

Organisation of Human Welfare (OHW)



Organisation Strategic Paper 2014 – 2018

Operation Paper

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Approved by:

OHW Executive Board Members

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Background:

Organisation of Human Welfare (OHW) is a non-government organisation, established in year 2007, in Afghanistan and got official registration with the Ministry of Economy, as a non-profit organisation under registration number 1018. The main objective of the organisation is to provide humanitarian relief and development aid to the poor and vulnerable people of Afghanistan.

After the creation of the new democratic elected government in Afghanistan, and with support of International Community over the last 10 years (2002-2012), the country is still affected by internal conflict and political instability. It remains one of the poorest and longest suffering countries among the member states of the World Bank. The Afghan people, especially in rural areas, live in extreme poverty and lack access to essential services, such as water and electricity. They have low levels of awareness about their rights, roles and responsibilities in local civil and political processes. Decades of protracted conflict have not only undermined social cohesion at a local level but also exacerbated poverty, which in turn is an underlying cause of insecurity.

The country is vulnerable and in need of humanitarian and development aid activities for improving the daily lives and providing essential services of the local people. Besides that, the country is also in need of Advocacy and Capacity Development activities, especially during the period of transition from international military to the national military of Afghanistan, where the situation is assumed to be getting worst in the rural and insurgent control areas. This will enable OHW to raise the voices of the community to the Afghan government and international community more effectively. Therefore, OHW will be preparing its current strategy with keeping view the achievements in past years, and with a focus on humanitarian and development activities.

OHW Strategic Objectives:

For the next 5 year (2014-2018), OHW's will be working on the existing four strategic pillars, but will be including one more pillar, as the fifth strategic pillar, and will be recognized as "Research and Capacity Building".

OHW had established four strategic pillars in year 2011, which were; 1) Humanitarian Response, 2) Development Cooperation, 3) Women and Youth Empowerment and 4) Advocacy and Communication.

As per the approved strategic pillars, most of the activities were divided and implemented based over the relation to the strategic pillars. But during the

last 3 years, OHW has conducted number of research studies, assessment and Gender Analysis; therefore it is being recommended to the OHW senior management to include it in the current strategic plan, as additional pillar, which is Research and Capacity Building.

Also worth to mention, that OHW is a main implementing partner of implementation of legal services programmes with returnees and IDP's in southern region of Afghanistan; therefore OHW should strengthen it's capacity in legal services and should include it as part of Advocacy and Communication.

The new Strategic Pillars (SP) of OHW are articulated as follow:



An Overview of OHW:

Organisation of Human Welfare (OHW) started implementing its programmes in year 2007, and started from southern region of Afghanistan. The organisation was recognized in south, as one of the well known humanitarian and development aid programme NGO in field, as OHW was manage to implement the peace building and conflict resolution programme in the most

insecure areas, and also manage to involve women community members; which was one of the biggest achievement for the organisation and a moment for the organisation to recognize its capacity and move forward to different parts of the country, and able to contribute to the work being implemented.

OHW designed its 1st strategic plan in year 2011, with an expiration of 3 years. The main objective of the strategic plan, was to enlarge the number of population being reached by the organisation and to have been called one of a reliable and stable organisation, among national NGOs in Afghanistan. The strategic plan, was a mirror for the organisation, and as a result, OHW had achieved number of achievements during the last 3 years of strategic plan; which are as below;

- ❖ OHW annual budget was recognized as 600,000 USD in year 2009, and by end of 2013, OHW annual budget increased till 2,000,000 USD
- ❖ OHW has been registered as a non-profit organisation at United Kingdom, under charity number **08140745**
- ❖ Registration with BAAG (British and Irish Agencies Afghanistan Group) in United Kingdom, SWABAC and ACBAR in Afghanistan. It is

also worth that OHW Managing Director (Mr. Sadiquallah Fahim) is board member of SWABAC and also representing SWABAC at national level in civil society group meetings.

- ❖ OHW Managing Director is being recognized as representative of civil society for southern region of Afghanistan on national level, and is member of number of civil society board members and
- ❖ OHW is currently a team of 142 national and 5 International staff members working in Afghanistan
- ❖ OHW is a strategic partner with Oxfam GB, UNHCR, UN-WFP, UNICEF, Action Aid (UK), Tawanmandi (DFID Programme), AWN and have also been elected as Deputy Coordinator for National WASH Cluster
- ❖ OHW has one country office at capital city of Afghanistan, with 3 Regional Offices located at South (Kandahar), Central (Bamyan) and North (Balkh) with 11 provincial offices.

