

# **SAWA Sudan Strategic Plan (2018 – 2022)**



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## Executive Summary

A strategic planning training workshop was held during 6-11 December, 2017 in ELGenina town (West Darfur). It was attended by 15 participants representing SSDHA staff (from HQ and field offices) and the organization's main partners/stakeholders (e.g. concerned government and INGOs). Work in the workshop was adopted participatory techniques and group work. The participants carried out analysis for the external and internal environments within which SSDHA is operates. In the discussion of the external environment, participants concluded that the Organization operates in a challenging environment, characterized by multi-faceted political, economic, social, technological and environmental (PESTE) factors which positively or adversely affect its performance. The positive factors identified were the existence of encouraging humanitarian work laws and regulations and government support to local NGOs. They also identified the main challenges/constraints facing humanitarian work, e.g. lack of coordination between government bodies entrusted with regulation and facilitation of humanitarian work; interference in NGOs work; changes in policies and complicated and prolonged procedures adopted by concerned authorities. The target communities are faced by harsh and unstable economic conditions, increasing poverty, environmental deterioration and adverse effects of climate change. Although positive attitudes and enthusiasm prevails among many of the targeted rural communities towards participation in humanitarian work, yet in some communities' negative attitudes still prevail, e.g. limited understanding of voluntary work, negative influence of some local leaders, gender and social discrimination, youth internal and external migration and continued armed conflicts and natural disasters.

After the situation analysis, the participants conducted a fourfold SWOT analysis which highlighted the strengths and weakness of the Organization and the opportunities and threats which influence its internal environment. The most critical obstacles that may undermine SSDHA smooth operations included complicated and lengthy procedures adopted by governmental bodies in handling issues related to humanitarian work, limited financial resources and fluctuating economic, environmental and security conditions.

Following this analysis, the participants agreed on internal and external visions for SSDHA, as well as principles and values governing its work. They formulated its mission, and major problems which may undermine its effectiveness. The agreed external vision states that the Organization works "towards achieving an efficient, effective and inclusive sustainable development which preserves human dignity in a sustained green environment". They also defined the internal vision which depicts SSDHA as an "an organization with a clearly articulated and agreed vision, well-designed short and long term plans, adequate organizational structures, qualified and committed staff, efficient management systems, with competent and effective leadership, strong and constructive relations with partners and stakeholders, implementing quality programs which meet clients' need and contribute to the achievement of its vision and mission". The participants agreed on the following mission:

"SAWA Sudan (SSDHA) was established in 2008, as a voluntary non-profit, non-governmental organization. It endeavors to contribute to poverty reduction, maintain and enhance opportuni-

ties for peaceful co-existence and sustainable environment through building of local capacity; equipping the poor with marketable skills in order to engage into sustainable and viable income development opportunities; increasing community awareness, implementing environment and natural resources conservation initiatives; responding to emergency conditions in affected areas; and advocating for the rights of children, youth and women. In performing these developmental and humanitarian roles, SSDHA is assisted by a group of qualified and dedicated staff and is committed to the values of transparency and accountability; objectivity and neutrality, respect, gender consideration, equity and acceptance of others.”

The participants then carried out preparation of appropriate programs to address identified problems, and formulated their objectives and determined the priorities in the short and medium terms with respect to the programs and administrative/logistical support (using commonly accepted ranking tools). After this, they prepared a detailed one-year implementation plan (work plan) aiming at bringing down the strategic plan for application on the ground, on annual basis.



## 1- Introduction Summary

SAWA Sudan for Development and Humanitarian Aid Organization (SSDHA) is a non-profit, non – governmental organization established in 2008 in Khartoum Sudan as federal voluntary organization. Besides its Khartoum head office, the organization operates through five field offices (three in the states of central, north and west Darfur and two in the states of Kordufan and Blue Nile). These field offices are entrusted with coordination to the international and national NGOs and UN agencies and governmental institutions, management and supervision of programs, community mobilization, establishment of, and coordination with partner CBOs, supervision of, assistance in the selection of' projects participants, overseeing marketing of products, revolving funds and submission of reports and feedback to the Head Office.

