Strategic Plan

Farmers Development Organization

2024-28

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List of Acronyms

AI	**Artificial Intelligence**
CBO	Community Based Organization
CSO	Civil Society Organization
DDMA	District Disaster Management Authority
DRR	Disaster Risk Reduction
FDO	Farmers Development Organization
GBV	Gender Based Violence
HR	Human Resource
IT	Information Technology
LIPs	Livelihood Improvement Plan
MEAL	Monitoring, Evaluation, Accountability and Learning
MIS	Management Information System
NGO	Non-Government Organization
NOC	No Objection Certificate
OD	Organizational Development
PDMA	Provincial Disaster Management Authority
PLW	Pregnant and Lactating Women
SECP	Securities and Exchange Commission
SMC	School Management Committee
SOPs	Standard Operating Procedure
SUN CSA	Scaling Up Nutrition-Civil Society Alliance (Pakistan)
TEVTA	Technical Education and Vocational Training Authority
WASH	Water Sanitation and Hygiene

Executive Summary

The Farmers Development Organization (FDO) is a leading organization in Pakistan's rural communities landscape, dedicated to empowering farmers and marginalized communities through sustainable development and social justice initiatives. With a proven track record spanning over two decades, FDO has consistently demonstrated its commitment to improving livelihoods, fostering resilience, and advocating for the rights of vulnerable populations.

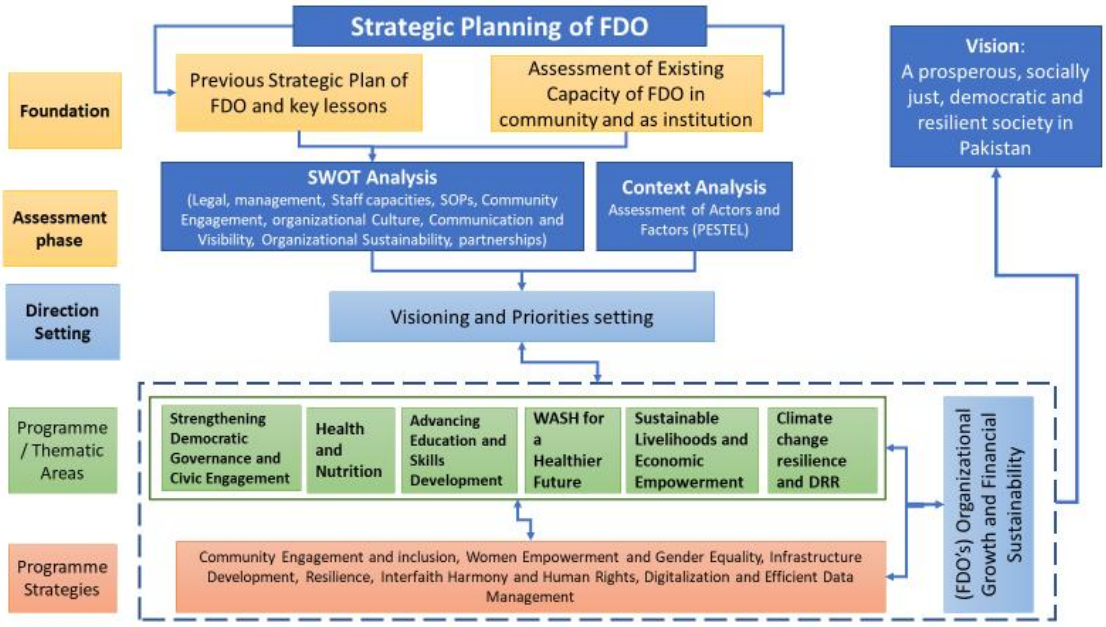
FDO recognizes the need for continuous adaptation and growth to address the evolving challenges faced by farmers and communities. Building upon successes and lessons learned from its previous strategic plan (2019-2023), FDO is embarking on a new five-year strategic plan (2024-2028). This plan aims to chart a path for organization's future, aligning its mission with strategic goals and ensuring a cohesive approach to achieving sustainable impact.

FDO's 2019-2023 Strategic Plan served as a valuable roadmap, guiding the organization's efforts in social mobilization, community empowerment, and addressing the needs of marginalized groups. The plan's emphasis on evidence-based advocacy and multi-sectoral approach yielded notable successes. However, assessment also identified areas for improvement, including need for sustainability strategy, a comprehensive monitoring and evaluation framework, a prioritized set of objectives, and financial projections.

A comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis reveals FDO's internal strengths, such as its strong social mobilization foundation, dedicated staff, and expertise in various program areas. However, the organization also faces internal challenges like limited resources, the need for capacity building, and dependence on external funding. Externally, FDO can leverage opportunities like increasing interest in climate-smart agriculture and digital technologies, while mitigating threats such as climate change impacts, economic instability, and political challenges.

The following Strategic Framework lays the foundation for FDO's transformative journey over the next five years. It outlines a clear vision for a future where the communities are resilient and development is equitable. This vision is supported by a mission statement that articulates FDO's commitment to empowering marginalized communities through social mobilization, capacity building, and equitable access to resources and opportunities. Central to FDO's approach are its core values of integrity, compassion, respect, collaboration, accountability, and equity, which guide decision-making, program implementation, and interactions with all stakeholders.

FDO's Program Framework outlines the specific strategies and activities that will be implemented to achieve the strategic objectives. Each program area has a dedicated section detailing its objectives, key indicators of change, and activities to be undertaken. The programs encompass a range of interventions, from community-based education initiatives and healthcare services to climate-smart agriculture practices and advocacy for policy reforms.



Seven cross-cutting strategies will be implemented across all program areas to ensure their effectiveness and sustainability. These strategies include:

- Community Engagement and Inclusion: Fostering genuine partnerships with communities and empowering them to participate in decision-making processes.
- Women Empowerment and Gender Equality: Addressing gender disparities and promoting women's leadership in all aspects of community life.
- Infrastructure Development: Improving access to essential services and facilities, incorporating climate-resilient designs.
- Resilience: Strengthening the capacity of individuals and communities to adapt to and recover from shocks and stresses.
- Interfaith Harmony and Human Rights: Promoting understanding, respect, and cooperation among people of different faiths and beliefs, while advocating for the protection of human rights for all.
- Organizational Growth and Financial Sustainability: Strengthening FDO's internal capacity, diversifying funding sources, and ensuring financial stability
- Digitalization and Efficient Data Management: Leveraging technology to streamline operations, improve program delivery, and enhance decision-making.

FDO has conducted comprehensive risk assessment, identifying threats and challenges across various domains, including technological, social, economic, environmental, and political. A risk management matrix has been developed to prioritize risks based on their likelihood and potential impact. Mitigation strategies have been formulated to address each risk, ensuring FDO is prepared to navigate complex landscape and minimize potential disruptions.

A robust M&E Plan is in place to track progress, measure impact, and inform decision-making throughout the implementation of the strategic plan. The M&E framework includes a set of key performance indicators (KPIs) for each strategic objective, along with data collection methods and timelines. Regular monitoring and periodic evaluations will be conducted to assess program effectiveness, identify areas for improvement, and ensure that FDO's interventions are achieving their intended outcomes.

1. Introduction of FDO

Farmers Development Organization, as reflected in the name, has taken initiatives for the capacity building of farmers since its inception in 1998. The organization has been working in collaboration with the experts from the Agriculture University Faisalabad, Cotton Research Institute Multan etc. The farmers were trained in the organic farming, tunnel farming, and sustainable agriculture. Later on, the organization diversified its working area but agriculture always remained one of its main areas of working. Farmers Development Organization (FDO), established in 1998, is a non-profit, non-governmental public interest organization first registered under the Social Welfare Act and then got registered under Section 42 of the Companies Act 2017 (formerly Section 42 of the Companies Ordinance 1984).