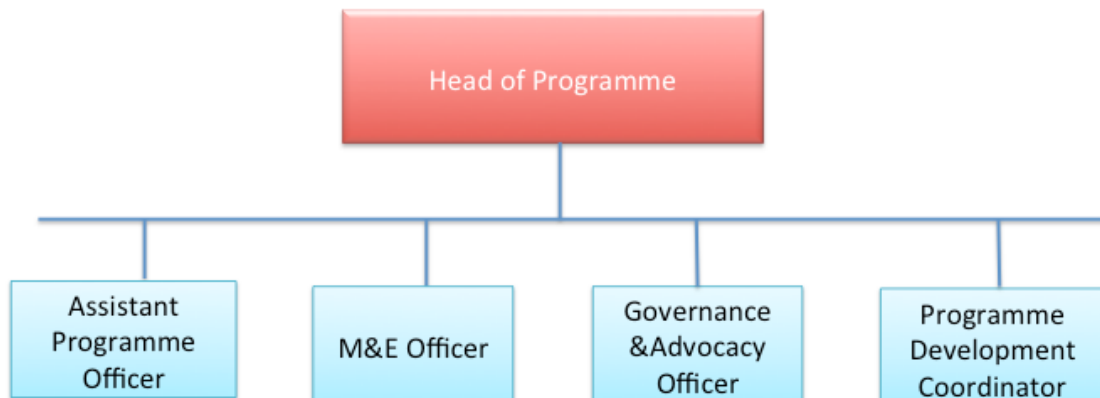
Programme Division

OHW currently has a full time Programme Development Manager (International Staff) working with the team in field, on project designing, monitoring and donor reporting. The staff member is providing technical guidance on the implementation of programme, on the field level, to the Deputy Programme Manager, due to the absence of Programme Manager in the field.

The Organisation is still having vacant position in the programme section, and for the development of the programme section, there is need of filling the position, in order to also give the opportunity to the senior team of OHW, to work on the development of the organisation.

Therefore in the current strategic plan, we would like to recommend, an organogram for the programme team, and the main objective of the programme division, is that by the completion of the strategic plan, OHW should have managed to have the organogram, functioning on field.

The Positions are as below:



Internal funding opportunities:

OHW is a non-profit organisation, not having their own core funding to be able to cover the internal administration costs, which are not covered by the project budgets being approved by the respective donor agency for every particular project.

Currently the organisation is need of conducting activities, especially for having a core fund to be able to cover the internal expenses, which are required for keeping the organisation office and presence in the respective provinces and country. Therefore, as per the last years of couple of working opportunities came over to the organisation, and also after negotiation with other national organisations in the country, we would like to suggest some points, to be considered for organisation core funding; and the points are as below:

1. Establishment of a Training Section:

OHW is being reached for providing short-term trainings on several topics, such as health education, DRR, Peace Building, Project Cycle Management, Gender Studies and others. Therefore, it can be an opportunity for the organisation, of providing certain type of trainings, to the required beneficiary and the approved budget, will be taken over as OHW core fund.

2. Research Studies:

In the last couple of years, OHW has conducted number of research studies, and since the timeline of the research projects are very limited to 30 days, therefore we would like to suggest, using the approved budget for the research topic, under the OHW core funding. The particular research will be conducted by one of the senior member of the team, with field staff, and will not be counted as an additional work. It will be counted as the regular part of the work, for the field team and the team members.

3. Evaluation and Consultancy Services:

Since last 3 years, OHW all projects are being evaluated by external consultancy groups (local groups). They mainly work on the review of OHW financial documents and programme activities filing. The team members, especially the services team, have been able to work with the auditors for couple of years, and have a good understanding of the need and requirement of the donor agencies. Therefore, I would like to suggest of using the skill, as a source for the organisation, in providing core funding.

OHW can make it as part of funding, by providing consultancy services to the required international, national and government organisations as required for the evaluation of project activities.

4. Additional 5% Administration Cost from Strategic Donor Agencies:

OHW is working with couple of UN and International organisations, continuously for last 3 years, but the organisation is not being provided with additional administration cost, such as covering the country office expenses, as most of the time, the country office team is always in contact with the donor agency.

Therefore, by year 2014, it is being recommended to raise the issues with the strategic donors, about the problem with the core funding and request for additional cost, to be able to cover the other additional costs. Since the demand of the donor agencies are also increasing, due to assure the transparency of the activities, therefore it can be an opportunity for requesting additional costs.