The current SSDHA management structure consists of an executive office, Board of trustees (eight persons representing the core founders of the organization). This structure represents the overall policy and decision making body and oversees the implementation of activities in accordance with the Organization's agreed vision, values and principles. The day-to-day business is handled by a full-time professional staff of varied specializations and qualifications.

SSDHA endeavors focus on inspiring and encouraging local target communities to build and maintain peace and work towards a green future by protecting environment and natural resources and promoting sustainable development practices amongst its target rural communities, aspiring for achieving poverty reduction in a sustained peace environment. SSDHA's focus has been on improving the livelihood of vulnerable groups (including IDPs), enhancing their access to equal rights to basic services, empowering them to foster peace, health, good governance and assisting them to advocate and lobby for ensuring good education for all. It also works on integrating and mainstreaming women and youth in the development process. Over the last decade, SSDHA has effectively, efficiently and promptly implemented multi-faceted developmental and humanitarian interventions/projects in Greater Darfur, Kordufan and Khartoum states. These projects covered the following domains: a) health and nutrition, b) capacity building, c) education, d) WASH, e) food security and livelihood f) general protection). SSDHA received support from different UN agencies (UNFPA, UNDP, UNICEF, and UNAMID) and INGOs (Concern worldwide and Near East Foundation).

In West Darfur, SSDHA operates in the Localities of Kerenik, Jable Moon, Kulbus, Geneina and Sirba. In North Darfur it covers Fashir IDPs Camp, Tawilla, Korma, Kuma, Tina, Umbaru, Umkaddada and Malleit. In Central Darfur it covers the rural communities of Jabal Marra, Umdukhun, Zalingei IDP Camps and Azum.

SSDHA has implemented food security and livelihood interventions in Central, North and West Darfur in collaboration with a number of Food Security and Livelihood actors operating in the targeted locations, e.g. the Cluster Lead – WFP/FAO – and relevant line ministries and humanitarian organizations engaged in food security and livelihoods domains in the respective states. In North and West Darfur, guided by annual technical agreements, SSDHA maintains active and strategic partnerships and cooperation with line Ministries, including the Department of

Forestry, Rangelands and Surveillance and Control. Close ties (strong linkages) have always been established with target communities and native leaders (local administrative leaders) and effective mechanisms for projects implementation and ownership have been developed and maintained. In North Darfur, SSDHA implemented a peace building project.

SSDHA has realized the importance of formulating a strategic plan to guide its future progress, and hence resorted to a specialized consultant to facilitate the process of the preparation of its Strategic plan document. The process started by conducting a strategic planning training workshop during the period 6-11 December, 2017 in ELGenina (West Darfur) field office. The workshop was attended by 15 participants, representing SSDHA senior staff (from HQ and field offices) and main stakeholders (e.g. concerned, UN, government and INGOs). The consultant, entrusted with facilitating the strategic planning workshop and coaching of the strategic plan document preparation, worked closely with a core team nominated by the Organization. Prior to this exercise, the training workshop adopted brainstorming and participatory techniques which facilitated and encouraged active participation and good contributions by participants. The participants carried out analysis for the external and internal environments within which SSDHA operates. The internal environment analysis highlighted strengths, weaknesses, opportunities and threats which affect and influence operation. The outputs of the workshop have constituted the basic inputs of this strategic plan document.

## 2- Situation Analysis Summary

### 2.1 External Environment Analysis: Political, Economic, Social, Technological and Environmental (PESTE) factors

SSDHA implements its programs and projects in a challenging environment, characterized by multi-facted political, economic, social, technological and environmental (PESTE) factors which positively or adversely affect its performance.