The organization operates through participatory principles, benefiting thousands of peasants, women, and local communities across various thematic areas, including livelihood, food and nutrition security, institutional development, emergency relief, community infrastructure, gender-based violence prevention, gender equality, women empowerment, Governance and access to justice. FDO's project implementation strategy emphasizes community mobilization and stakeholder engagement.

FDO has completed 25 years of its journey in the development sector, with over 105 successfully implemented projects primarily in South and Central Punjab and Sindh, FDO maintains a strong presence in more than 10 districts, including Multan, Muzaffargarh, DG Khan, Bahawalpur, Okara, Vehari, Pakpattan, Khanewal, Jhang, and Lodhran. These offices are furnished and well equipped to facilitate staff in smooth functioning.

The organization's strength lies in its highly qualified and professional team of over 130 staff members, including finance experts, MEAL specialists, lawyers, agrarians, WASH and nutrition experts, and experienced managers. Comprehensive Standard Operating Procedures (SOPs) guide FDO's operations across key areas such as HR, finance, administration, procurement, MEAL, and internal audit. The organization also upholds robust policies on gender, anti-harassment, anti-corruption, environmental protection, safeguarding, PSEA, whistleblowing, non-discrimination, communication, IT, and data protection. These frameworks, combined with a forward-looking five-year strategic plan, position FDO for sustainable growth and continued impact.

FDO has a commendable track record of working with esteemed national and international donors, including PPAF, Welthungerhilfe, The Asia Foundation, Catholic Relief Services, UNICEF, and UNDP, among others. Certified by the Pakistan Centre for Philanthropy (PCP), FDO is also a member of prominent civil society networks such as the Scaling Up Nutrition-Civil Society Alliance (SUN-CSA), Peace & Justice Network, FAFEN, Core Humanitarian Standard (CHS) Alliance, READY Pakistan & Start Network and the National Humanitarian Network (NHN) in Pakistan.

Building on its established strengths and proven track record, FDO strategically positions itself as a leading development partner in South Punjab for implementing impactful projects. With its extensive geographic presence across key districts such as Multan, Muzaffargarh, DG Khan, and Bahawalpur, the organization is well-equipped to address the region's pressing socio-economic and humanitarian challenges. FDO's participatory approach, combined with its strong relationships with district and provincial government departments and the PDMA, ensures seamless project implementation and stakeholder collaboration. The organization's professional and specialized workforce, comprehensive SOPs, and established policies enable it to deliver high-quality programs aligned with international standards.

Looking ahead, FDO aims to leverage its Tier 2 Start Network ranking and donor confidence to grasp emerging opportunities over the next five years. By expanding its portfolio beyond 500 million PKR, the organization plans to scale up interventions in critical areas such as food security, livelihoods, gender-based violence prevention, and infrastructure development. This strategic direction, supported by a robust five-year plan, positions FDO as a key player in driving sustainable development and humanitarian impact across South Punjab, ultimately enhancing the quality of life for marginalized communities.

2. Background of Strategic Plan

A strategic plan is crucial for any organization as it provides a clear roadmap for achieving its mission and goals. It helps align the organization's resources, activities, and stakeholders toward a common vision, ensuring efficient use of limited funds and time. By identifying priorities and setting measurable objectives, a strategic plan enables nonprofits to focus on impactful initiatives and adapt to changing circumstances. It also enhances accountability and transparency, which are vital for building trust with donors, volunteers, and the community. Additionally, a well-crafted strategic plan fosters long-term sustainability by anticipating challenges and opportunities, ensuring the organization remains relevant and effective in fulfilling its mission. Ultimately, it serves as a guiding framework for decision-making, growth, and lasting positive impact.

FDO embarked on its strategic planning journey in 2009 with its first five-year plan (2009-2014), marking a significant step toward structured growth and impact. Over the years, FDO has developed and implemented three successive strategic plans, each building on the lessons learned and successes of the previous one. With every iteration, FDO refined its strategies, sharpened its focus, and strengthened its alignment with its vision and mission.

The past strategic plans provided clear direction to the program unit, offering a roadmap for identifying and seizing opportunities that align with FDO's goals. They also guided the management to remain focused on the set thematic areas, ensuring consistency and impact. Furthermore, the strategic objectives supported FDO in

attracting and engaging donors by developing expertise in key areas such as social mobilization, community engagement, agriculture, WASH, and more.

While adherence to the strategic plans has been consistent, certain areas, such as the annual review of the plan and organizational performance, received less attention. Additionally, emerging global trends, particularly climate change, were primarily addressed through Disaster Risk Reduction (DRR) initiatives. Recognizing these gaps, the current (fourth) strategic plan has been meticulously crafted to address prior shortcomings, incorporate lessons learned, and respond to the evolving trends and challenges in the development sector, ensuring FDO remains adaptive, impactful, and sustainable in achieving its goals.

3. Methodology

FDO employed the Integrated Organization Model (IOM) to develop its strategic plan, a comprehensive framework designed to align an organization's vision, mission, goals, and operational strategies. It aims to enhance efficiency and effectiveness by aligning different departments towards common goals and ensuring smooth communication and cooperation. The IOM emphasizes a holistic approach, integrating internal and external assessments, stakeholder engagement, and strategic thinking to create a cohesive and actionable plan. A key feature of the IOM is the use of a checklist, which ensures a systematic evaluation of critical areas such as organizational capacity, external trends, stakeholder needs, and resource allocation. This checklist provides a structured pathway for addressing gaps and achieving strategic objectives, ensuring no critical aspect is overlooked.

The process began with an initial assessment phase, involving meetings with key stakeholders, including the FDO CEO, management team, board members, project managers, field teams, and communities and beneficiaries of both completed and ongoing projects. These consultations ensured diverse perspectives were incorporated into the planning process.

Following this, a two-day strategic planning exercise was conducted with FDO's management, project leads and team leads. The exercise included a review of the previous strategic plan (2019-2022), focusing on its objectives, implementation status, and alignment with program assessments. It also involved an analysis of the external environment, using tools like PESTEL to evaluate political, economic, social, technological, environmental, and legal changes since 2019, and their impact on FDO's operations, sustainability, and impact. A SWOT analysis was conducted to assess internal capabilities and external factors, followed by a review of FDO's mission and goals to identify gaps and areas for improvement.

The exercise also included organizational assessments, the development of program areas and future directions, and the creation of actionable strategies and plans for prioritized goals. Resource requirements, stakeholder engagement strategies, and a robust monitoring and evaluation (M&E) system were also developed, culminating

in detailed action plans with timelines and responsibilities. This structured and participatory approach ensured FDO's strategic plan was comprehensive, inclusive, and aligned with its mission, while addressing emerging trends and challenges in the development sector.

