectiveness and engagement. Additionally, after each activity, a brief summary along with relevant pictures will be uploaded to the organization's website to document the event and share outcomes with a broader audience. This approach ensures transparency and provides stakeholders with real-time insights into the foundation's activities and their impact.

Risk Assessment Plan

For data collection, HEDF will utilize feedback forms and attendance sheets to measure program effectiveness and engagement. Additionally, after each activity, a brief summary along with relevant pictures will be uploaded to the organization's website to document the event and share outcomes with a broader audience. This approach ensures transparency and provides stakeholders with real-time insights into the foundation's activities and their impact.

Risk	Likelihood of Occur- rence (1-3)	Impact (1-3)	Mitigating Strategies	Residu- al Risk (1-3)
1. Insufficient Fund- ing	2	3	• Diversify funding sources through grants, partnerships, and private dona- tions. • Regular fundraising campaigns. • Build reserve funds.	1
2. Human Resource Shortages	2	2	• Develop a strategic HR plan including recruitment, retention, and development. • Use competitive compensation and benefits.	1
3. Political Instability	2	3	• Develop strategies to adapt to changing political climates. • Engage with multiple stakeholders to ensure broad support. • Monitor political developments	1
4. Security Threats due to Extremism	2	3	• Implement security measures and pro- tocols. • Train staff in security awareness. • Coordinate with local authorities for updates and support.	1
5. Technological Failures	2	2	• Regular IT/Electric audits and updates.\ Use redundant systems and backups. • Train staff in emergency protocols for tech failures.	1

Scale:

Low : Unlikely to Occur
Medium: Likely to Occur
High: Very much likely to Occur

Action Plan - 2025-30

Thematic Area	Objectives	Action Steps/Activities	Performance Measures
Climate Change	Increase community resilience to climate impacts.	• Hold workshops on climate resilience and adaptation strategies. • Conduct communal gatherings to disseminate climate risk information. • Engage in social media campaigns to promote awareness of climate change impacts.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments
	Enhance local and national climate policies.	• Prepare policy papers based on desk reviews and surveys that identify effective climate action strategies. • Offer capacity building programs for public officials on the latest climate science and policy frameworks. • Provide research-based recommendations to stakeholders for policy adoption and implementation	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments
Gender Inclusivity	Promote policies that enhance gender inclusivity in public institutions	• Offer capacity building workshops for public officials on gender inclusivity. • Conduct research and present findings to government bodies to inform policy making. • Run social media campaigns to garner public support for inclusive policies.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments
	Increase societal awareness and support for gender inclusivity.	• Organize communal gatherings to discuss the benefits of gender inclusivity. • Hold workshops that challenge stereotypes and promote gender inclusivity. • Use social media campaigns to highlight stories of successful gender inclusivity initiatives.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments
	Advocate for and support the implementation of gender-inclusive policies.	• Prepare advocacy tools and policy papers that outline the benefits of gender-inclusive policies. • Conduct desk reviews and surveys to gather data supporting the need for policy changes. • Offer capacity building for public officials to effectively implement and monitor gender-inclusive policies.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments
Women Empowerment	Empower women through increased economic opportunities.	• Hold workshops on entrepreneurship and financial literacy for women. • Organize communal gatherings to network and share success stories of empowered women. • Develop social media campaigns that highlight the importance of economic empowerment for women.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments

Action Plan - 2025-30

Thematic Area	Objectives	Action Steps/Activities	Performance Measures
Women Empowerment	Enhance economic opportunities for women through informed policy development	• Conduct surveys and desk reviews to identify barriers and opportunities for women's economic empowerment. • Provide research-based recommendations to stakeholders for policy enhancement. • Hold capacity building sessions for public officials on effective women empowerment strategies.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments
	Foster a supportive community environment for women's leadership.	• Organize communal gatherings to celebrate and promote women leaders. • Use social media campaigns to inspire women by sharing success stories and opportunities. • Conduct workshops to educate communities about the importance of women's leadership.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments
	Enhance legal and social protections for women.	• Increase networking with CSOs • Research and prepare policy papers advocating for enhanced legal protections. • Provide recommendations to government bodies based on surveys about the challenges women face. • Conduct capacity building sessions with public officials on upholding and enforcing women's rights.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments
Youth Leadership	Develop the leadership skills of youth in the community.	• Organize workshops focused on leadership development for youth. • Sign MoUs with Educational Institutes for collaboration • Hold communal gatherings to allow youth to practice public speaking and community organization. • Launch social media campaigns that promote youth leadership success stories and opportunities.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments
	Increase youth participation in governance and decision-making processes.	• Prepare advocacy tools and policy papers on the benefits of youth involvement in politics. • Conduct research through surveys to gather youth perspectives and recommendations for policy. • Provide capacity building programs for public officials to facilitate youth engagement in governance.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments

Action Plan - 2025-30

Thematic Area	Objectives	Action Steps/Activities	Performance Measures
Good Governance	Promote transparency and accountability mechanism in local government operations.	• Conduct research to identify weaknesses in current governance structures. • Train LG officials on RTI laws • Hold workshops for public officials on best practices in transparency and accountability. • Use social media campaigns to educate the public on their rights to government information and services. • Organize communal gatherings to discuss community needs and government responsiveness.	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments
	Strengthen citizen awareness and participation in the governance process.	• Organize communal gatherings to discuss the roles and responsibilities of citizens in governance. • Train citizens on RTI laws • Develop and disseminate policy papers that provide guidelines for effective citizen engagement. • Conduct desk reviews and surveys to evaluate current levels of citizen participation and identify barriers. • Offer capacity building sessions for public officials on how to engage with and respond to citizen feedback effectively	• Data updates, • Event Reports, • Monitoring and Evaluation Studies, • Impact Assessments

This table organizes the action plans clearly by thematic area, outlining specific objectives and the steps HEDF will take to achieve these objectives. This structured approach ensures clarity and focus in the implementation of our strategic initiatives.

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