On the political side, the positive factors include: a) laws and regulations to organize humanitarian work, b) law regulating partnership between international and national NGOs, c) concessions provided to NGOs engaged in humanitarian work, d) facilitation, incentives and simplification of procedures by concerned government bodies in addition to protection of humanitarian workers, and, e) annual renewal of NGOs registration which provides adequate information on NGOs operating in the field. However, on the practical side, challenges and constraints may sometimes emerge, e.g. lack of coordination between government bodies entrusted with the regulation and facilitation of humanitarian work; interference in NGOs work; change in policies resulting from changes in relations with the international community; complicated and prolonged procedures facing the implementation of activities in some areas; expulsion of some INGOs; and, lack of transparency, conflicts in policies and views, unification of efforts and delay.

On the economic side, there are a number of positive factors in favour of humanitarian work agencies/organizations, such as incentives provided for opening bank accounts in foreign currency; tax and customs exemptions; availability of a variety of supplies in a big number of competitive markets in NGOs operation areas; active private sector in local markets; availability of skilled personnel/labour; positive formal financing policies in favour of small rural producers; good capacity building and training opportunities for local NGOs/CBOs; and easy access to target areas by a number of transport means, particularly air travel services, especially the those provided by UN agencies.

Despite of the above factors, both SSDHA and its target poor rural communities face a number of challenges, such as: a) continuing fluctuation of foreign exchange rates and escalation of inflation rates, b) changes in donor policies, c) adverse impacts of the economic embargo levied on Sudan for a long period, d) lifting of subsidies on basic commodities and services, e) failure/reluctance of many banks/financing institutions to implement the pro-poor microfinance policies issued by the Central Bank of Sudan. These challenges are reflected in high and unstable prices, high cost of living, poor services, scarcity of local finance, problems encountered in money transfers and increasing labour turnover.

Within the social context in which SSDHA operates, there are a number of conducive social norms and practices that have positively contributed to the successful implementation of the organization's interventions in the target communities. A positive attitude and enthusiasm prevails among the rural community vis-à-vis cooperation, social cohesion, voluntarism, and readiness to participate in, and contribute to humanitarian work. This is manifested in organized social structures at grass-root level, acceptance of women participation in local development in many communities, peaceful co-existence among diversified ethnic groups and stability in security conditions in a number of locations. Added to this, is the strong and effective role performed by tribal leaders in mobilizing, influencing and unifying the local community around local peace building. Nevertheless, not all communities are in the same wave length in this context. In some of them, the Organization has been adversely affected by some negative attitudes which still dominate, such as limited understanding of voluntary work, negative influence of some local leaders, gender and social discrimination, youth internal and external migration and lack of ownership of implemented projects. Armed conflicts and natural catastrophes still prevail in some of the target communities.

Technological developments and innovations play a key role in enhancing and promoting efficiency in development work. The availability of good quality computers, scanners, photocopying machines, fax, GPS, social media, advanced communication and educations, etc. have had positive impacts on enhancing the Organization efficiency. However, the benefits reaped from these developments are sometimes constrained by weak internet network, government control, negative cultural invasion and malpractices of some users.

SSDHA programs and projects are also affected by environmental conditions. Environment is increasingly become a cross-cutting issue in all developmental endeavors. Globally, there is a growing concern over environmental conservation, protection and sustainability. Sudan is no exception as the state, as well as civil society, is concerned with the issue. The emphasis of the government on environmental conservation and protection has recently been increasing. This

is expressed in focus on agriculture, protection of forests, communal-forests and encouraging of environmental sanitation and waste disposal initiatives. On the community level, environmental awareness is building up and a number of voluntary environmental protection organizations are active. However, in some communities, there are some still malpractices and negative norms and attitudes which have adverse effects on environment, e.g. low environmental awareness, deforestation resulting from tree-cutting, forests and pastures deterioration, etc. All these are further aggravated by increasing poverty levels, poor control, poor implementation of environmental conventions, adverse impacts of global climate change and rough roads which impeded efficient delivery of services. The impact of environmental deterioration in some areas is manifested in the deterioration of natural resources, pollution, water shortage, encroachment of sand dunes and deforestation, deterioration of the bio-diversity and spread of diseases.