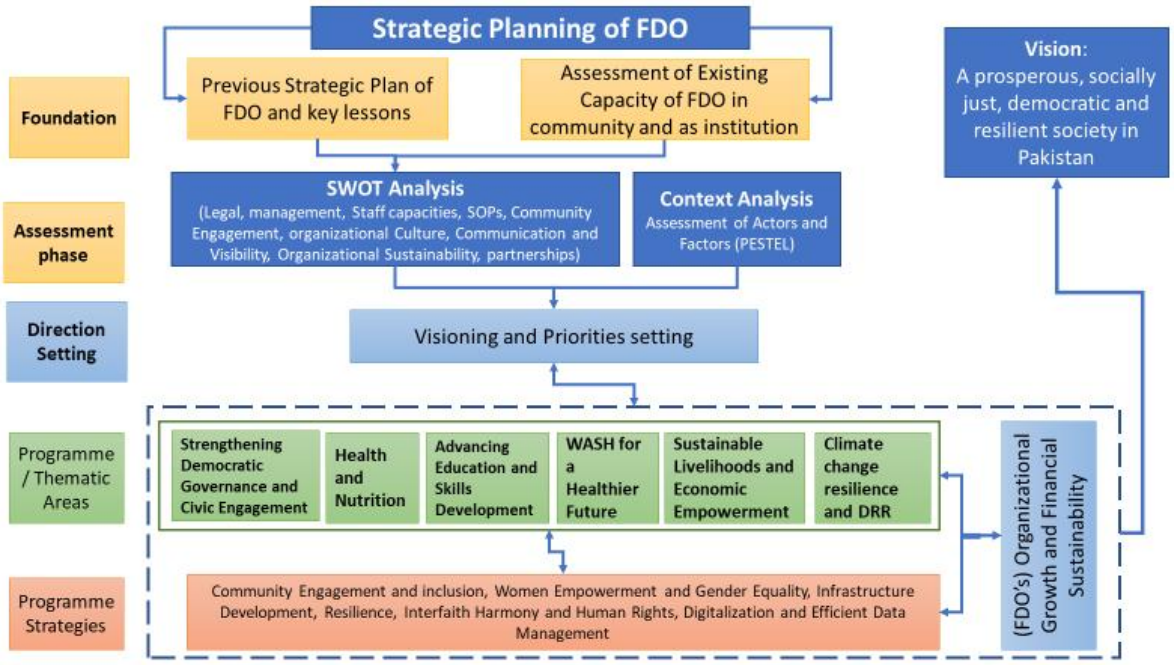


Figure 1. Process of Strategic Planning of FDO

4. Strategic Framework

The following Strategic Framework lays the foundation for FDO's transformative journey over the next five years. It outlines a clear vision for a future where the communities are resilient and development is equitable. This vision is supported by a mission statement that articulates FDO's commitment to empowering marginalized communities through social mobilization, capacity building, and equitable access to resources and opportunities. The framework further delineates key strategic objectives and priority programs, providing a roadmap for achieving FDO's ambitious goals and ensuring a sustainable and impactful future.

Vision

"A prosperous, socially just, and resilient society"

Mission

To build resilient and self-sufficient communities by facilitating participatory decision-making, providing comprehensive capacity building programs, and ensuring equitable access to resources and opportunities.

Strategic Objectives

1. Build resilience to climate change and disasters by promoting climate-smart practices in agriculture, education, health and integrating community-based disaster risk reduction plans, and capacities
2. Empower communities especially women to achieve sustainable livelihoods through diversified income-generating opportunities, access to markets, value chain development, and micro-enterprise support.
3. Strengthening local governance and community participation by fostering community-led decision-making, building the capacity of local leaders, and promoting transparency and accountability in local governance structures.
4. Enhance community well-being by improving access to WASH, and nutrition, especially for women, children, and other marginalized groups
5. Strengthen FDO's organizational capacity and sustainability by diversifying funding sources, investing in staff development, and enhancing monitoring and evaluation systems to ensure effective program implementation and impact.

Thematic Areas

1. Empowering communities for Climate Resilience
2. Economic Empowerment and Sustainable Livelihoods
3. Governance and Civic Engagement
4. WASH & Nutrition

Guiding Principles

Community-Centeredness: All of FDO's initiatives will prioritize the needs, aspirations, and active participation of the communities it serves. Decisions will be made in consultation with community members, ensuring their voices are heard and their perspectives are valued.

Empowerment and Inclusion: FDO will focus on empowering marginalized groups, particularly women and youth, through capacity building, access to resources, and opportunities for leadership. The organization will strive to create an inclusive environment where everyone's voice is heard and respected.

Sustainability and Resilience: FDO will adopt a long-term perspective, prioritizing sustainable practices and building resilience to environmental and economic shocks. This includes promoting climate-smart agriculture, investing in renewable energy, and diversifying income sources.

Collaboration and Partnership: FDO will actively seek out partnerships with government agencies, civil society organizations, private sector actors, and other stakeholders to leverage resources, share expertise, and achieve greater impact.

Transparency and Accountability: FDO will maintain high standards of transparency and accountability in all its operations. This includes regularly communicating progress to stakeholders, ensuring financial transparency, and conducting independent evaluations of its programs.

Innovation and Learning: FDO will embrace innovation and learning as core values, continuously seeking new and creative ways to address complex challenges. The

organization will foster a culture of learning, encouraging staff to share knowledge and experiences to improve program effectiveness.

Evidence-Based Decision Making: FDO will base its decisions and strategies on sound evidence, utilizing data and research to inform its programs and evaluate their impact. The organization will invest in robust monitoring and evaluation systems to track progress and identify areas for improvement.

Social Justice and Equity: FDO will uphold the principles of social justice and equity in all its work, advocating for policies and practices that promote fairness, equality, and the rights of all individuals and communities.

Organizational Values

FDO is committed to building a thriving organizational culture that values, respects, and empowers every team member. By fostering open communication, collaboration, and continuous learning, FDO aims to unlock its team's full potential and inspire collective efforts toward resilient communities and equitable development. A supportive work environment is central to achieving its strategic objectives and shared vision. FDO promotes following values;

- **Accountability:** FDO promotes a culture of accountability, where every team member takes ownership of their actions and contributes to achieving organizational goals ensuring transparency and accountability both to communities and partners.
- **Equity:** FDO is committed to creating a fair and equitable workplace where everyone has equal opportunities to grow and succeed, regardless of their background or identity.
- **Respect:** FDO promotes a culture of respect, where all individuals are treated with dignity and their perspectives are valued. This involves promoting open communication, active listening, and constructive feedback.
- **Justice:** FDO upholds the principles of social justice and fairness, both within the organization and in its programs and interventions. This involves advocating for policies and practices that promote equality and address systemic inequalities.
- **Teamwork:** FDO recognizes the power of teamwork and collaboration in achieving its goals. The organization encourages a collaborative work environment where team members support each other, share knowledge, and work together towards common objectives.
- **Empathy:** FDO promotes a culture of empathy and compassion, where team members understand and appreciate the perspectives and experiences of others. This involves developing a supportive environment where individuals feel comfortable sharing their challenges and seeking assistance.

FDO's organizational culture and values are deeply intertwined with its policies and practices. The organization's commitment to equity, respect, and justice is reflected in its gender, diversity, and inclusion policies, which ensure equal opportunities for all employees, regardless of their gender, ethnicity, religion, or other identity factors. These policies guide recruitment, promotion, and compensation practices, creating a fair and inclusive workplace.

The value of teamwork is embedded in FDO's HR policies, which encourage collaboration, knowledge sharing, and employee development. The organization provides opportunities for professional growth through training, mentoring, and leadership development programs. FDO's administrative policies also promote a conducive work environment, ensuring that employees have the resources and support they need to perform their duties effectively.

5. Programme Framework

1. Empowering communities for Climate Resilience

The Climate Change Resilience and Disaster Risk Reduction (DRR) program is a vital response to the escalating climate crisis and its devastating impact on communities. FDO recognizes the urgent need to enhance climate resilience and mitigate disaster risks, particularly in vulnerable regions. This program will focus on raising awareness, promoting climate-smart practices, and strengthening community capacity to adapt to and recover from climate-related shocks and disasters.

Objectives

i. Increase climate resilience in target communities by building awareness, promoting sustainable practices, and fostering adaptive capacity.
ii. Enhance the adoption of climate-smart livelihood practices, including sustainable agriculture, water conservation, and diversified income sources.
iii. Strengthen community capacity on DRR principles, particularly in relation to infrastructure development and WASH interventions, to minimize the impact of disasters.
iv. Foster collaboration with government agencies, research institutions, and other stakeholders to ensure effective coordination and implementation of climate change adaptation and DRR strategies.
v. Advocate for policies and investments that prioritize climate resilience, disaster preparedness, and sustainable development.

Key Indicators of Change

i. Increased community awareness and understanding of climate change risks and adaptation strategies.
ii. Adoption of climate-smart agricultural practices and sustainable livelihood techniques by a significant proportion of farmers and community members.
iii. Improved resilience of community infrastructure, including schools, hospitals, and WASH facilities, to withstand climate-related hazards.
iv. Reduced vulnerability to climate-induced disasters, as measured by decreased economic losses, displacement, and negative health impacts.
v. Increased participation of communities in disaster preparedness and response activities.

Potential Key Interventions

i. Conduct comprehensive awareness campaigns on climate change, utilizing various platforms such as community workshops, school programs, radio broadcasts, and social media, to reach a wide audience.

ii. Promote climate-smart agriculture practices through training, demonstration plots, and the dissemination of information on drought-resistant crops, water-efficient irrigation techniques, and integrated pest management.
iii. Facilitate the adoption of alternative livelihood options that are resilient to climate change, such as agroforestry, aquaculture, and off-farm income-generating activities.
iv. Organize community-based DRR training and drills to equip residents with the knowledge and skills to prepare for, respond to, and recover from disasters.
v. Collaborate with local government agencies and other organizations to develop early warning systems and evacuation plans for climate-related hazards.
vi. Work with relevant stakeholders to design and construct climate-resilient infrastructure, ensuring that buildings and WASH facilities adhere to DRR standards.
vii. Advocate for increased investment in climate change adaptation and DRR initiatives at the local, provincial, and national levels.

2. Economic Empowerment and Sustainable Livelihoods

The Economic Empowerment and Sustainable Livelihoods program aims to address poverty and uplift the socioeconomic well-being of marginalized communities in South and Central Punjab. Building upon FDO's successful track record in livelihood interventions, this program will provide comprehensive support to individuals and households, enabling them to achieve self-reliance and financial stability through a combination of skills development, asset provision, and market linkages.

Objectives:

i. Reduce poverty among the targeted 10% population within five years, with a focus on empowering women and vulnerable groups.
ii. Enhance the skill level of targeted individuals to enable them to generate sustainable income and improve their livelihoods.
iii. Enhance non-formal education opportunities for youth through partnerships with the Technical Education and Vocational Training Authority (TEVTA) and other relevant institutions, focusing on skills that are in demand in the local job market.
iv. Promote technical education for youth by raising awareness about career pathways, facilitating access to training programs, and providing scholarships and financial support.
v. Strengthen coordination and collaboration with government departments, educational institutions, community leaders, and other stakeholders to create a supportive environment for education and skills development.
vi. Facilitate the creation of small enterprises and promote job placement opportunities for beneficiaries, leading to increased employment and economic growth.
vii. Strengthen community resilience to economic shocks and climate change by diversifying income sources and promoting sustainable agricultural practices.
viii. Foster a culture of savings and financial literacy among beneficiaries to encourage responsible financial management and long-term economic stability.
ix. Facilitate the communities to directly trade their products with international market through *Muaash* Programme.

Key Indicators of Change:

i. Percentage of beneficiaries graduating from poverty, as measured by the Poverty Scorecard and participatory wealth ranking tools.
ii. Proportion of trained beneficiaries utilizing their skills for income generation, establishing their own enterprises, and securing job placements.
iii. Increased number of youth enrolled in and completing technical and vocational training programs.
iv. Higher employment rates and improved livelihoods for youth who have completed skills development programs.
v. Increase in household income and asset ownership among beneficiaries.
vi. Number of small enterprises established and sustained by beneficiaries.
vii. Improved financial literacy and savings behavior among beneficiaries.

Potential Key Interventions

i. Identify and select beneficiaries based on poverty levels, vulnerability, and potential for economic empowerment, with a special focus on women and marginalized groups.
ii. Provide comprehensive training programs on enterprise development, financial literacy, and technical skills relevant to identified livelihood opportunities.
iii. Facilitate the development of individual Livelihood Investment Plans (LIPs) to guide beneficiaries in their income-generating activities.
iv. Provide productive assets, such as livestock, tools, or equipment, and offer safe and affordable loans to beneficiaries to start or expand their businesses.
v. Provide ongoing mentorship and support to beneficiaries, including business development services, market linkages, and financial counseling.
vi. Conduct regular follow-up assessments to track progress, identify challenges, and provide additional support as needed.
vii. Promote technical education by coordinating with TEVTA and other institutions, raising awareness about available programs, and facilitating enrollment for interested youth.
viii. Establish partnerships with microfinance institutions, vocational training centers, and local businesses to facilitate access to financial services, skills training, and market opportunities.
ix. Advocate for policies that support small-scale farmers, entrepreneurs, and vulnerable groups, ensuring a conducive environment for sustainable livelihoods.
x. Facilitate communities to process their premium products for international marketing with reduced interventions of middlemen, traders etc.
i. Conduct community meetings and awareness campaigns to emphasize the importance of education and address barriers to access, such as gender disparities, poverty, and cultural norms.
ii. Develop and implement innovative educational approaches, such as mobile learning units, community-based learning centers, and technology-based solutions to reach remote and marginalized populations.

3. Governance and Civic Engagement

The Governance and Civic Engagement program aims to enhance the quality of governance at local and provincial levels by fostering collaboration between government officials,

elected representatives, and civil society organizations (CSOs). This program builds upon FDO's extensive experience in governance projects and addresses the challenges posed by the absence of a functioning local government system in Punjab.

The Governance and Civic Engagement program is designed to strengthen participatory governance at the local and provincial levels. By fostering collaboration among government officials, elected representatives, and civil society organizations (CSOs), the program enhances transparency, accountability, and citizen participation in decision-making processes. Leveraging FDO's extensive experience in governance initiatives, this program addresses the challenges arising from the absence of a functioning local government system in Punjab. Through awareness, capacity-building, and stakeholder engagement, the program aims to bridge the gap between citizens and policymakers, ensuring more inclusive and responsive governance.

Objectives

- Establish strong liaisons and networks with senior political leaders, elected representatives, and government officials at the provincial level to advocate for effective governance policies and practices.
- Build the capacity of key political party representatives on the importance of local governance and its role in service delivery and community development.
- Engage CSOs, local government departments, and other relevant stakeholders in ~~collaborative advocacy and lobbying efforts~~ collective stakeholder outreach and engagement to promote the implementation of the local government system and ensure the provision of essential services at the grassroots level.
- Strengthen and support government complaint response mechanisms at both provincial and district levels, ensuring greater accountability and responsiveness to citizen concerns.

Key Indicators of Change

- Increased number of formal collaborations and partnerships between FDO, government officials, and political representatives on governance initiatives.
- Measurable improvement in the knowledge and understanding of local governance among key political party representatives.
- Increased participation of CSOs and community members in coordinated public engagement and dialogue ~~advocacy and lobbying efforts~~ for improved governance.
- Enhanced effectiveness and responsiveness of government complaint response mechanisms at both provincial and district levels.
- Increased awareness and understanding of citizens' rights and responsibilities in relation to local governance.