During the strategic planning workshop, the participants discussed the constraints which confronted SAWA Sudan (SSDHA), and ranked them, in order of significance, in the following manner: a) complicated procedures adopted by governmental bodies in handling issues related to humanitarian work in addition to poor communication between these bodies, b) limited funding and reliance of SSDHA on short term projects, c) competition between national NGOs over donor funds, d) instability of security conditions e) impacts of global climate change, f) fluctuation in the foreign exchange rates and escalating inflation rates, g) conflict between government and NGOs over policy issues, h) dependence on one main donor, i) difficulties faced in some communities, and j) unpredictable changes in donor policies.

This strategic plan document has taken care of most of these issues, in addition to weaknesses and threats highlighted in the fourfold analysis below (2-2), in a package of programs and projects which are designed to provide, or contribute to, solutions and remedies for them or reduce their negative effects on SSDHA operations, as much as possible.




## 2.2 Internal Environment Analysis (strengths, weaknesses, opportunities, and threats – four-fold analysis) - SWOT Analysis

Internal factors	External factors
<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>✓ SSDHA is registered at both the state and federal levels and hence can work in all parts of Sudan;</li> <li>✓ It has field offices and fixed assets in Khartoum, ELGenina, Zalingei, Elfashir and Mornny;</li> <li>✓ Clear vision and mission are in place;</li> <li>✓ Existence of a financial system and operational manual;</li> <li>✓ SSDHA actively participates in coordination and periodical meetings;</li> <li>✓ Availability of qualified staff;</li> <li>✓ Good team work;</li> <li>✓ Good relations with a number of partners;</li> <li>✓ Successful experiences in building partnerships and alliances.</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>✓ Limited financial resources;</li> <li>✓ Dependence on short term finance;</li> <li>✓ Lack of web-site;</li> <li>✓ Poor M&amp;E system;</li> <li>✓ High turnover of qualified staff due to the short term nature of projects;</li> <li>✓ Lack of a fundraising and internal resources mobilization strategy;</li> <li>✓ Poor use of financial, procurement, and human resource systems/manuals;</li> <li>✓ Shrinking number of volunteers.</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>✓ There is room for more partnerships;</li> <li>✓ SAWA Sudan has Good reputation amongst donors and beneficiaries (Stakeholders);</li> <li>✓ Government encouragement for national NGOs;</li> <li>✓ Tendency among donors to build partnerships with national organizations;</li> <li>✓ Government emphasis on rehabilitation of areas affected by conflicts and disasters (post conflict areas)</li> <li>✓ SSDHA is utilizing modern technology in IT and communication;</li> <li>✓ Lifting of <u>American embargo on Sudan</u>. (economic sanction)</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>✓ Complicated procedures adopted by governmental bodies in handling issues related to humanitarian work in addition to the poor communication between these bodies;</li> <li>✓ Reliance of SSDHA on short term projects and dependence on one main donor</li> <li>✓ Instability of security conditions;</li> <li>✓ Impacts of global climate change;</li> <li>✓ Fluctuation in the foreign exchange rates and escalating inflation rates;</li> <li>✓ Conflict between government and NGOs over policy issues(strive of NGOs to government policy change)</li> </ul>