Potential Key Interventions

- Organize provincial and district-level conferences on governance-related issues, focusing on budget allocation, service delivery, and citizen participation.
- Conduct open hearings at district, tehsil, and village council levels to gather feedback from citizens and raise awareness about governance issues.

- Facilitate refresher sessions for local authorities and representatives on existing complaint response systems and strengthen the Service Complaint Response Mechanism (SCRM) at district and tehsil levels.
- Establish district-level coordination committees comprising CSO members and district administration representatives to address governance-related issues through regular meetings and consultations.
- Develop and implement capacity-building programs for elected representatives, government officials, and CSO members on topics such as good governance principles, accountability, transparency, and participatory decision-making.
- Utilize various communication channels, including social media, print media, and community outreach, to raise awareness about governance issues and promote citizen engagement.
- By implementing this comprehensive program, FDO aims to foster a culture of transparency, accountability, and participatory governance, ultimately leading to improved service delivery, enhanced community well-being, and a more equitable and prosperous society.

4. WASH & Nutrition

FDO is actively working in the WASH and nutrition sectors across various communities in Punjab, addressing critical health challenges through an integrated approach. Recognizing the intersection of water, sanitation, hygiene, and nutrition in ensuring overall well-being, FDO is committed to enhancing community health, particularly for pregnant and lactating women (PLWs) and malnourished children. The organization employs both nutrition-sensitive and nutrition-specific approaches, alongside sustainable WASH interventions, to combat malnutrition and improve public health outcomes. Recognizing the severe health consequences of inadequate WASH facilities, especially on children, FDO will work to transform hygiene practices, improve access to clean water and sanitation, and strengthen local governance systems for sustainable WASH solutions.

Objectives:

Concise

1. Drive community awareness and education on handwashing, safe water storage, menstrual hygiene, and overall hygiene practices.
2. Improve water, sanitation, and hygiene facilities in schools, healthcare centers, and communities, ensuring climate resilience and adherence to DRR principles.
3. Establish community-led enterprises and participatory systems for sustainable WASH management.
4. Expand clean drinking water access through filtration plants, hand pumps, and sustainable technologies.
5. Enhance health and nutrition for 300,000 children and PLWs in Punjab through integrated approaches, while advocating for stronger policy implementation.

Detailed

1. Promote community behavior change and adoption of improved hygiene practices through comprehensive awareness campaigns and educational initiatives.
2. Enhance WASH facilities in schools, healthcare centers, and communities to ensure access to safe water, sanitation, and hygiene resources for all.
3. Strengthen local governance systems for water and sanitation by establishing community-based enterprises and promoting participatory decision-making.
4. Educate communities about the importance of handwashing, safe water storage, menstrual hygiene management, and other critical hygiene practices.
5. Ensure universal access to clean and safe drinking water through the provision of water filtration plants, hand pumps, and other appropriate technologies.
6. Ensure WASH infrastructure following DRR principles and adaptation to climate change
7. Improve the health and nutrition of 3 lac children and PLWs (malnourished cases) in Punjab, Pakistan through nutrition sensitive and nutrition specific approaches
8. To advocate for the better implementation of health and nutrition on existing policies and other relevant programs

Key Indicators of Change

i. Increased awareness and adoption of improved hygiene and nutrition practices, as reflected in self-reported behavior changes.
ii. Reduction in malnutrition rates among children and PLWs through consistent nutritional interventions.
iii. Decline in the prevalence of waterborne diseases, particularly among children, as reported by healthcare facilities.
iv. Improved access to and utilization of WASH facilities in schools, healthcare centers, and communities.
v. Strengthened local governance and community-driven initiatives ensuring sustainable WASH and nutrition improvements.

Potential Key Interventions

i. Conduct comprehensive hygiene promotion campaigns utilizing various channels such as community events, school programs, religious gatherings, and mass media to reach a wide audience.
ii. Construct and rehabilitate WASH facilities in schools, healthcare centers, and communities, ensuring gender-sensitive designs and accessibility for people with disabilities.
iii. Establish sanitary marts to ensure the availability of affordable and quality WASH products and services in local communities.
iv. Partner with government agencies and other organizations to conduct water quality testing and implement appropriate treatment solutions.
v. Celebrate global WASH days and events to raise awareness, engage communities, and advocate for policy changes.

vi. Organize district-level advocacy seminars to engage policymakers and stakeholders in improving WASH policies and investments.
vii. Provide training and resources to communities on WASH management, maintenance, and repair to ensure the sustainability of WASH infrastructure.
viii. Establish and support community-based WASH enterprises to generate income, create employment opportunities, and ensure the long-term operation and maintenance of WASH services.
ix. Awareness raising sessions on health and nutrition
x. Screening of communities for identification of malnutrition
xi. School lunch programs through children clubs
xii. Capacitating women leaders on sensitivity and identification of malnutrition
xiii. With coordination/collaboration of government to improve the infrastructure of BHUs and providing the missing facilities especially nutrition sensitive.
xiv. To advocate ensuring availability of BHU staff
xv. Capacity building of BHU staff
xvi. Advocacy campaigns with collaboration of National and International networks (like SUN-CSA) to improve basic health and needs of local community.
xvii. Health camps at village level to make sure provision of basic health services to farmers and other community
xviii. Nutrition camps for awareness raising and screening through nutritionists.
xix. Promote the indigenous and nutrient rich foods at community level.
xx. Promote kitchen gardening and sustainable food production especially with climate smart methods in agriculture.
xxi. Promote enough food model for provision of nutritious food at family level.

5. Programme Strategies

a. Community Engagement and Inclusion

FDO recognizes that meaningful community engagement and inclusion are cornerstones of sustainable development and successful program implementation. This strategy aims to foster genuine partnerships with communities, empowering them to actively participate in decision-making processes, project design, and implementation. By prioritizing community voices and perspectives, FDO seeks to ensure that its programs are relevant, responsive, and culturally appropriate.

To address key risks within programs and implementation, FDO will adopt a multi-faceted approach to community engagement. This includes conducting participatory needs assessments, establishing community advisory committees, and fostering open dialogue through regular meetings, workshops, and focus group discussions. By actively involving community members in all stages of the project cycle, FDO can identify and mitigate potential risks early on, ensuring that programs are tailored to local needs and priorities.

FDO will also prioritize the inclusion of marginalized groups, such as women, youth, ethnic minorities, and people with disabilities, in all its programs and initiatives. This will be achieved through targeted outreach efforts, capacity-building programs, and the creation of

safe spaces for dialogue and participation. By actively promoting inclusivity, FDO can ensure that its programs address the needs of all community members, leaving no one behind.

Collaboration with stakeholders is another critical component of FDO's community engagement strategy. The organization will establish strong partnerships with local government agencies, civil society organizations, religious leaders, and other relevant actors. By working together, FDO and its partners can leverage their collective expertise, resources, and networks to achieve greater impact and ensure that programs are implemented effectively and sustainably.

In addition to mitigating risks, community engagement and inclusion bring a wealth of benefits to FDO's work. By building trust and rapport with communities, FDO can gain valuable insights into local knowledge, customs, and traditions, which can inform the design and implementation of more effective and sustainable programs. Furthermore, engaged communities are more likely to take ownership of projects, ensuring their long-term success and impact.

b. Resilience

FDO recognizes that resilience is a critical factor for the long-term well-being and sustainability of communities, particularly in the face of climate change, economic shocks, and social disruptions. This strategy aims to strengthen the capacity of individuals, households, and communities to adapt to and recover from adversity, ensuring that they can thrive even in challenging circumstances.

FDO's resilience strategy will focus on several key pillars:

Economic Resilience: This involves diversifying livelihood options, promoting financial literacy, and supporting the development of microenterprises and small businesses. By creating multiple income streams and strengthening economic networks, communities will be better equipped to weather economic downturns and recover from shocks.

Social Resilience: This encompasses strengthening social cohesion, fostering community networks, and promoting social support systems. By building strong social bonds and mutual support mechanisms, communities can effectively respond to crises, share resources, and rebuild their social fabric in the aftermath of adversity.

Environmental Resilience: This focuses on promoting sustainable agricultural practices, conserving natural resources, and building resilience to climate change impacts. By adopting climate-smart agriculture techniques, such as drought-resistant crops, water-efficient irrigation, and soil conservation practices, communities can mitigate the effects of climate change and ensure long-term food security.

Institutional Resilience: This involves strengthening local governance structures, building the capacity of community organizations, and promoting participatory decision-making. By empowering communities to manage their own resources and affairs, FDO can foster a sense of ownership and agency, leading to greater resilience in the face of challenges.

To implement this resilience strategy, FDO will undertake a range of activities, including:

Capacity building workshops: FDO will provide training on disaster preparedness, climate-smart agriculture, financial management, and other relevant skills that can enhance community resilience.

Community-based initiatives: FDO will support community-led initiatives that promote social cohesion, environmental sustainability, and economic diversification. This may include establishing community savings groups, promoting local markets, and supporting the development of community-based disaster response plans.

Partnerships and collaboration: FDO will partner with local government agencies, civil society organizations, and other stakeholders to leverage resources and expertise for resilience-building efforts. This will include working with meteorological departments to provide early warning systems for extreme weather events and collaborating with agricultural extension services to promote climate-smart agricultural practices.

Advocacy and policy influence: FDO will advocate for policies that support community resilience, such as disaster risk reduction measures, climate change adaptation strategies, and social safety nets. This will involve engaging with policymakers at all levels to raise awareness about the importance of resilience and to push for policies that prioritize the needs of vulnerable communities.

c. Women Empowerment and Gender Equality

FDO recognizes that empowering women and promoting gender equality are fundamental to achieving sustainable development and social justice. This strategy aims to create a conducive environment where women can actively participate in decision-making processes, exercise their rights, and reach their full potential. By addressing gender disparities and combating gender-based violence (GBV), FDO seeks to build more inclusive and equitable communities.

FDO will provide comprehensive training and mentorship programs to enhance women's leadership skills, knowledge of their rights, and ability to advocate for their needs. These programs will encompass workshops on leadership, financial literacy, legal rights, and entrepreneurship, equipping women with the tools they need to participate fully in their communities. Additionally, FDO will actively facilitate women's access to economic opportunities by providing skills training, micro-credit, and market linkages. This multifaceted approach will enable women to generate income, gain financial independence, and improve their overall well-being.

Engaging with communities to challenge harmful gender norms and stereotypes is a crucial aspect of FDO's strategy. By promoting a culture of respect and equality, FDO will work with men and boys to raise awareness about gender-based violence and the importance of women's empowerment. This collaborative effort will foster a more inclusive society where everyone's voice is heard and valued.

Advocacy and policy influence will also play a vital role in FDO's efforts. The organization will advocate for gender-sensitive policies and legislation at all levels of government, ensuring that women have equal access to education, healthcare, economic opportunities, and protection from violence and discrimination.

Furthermore, FDO will prioritize gender mainstreaming, integrating gender considerations into all programs and initiatives. This will ensure that both men and women benefit equally from FDO's interventions. Addressing gender-based violence will be a key focus, with the organization providing support services to survivors, raising awareness about prevention, and advocating for stronger laws and policies.

FDO will also actively engage men and boys in this process, working to challenge harmful gender norms and promote positive masculinity. Through robust monitoring and evaluation systems, FDO will track progress, measure impact, and identify areas for improvement, ensuring that its Women Empowerment and Gender Equality Strategy remains effective and responsive to the evolving needs of the communities it serves.

d. Infrastructure Development

FDO recognizes that equitable and sustainable development hinges on the provision of essential infrastructure that enhances the quality of life and resilience of communities. This strategy seeks to address infrastructural gaps in underserved areas, focusing on water and sanitation, education, healthcare, and climate-resilient designs. By working in partnership with communities and local authorities, FDO aims to not only improve access to basic services but also to foster community ownership and participation in the development process.

Water and sanitation are critical for public health and well-being. FDO will prioritize improving access to clean water and sanitation facilities in underserved communities by constructing and rehabilitating water supply systems, sanitation facilities, and hygiene infrastructure. This will include the installation of hand pumps, wells, latrines, and waste management systems, ensuring that they are accessible to all, including women, children, and people with disabilities.

Investing in education and healthcare infrastructure is essential for human development and community empowerment. FDO will focus on constructing and upgrading schools, health clinics, and community centers, creating safe and conducive learning and healthcare environments. By partnering with relevant government agencies and educational institutions, FDO will ensure that these facilities are adequately staffed and equipped to provide quality services.

Climate change poses significant challenges to infrastructure development, particularly in vulnerable regions. FDO will proactively incorporate climate-resilient design principles into all infrastructure projects. This includes using sustainable materials, incorporating flood-proof designs, and promoting renewable energy sources. By building climate-resilient infrastructure, FDO aims to ensure that communities are better prepared to withstand and recover from climate-related shocks and disasters.

Community participation is a cornerstone of FDO's infrastructure development approach. FDO will actively engage communities throughout the entire project cycle, from planning and design to implementation and maintenance. This participatory approach will ensure that projects are tailored to meet the specific needs and priorities of communities, fostering a sense of ownership and responsibility. By

working closely with community members, FDO will leverage local knowledge and expertise, leading to more sustainable and impactful outcomes.

FDO will also forge strategic partnerships with local government agencies, community-based organizations, and other relevant stakeholders. By collaborating with these entities, FDO can leverage resources, share expertise, and ensure that infrastructure development projects are aligned with broader development goals and priorities. This collaborative approach will strengthen the impact and sustainability of FDO's interventions in the long run.

By implementing this holistic and participatory approach to infrastructure development, FDO aims to create a lasting legacy of improved infrastructure that empowers communities, enhances livelihoods, and builds resilience to environmental challenges. This strategy will contribute to a brighter and more sustainable future for all, where everyone has access to essential services and facilities that enable them to thrive and reach their full potential.

e. Strategy for Rights & Inclusiveness

FDO recognizes the fundamental importance of interfaith harmony and human rights in fostering peaceful, inclusive, and just societies. This strategy aims to promote understanding, respect, and cooperation among people of different faiths and beliefs, while advocating for the protection and promotion of human rights for all. FDO believes that by fostering a culture of tolerance, empathy, and mutual respect, it can contribute to building a more harmonious and equitable society.

To achieve this, FDO will conduct workshops, seminars, and community dialogues to educate people about different faiths and beliefs, promoting understanding and dispelling misconceptions. These initiatives will also focus on raising awareness about human rights, including the rights of children, women, minorities, and other vulnerable groups. Educational materials will be developed and disseminated to schools, community centers, and religious institutions to foster a culture of respect for diversity. FDO will also facilitate dialogue and cooperation among religious leaders and communities, encouraging them to work together on common issues such as poverty, education, and healthcare. This will involve organizing interfaith events, conferences, and workshops that bring together people from different backgrounds to share their perspectives and experiences. By building bridges between communities, FDO aims to foster a sense of shared humanity and common purpose.