### 1.3 Observations on the internal environment:

In the strategic planning workshop, the participants discussed and ranked - with assistance of the workshop facilitator - the order of strengths, weaknesses, opportunities and threats according to priority/ importance. Most important agreed-upon strengths were that the organization enjoys an established legal status by being registered at both state and federal levels, has field offices and assets, a clear vision and mission and good financial system and operational systems in addition to qualified staff characterized by a good team spirit. The internal and external environment analysis also pointed out that there is good opportunity for SSDHA to make benefit from the high potential of building constructive partnerships as a result of its good reputation amongst donors and beneficiaries (Stakeholders) in addition to the tendency among donors to build partnerships with national organizations and government support to national NGOs. The workshop participants enumerated SSDHA main weaknesses as follows: lack of adequate financial resources, poor M&E system, high turnover of qualified staff due to the short term nature of projects, lack of a fundraising and internal resources mobilization strategy. The limited amount of resources seems to have adversely affected staff retention due to low benefits. In order to resolve these weaknesses, SSDHA will endeavor, during the coming five years (life span of the strategic plan), to expand and strengthen its resource base by building its capacity in soliciting both and external funding, constructing and implementing a good M&E system and enhancing staff employment conditions.

In the process of the strategic plan preparation, all negative and positive issues have been considered in the design of programs and projects by focusing on capitalizing on strengths and benefiting from opportunities to increase them, in addition to handling weaknesses and taking necessary measures to mitigate the occurrence of threats and reducing, as much as possible, their negative impact if they occurred.

## 3.1 Future Vision

### 3.1.1 External Vision

## 3. Statement of Vision, Values and Mission

**We work towards achieving an efficient, effective and inclusive sustainable development which preserves human dignity in a sustained green environment”**

### 3.1.2 Internal Vision

We seek organization that clearly articulated and agreed vision, well-designed short and long term plans, adequate organizational structures, qualified and committed staff, efficient management systems, with competent and effective leadership, strong and constructive relations with partners and stakeholders, implementing quality programs which meet clients' need and contribute to the achievement of its vision and mission".

### 3.2 Principles and Values

The workshop participants enumerated a number of principles and values, and after performing a collective ranking and prioritizing exercise (by applying the method of simple ranking/ voting technique), the group agreed on the following principles and values:

- ✓ Transparency and Accountability;
- ✓ Participation;
- ✓ Objectivity and Neutrality;
- ✓ Respect and acceptance of others;
- ✓ Equity; and,
- ✓ Gender Consideration.
- ✓ Inclusiveness

### 3.3 Mission statement

SAWA Sudan (SSDHA) was established in 2008, as a voluntary non-profit, non-governmental organization. It endeavors to contribute to poverty reduction, maintain and enhance opportunities for peaceful co-existence and sustainable environment through building of local capacity; equipping the poor with marketable skills in order to engage into sustainable and viable income development opportunities; increasing community awareness, implementing environment and natural resources conservation initiatives; responding to emergency conditions in affected areas; and advocating for the rights of children, youth and women. In performing these developmental and humanitarian roles, SSDHA is assisted by a group of qualified and dedicated staff and is committed to the values of transparency and accountability; objectivity and neutrality, respect, gender consideration, equity and "acceptance of others

## 4. Addressing problems and constraints facing SSDHA

## 4.1 Ranking of problems/major issues and identification of solutions

On the basis of the results of the analysis of external environment, within which SSDHA will carry its activities in target states, and within the context of endeavoring to address the problems and constraints which had already been identified, especially with regard to weaknesses and threats, and the negative indicators which were discussed in the strategic planning workshop, SSDHA designed its programs and strategic objectives in a manner that would help in overcoming the identified problems/ constraints, or reduce their negative impact to the minimum. The following table provides the Organization's strategic response to identified constraints.

Problems and constraints	SSDHA Response (Remedy program)	Strategic objectives
<ul style="list-style-type: none"> <li>▪ Spread of poverty and its magnitude among target communities;</li> <li>▪ Deterioration of food security conditions;</li> <li>▪ Poor basic services;</li> <li>▪ Deterioration of natural resources and biodiversity and impacts of climate change.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1. Livelihood, food Security, Environment and Natural Resources.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decreasing poverty and its magnitude among target communities /increase the target family income;</li> <li>▪ Improving food security conditions.</li> <li>▪ Improving basic services.</li> <li>▪ Rehabilitating and integrating management of natural resources, biodiversity and impacts of climate change.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Low quality and limited primary health care facilities;</li> <li>▪ Poor water services;</li> <li>▪ Limited Water and Environmental Sanitation services;</li> <li>▪ Poor environmental awareness and health education.</li> </ul>	<ul style="list-style-type: none"> <li>2. Public Health, Water and Environmental Sanitation(WASH)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improving primary health care facilities;</li> <li>▪ Providing water and environmental sanitation services;</li> <li>▪ Increasing environmental awareness and health education.</li> <li>•</li> </ul>

<ul style="list-style-type: none"> <li>▪ Poor educational services</li> <li>▪ Low participation of youth, women and children in public issues;</li> <li>▪ Low quality of children’s education, due to scarcity of SSDHA’ educational facilities (Educational opportunities) and qualified personnel.</li> <li>▪ Spread of illiteracy among adults, especially among women.</li> </ul>	<p>3. Basic education, ALP / Literacy/ Adult Education / apprenticeship and Vocational - Building of Youth and Women Capacities.</p>	<ul style="list-style-type: none"> <li>▪ Improving educational services.</li> <li>▪ Increasing participation of youth, women and children in public issues.</li> <li>▪ Improving quality of children’s education, developing educational facilities, and conducting training for teachers.</li> <li>▪ Decreasing level of illiteracy among adults, especially women.</li> <li>▪ Building conducive education environment</li> </ul>
<ul style="list-style-type: none"> <li>▪ SSDHA limited human and financial capacity and systems;</li> <li>▪ Inadequacy of skills, capacities, and financial resources of and scarcity of trained qualified cadres;</li> <li>▪ Low coordination capacity and procedural difficulties;</li> <li>▪ Poor coordination/networking.</li> </ul>	<p>4. Institutional Development and building of partnerships and alliances.</p>	<ul style="list-style-type: none"> <li>▪ Expanding the organization’s resource base;</li> <li>▪ Building staff skills;</li> <li>▪ Enhancing and operationalizing work systems;</li> <li>▪ Strengthening coordination and networking capacity.</li> <li>▪ Create and enforcing manual usage</li> </ul>
<p>Continued disputes and conflicts, limiting field accessibility and causing implementation delays.</p>	<p>5. Peace Building and Reconciliation</p>	<ul style="list-style-type: none"> <li>▪ Enhancing conflict resolutions and peace building capacity and skills.</li> <li>▪ Implementation of conflict sensitive projects</li> </ul>

## 4.2 Programs and type of projects/interventions

In order to select appropriate types of interventions/projects for each program, the participants suggested a number of projects, which were followed by ranking according to importance. Accordingly, the following projects were selected, starting by the most important ones:

No.	Program	Types of projects/interventions
1	Livelihood, food Security, Environment and Natural Resources.	Income Generation Activities; Formation of Village Saving and Loan Associations; Raising community awareness on value change; Expanding Livelihood Opportunities; General Food Distribution (GFD); Live stock distribution; Seeds Distribution; Vocational Training; Extension and Applied Research Training; Improvement of Livelihood Conditions for youth and women; Livelihood Opportunities Training for youth (replicated); Awareness raising on Natural Resources and bio-diversity protection and climate change; Advocacy on environment-related issues; Education and training on climate change; Reforestation campaigns; Environmental Impact Assessment Training for stakeholders; Advocacy campaigns on enforcement of environmental laws; Training on Adoption of agricultural Rotation;