Advocacy and policy influence are key components of this strategy. FDO will advocate for policies and legislation that protect and promote human rights, including freedom of religion, expression, and assembly. This will involve engaging with government officials, lawmakers, and other stakeholders to raise awareness about human rights issues and push for reforms that protect the rights of all citizens. Additionally, FDO will focus on empowering marginalized groups, including religious minorities, to know and claim their rights and participate fully in society. This will involve providing legal aid, capacity building, and advocacy support to ensure that their voices are heard and their rights are protected.

Furthermore, FDO will work to resolve conflicts and build peace in communities affected by religious or ethnic tensions. This will involve facilitating dialogue, mediation, and reconciliation processes, as well as promoting interfaith cooperation on development projects. By addressing the root causes of conflict and promoting understanding and reconciliation, FDO aims to create a more peaceful and harmonious society.

f. Organizational Growth and Financial Sustainability

FDO recognizes that its long-term impact and ability to serve marginalized communities depend on a robust organizational structure and sustainable financial resources. This strategy focuses on strengthening FDO's internal capacity, diversifying funding sources, and ensuring financial stability for continued growth and effectiveness.

FDO will prioritize several key areas to achieve organizational growth and financial sustainability:

Strategic Partnerships and Resource Mobilization: FDO will actively seek out and cultivate partnerships with diverse stakeholders, including government agencies, international organizations, foundations, corporations, and individual donors. This will involve developing compelling proposals, building strong relationships with potential funders, and diversifying funding sources to reduce reliance on any single source. FDO will also explore innovative fundraising strategies, such as crowdfunding, social enterprise, and impact investing, to generate additional revenue and ensure financial resilience.

Program Development and Expansion: FDO will focus on developing and expanding programs that are aligned with its mission and vision, addressing the evolving needs of communities and demonstrating measurable impact. This will involve rigorous needs assessments, effective program design, and robust monitoring and evaluation systems to track progress and ensure accountability. By continuously refining and expanding its program portfolio, FDO can attract new funding opportunities and increase its reach and impact.

Capacity Building and Human Resources: FDO will invest in the professional development of its staff, providing training and mentorship opportunities to enhance their skills and expertise. This will include building capacity in areas such as project management, financial management, monitoring and evaluation, and communication. FDO will also foster a positive and supportive work environment that attracts and retains talented individuals, ensuring a strong and capable workforce.

Financial Management and Transparency: FDO will implement sound financial management practices, including budgeting, accounting, and reporting. This will ensure that resources are used efficiently and effectively, and that donors and stakeholders have confidence in FDO's financial integrity. The organization will also prioritize transparency by regularly communicating financial information to its board, staff, and partners.

Branding and Communications: FDO will develop a strong brand identity that communicates its values, mission, and impact. This will involve creating a compelling narrative that resonates with potential donors and partners, highlighting the organization's achievements and demonstrating its potential for future growth. FDO will also utilize

various communication channels, including social media, newsletters, and annual reports, to raise awareness about its work and engage a wider audience.

Endowment Fund Development and Asset Building: FDO will explore the establishment of an endowment fund to create a sustainable source of income for future operations. This will involve identifying potential donors and investment opportunities, developing a comprehensive investment policy, and ensuring proper governance and oversight of the fund. Additionally, FDO will invest in building organizational assets, such as land, buildings, and equipment, to strengthen its operational capacity and reduce reliance on external resources.

By implementing this comprehensive strategy, FDO aims to build a strong and sustainable organization that can effectively fulfill its mission of empowering marginalized communities. This will involve not only securing adequate financial resources but also developing a highly skilled and motivated workforce, expanding its program reach, and building a strong reputation as a trusted and impactful organization.

g. Digitalization and Efficient Data Management

FDO recognizes the transformative power of digitalization in improving operational efficiency, enhancing program impact, and facilitating data-driven decision-making. This strategy aims to leverage technology to streamline processes, optimize resource utilization, and enhance transparency and accountability. By embracing digital solutions, FDO can strengthen its internal capacity, improve program delivery, and ultimately achieve greater impact in its mission to empower marginalized communities.

The strategy will focus on several key areas:

Digital Infrastructure: FDO will invest in developing and maintaining a robust digital infrastructure that supports its operations and programs. This will involve upgrading hardware, software, and network connectivity to ensure seamless communication and data exchange across the organization. Cloud-based solutions will be explored to enhance accessibility, scalability, and data security.

Data Management Systems: FDO will implement comprehensive data management systems to collect, store, analyze, and visualize data effectively. This will involve adopting user-friendly databases, data visualization tools, and analytical software to gain insights into program performance, identify trends, and inform decision-making. Standardized data collection and reporting protocols will be established to ensure data quality and consistency.

Digital Capacity Building: FDO will provide training and resources to staff and community members to enhance their digital literacy and skills. This will include workshops on basic computer skills, data entry, data analysis, and the use of digital tools for communication and collaboration. By building digital capacity, FDO can ensure that all stakeholders can effectively utilize technology to achieve their goals.

Digital Transformation of Programs: FDO will explore opportunities to integrate digital solutions into its programs and services. This could include developing mobile applications for data collection, using online platforms for training and education, and leveraging social

media for awareness raising and community engagement. By embracing digital tools, FDO can enhance the reach, efficiency, and effectiveness of its programs.

Cybersecurity and Data Protection: FDO recognizes the importance of safeguarding sensitive data and protecting against cyber threats. The organization will implement robust cybersecurity measures, including firewalls, encryption, and regular security audits. Staff will be trained on data protection protocols and best practices to ensure the confidentiality, integrity, and availability of data.

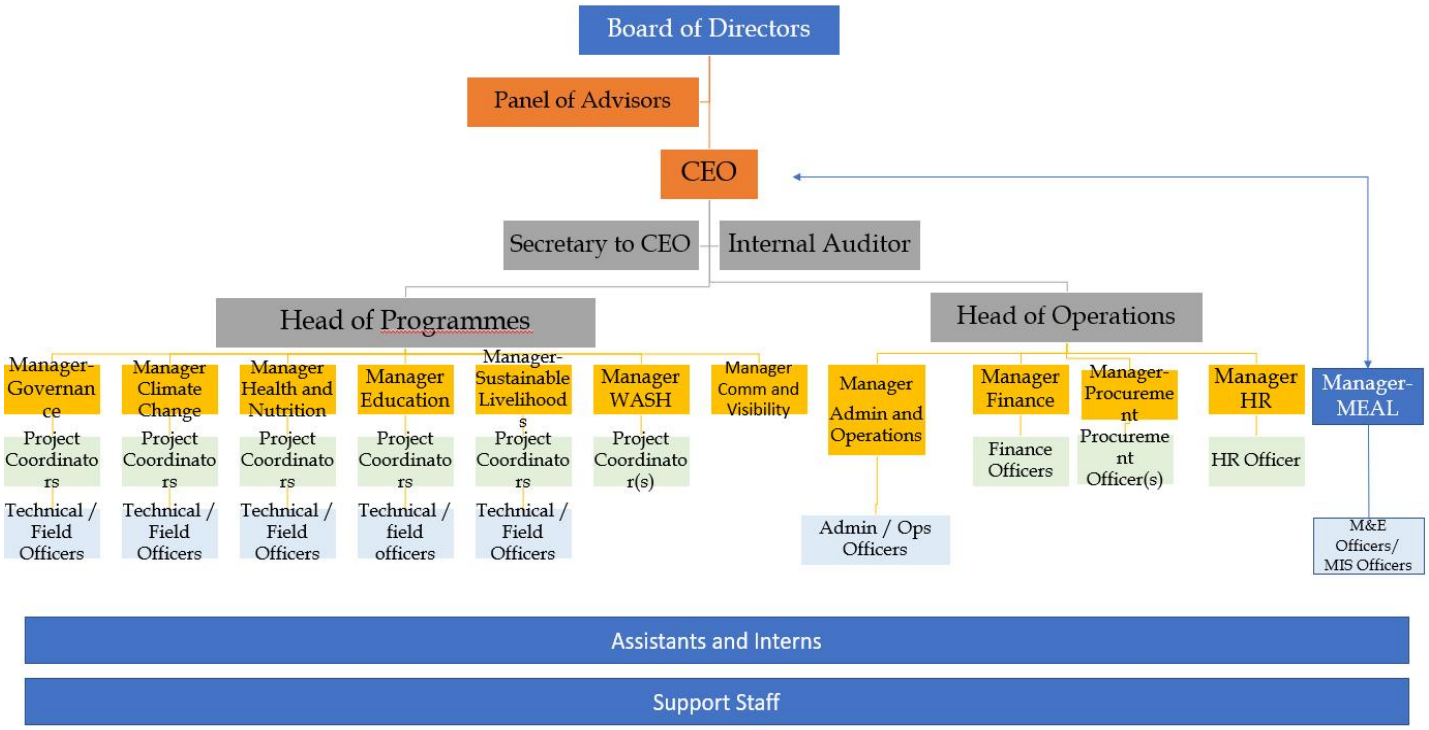
6. Revised Management Structure

Under the Strategic plan 2024-28, FDO operates under a hierarchical structure (below), led by a Board of Directors who provide strategic guidance. CEO will oversee the organization's overall direction and operations and is supported by a Secretary and an Internal Auditor. Two main divisions report directly to the CEO: the Head of Programs and the Head of Operations.

Under the Head of Programs, each key program area (Governance, Climate Change, Health and Nutrition, Education, Sustainable Livelihoods, WASH, and Communication and Visibility) has a dedicated manager who oversees a team of project coordinators and technical/ field officers. This structure ensures focused attention to each program's unique goals and challenges.

The Head of Operations will oversee essential support functions: administration and operations, finance, procurement and human resources. The monitoring, evaluation, and learning (MEAL) will directly report to CEO and will also take portfolio of research and programme development. Each of these areas is managed by a dedicated professional manager supported by officers and staff. This division ensures efficient management of resources, compliance with regulations, and effective monitoring of program outcomes.

At the base of the organizational chart, Assistants and Interns provide additional support across different departments, while Support Staff play crucial roles in maintaining daily operations.



This structure offers several advantages. The hierarchy ensures that decision-making is streamlined and that responsibilities are clearly defined. The division of labor allows for expertise to be developed in each program area and operational function. The structure facilitates coordination between program teams and operational departments. Each level of the organization is accountable to the next higher level, ensuring that goals are met and resources are used responsibly. This organizational structure is designed to promote efficiency, effectiveness, and accountability, ultimately leading to the successful implementation of the organization's mission and programs.

7. Monitoring and Evaluation Plan (2024-2028)

The Monitoring and Evaluation (M&E) Plan is a critical component of FDO's strategic framework, ensuring that programs are implemented effectively, achieving their intended impact, and contributing to FDO's overarching goals. This plan outlines a comprehensive approach to monitoring progress, measuring outcomes, and using data to inform decision-making and continuous improvement. By incorporating both quantitative and qualitative data collection methods, the M&E plan will provide a holistic understanding of the program's performance, enabling FDO to identify strengths, address weaknesses, and adapt strategies to maximize its impact on communities.

Purpose:

- To track progress towards strategic objectives.
- To measure the impact of FDO's programs and initiatives.
- To inform decision-making and program adjustments.
- To ensure accountability to stakeholders and beneficiaries.

Monitoring Framework

Strategic Objective	Key Performance Indicators (KPIs)	Data Collection Methods	Frequency	Responsible Party
Enhanced Education and Skills Development				
Increased literacy rate	Literacy rates among target populations	Household surveys, school records, government data	Annually	MEAL team, Education program staff
Enrolled out-of-school children	Number of children enrolled in formal and non-formal education	Enrollment records, community surveys	Annually	MEAL team, Education program staff
Increased community awareness	Knowledge, attitudes, and practices (KAP) surveys related to education	KAP surveys, focus group discussions	Annually	MEAL team, Education program staff
Improved Health and Nutrition Outcomes				
Increased access to healthcare	Number of individuals utilizing healthcare services, distance to nearest health facility	Service utilization records, community surveys, GIS mapping	Annually	MEAL team, Health program staff
Reduced malnutrition rates	Prevalence of malnutrition among children under 5	Anthropometric measurements, household surveys	Annually	MEAL team, Health program staff
Increased awareness of health practices	KAP surveys related to health and hygiene	KAP surveys, focus group discussions	Annually	MEAL team, Health program staff
Climate Change Resilience and DRR				
Increased climate resilience	Adoption of climate-smart agriculture practices, water conservation techniques	Household surveys, field observations, focus group discussions	Annually	MEAL team, Climate Change program staff
Enhanced DRR capacity	Number of community members trained in DRR, existence of DRR plans	Training attendance records, community surveys	Annually	MEAL team, Climate Change program staff
Reduced disaster vulnerability	Number of households affected by disasters, economic losses due to disasters	Post-disaster assessments, government data	As needed	MEAL team, Climate Change program staff
Sustainable Livelihoods and Economic Empowerment				
Reduced poverty	Poverty rate, income levels, asset ownership	Poverty scorecard, household surveys	Annually	MEAL team, Livelihoods program staff
Enhanced skill levels	Number of individuals trained, employment rates, income generation from skills	Training attendance records, post-training surveys, income surveys	Quarterly	MEAL team, Livelihoods program staff
Increased enterprise	Number of new businesses established,	Business registration data, follow-up	Annually	MEAL team, Livelihoods program

Strategic Objective	Key Performance Indicators (KPIs)	Data Collection Methods	Frequency	Responsible Party
creation	business survival rates	surveys		staff
Strengthened Governance and Civic Engagement				
Increased community participation	Number of community members participating in decision-making processes	Attendance records, meeting minutes, community surveys	Quarterly	MEAL team, Governance program staff
Improved service delivery	Satisfaction with public services, responsiveness of government officials	Citizen satisfaction surveys, complaint tracking data	Annually	MEAL team, Governance program staff
Strengthened government accountability	Number of complaints resolved, transparency of budget and procurement processes	Complaint tracking data, government reports	Annually	MEAL team, Governance program staff
Improved WASH Access				
Increased access to clean water	Percentage of households with access to safe drinking water	Household surveys, water quality testing	Annually	MEAL team, WASH program staff
Improved sanitation facilities	Percentage of households with access to improved sanitation facilities	Household surveys, field observations	Annually	MEAL team, WASH program staff
Increased hygiene practices	KAP surveys related to hygiene practices	KAP surveys, focus group discussions	Annually	MEAL team, WASH program staff

Evaluation Framework

- **Mid-term Evaluation:** Conducted at the midpoint of the strategic plan to assess progress, identify challenges, and recommend adjustments.
- **Final Evaluation:** Conducted at the end of the strategic plan to assess overall impact, draw lessons learned, and inform future strategic planning.

Reporting

Quarterly Progress Reports: Summarizing program activities, achievements, and challenges.

Annual Reports: Providing a comprehensive overview of program performance, including achievements against KPIs and lessons learned.

This M&E plan is and will be a living document that will be continuously reviewed and updated as needed to ensure that FDO's programs are achieving their desired outcomes and making a meaningful difference in the lives of the communities they serve.