2	Public Health, Water and Environmental Sanitation	<p>Awareness on harmful traditional practices;                  Provision of primary health care services;                  Awareness on HIV/AIDS &amp; other sexual diseases;                  Formation and Training of Water User Committees;                  Enhancing water supplies quality and quantity;                  Rehabilitation of water sources and improvement of primary health care services.                  Midwives training;                  Community health workers / promoters training;                  Mother and Child Health Services;                  Provision of Drugs and Equipment;                  Awareness on Family Planning Breast feeding;                  Personal Hygiene provision of tool kits and education;                  Behavior Change on Nutrition Practices;                  Victor control activities;                  General cleaning / sanitation campaigns;                  Maternal and child Health services.</p>
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<p>3</p>	<p>Basic, ALP, apprenticeship, Vocational, Literacy and Adult Education - Building of Youth and Women Capacities</p>	<p>Improvement of Education Environment. Awareness of Communities on importance of Education; Teacher training on PSS; Formation and Training of PTAs; School Feeding Program; Adult Education Program; REFLECT education method for VSLAs; Establishment and Rehabilitation of Schools; Literacy Classes support and system improvement; School Theatre for Life session to disseminate protection messages for children; School Text book Support and education kits; School Health Practices Promotion; Improvement of school environment; Vocational training Centers and technical Schools; Youth and women Participation in public services; Training of youth and women on leadership and decision making; Provision of psychosocial support for children; Peer education training and TOT.</p>
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4	Institutional Development and building of partnerships and alliances.	<p>Enhancing/strengthening Financial System;  Enforcement of Internal Rules and Regulations;  Upgrading of HR Manual;  Enhancing institutional Structures;  Drafting of capacity building plan for staff;  Strengthening relation between the organization and concerned bodies;  Participation in sectoral meetings and forums;  Establishment of Fund Raising Unit;  Creation and activation of SSDHA Website;  Establishment of database unit / M&amp;E Unit;  Review of the strategic Plan for modification and updating;  Establishment of Fund Raising Unit;  Reactivation of member's subscriptions;  Mobilization of Internal Resources.  Enabling working environment  Staff welfare policy</p>
5	Peace Building and Reconciliation.	<p>Native / Local Leaders Capacity Building;  Formation and training of Peace &amp; Reconciliation Committees;  Advocacy Campaigns for Peace &amp; Reconciliation;  Involvement of Women and Youth in Peace Process;  TOT for youth and women on Peace and Reconciliation;  Enhancing Women and Youth peace building Groups;  Establishment of Peace Building Centres;  Community Mobilization and Organization on Peace Building.  Utilization of local folklore for peace (local bands)</p>

## 4.3 Short and medium term priorities

#	Program	Short term priorities (Year 2018)	Medium term priorities (Years 2019-2022)
1	Livelihood, food Security, Environment and Natural Resources.	<ul style="list-style-type: none"> <li>▪ Training on Income Development Activities;</li> <li>▪ Formation of Village Saving and Loan Associations;</li> <li>▪ Training on value change;</li> <li>▪ Training on enhancement of Livelihood Opportunities;</li> <li>▪ General Food Distribution (GFD);</li> <li>▪ Livestock distribution;</li> <li>▪ Seeds Distribution;</li> <li>▪ Awareness raising on Natural Resources and bio-diversity protection and climate change;</li> <li>▪ Advocacy on environment-related issues;</li> <li>▪ Education and training on climate change.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Vocational Training;</li> <li>▪ Extension and Applied Research Training;</li> <li>▪ Livelihood improvement interventions for youth and Women;</li> <li>▪ Livelihood Opportunities Training for youth;</li> <li>▪ Awareness raising on Natural Resources and bio-diversity protection and climate change;</li> <li>▪ Advocacy on environment-related issues;</li> <li>▪ Education and training on climate change;</li> <li>▪ Reforestation campaigns;</li> <li>▪ Environmental Impact Assessment Training for stakeholders.</li> <li>▪ Advocacy campaigns on enforcement of environmental laws;</li> <li>▪ Training on Adoption of agricultural Rotation;</li> </ul>

2	Public Health, Water and Environmental Sanitation	<ul style="list-style-type: none"> <li>▪ Harmful Traditional Practices Awareness;</li> <li>▪ Awareness on HIV/AIDS &amp; other Sexual Diseases;</li> <li>▪ Water User Committees formation and Training;</li> <li>▪ Midwives Training;</li> <li>▪ Community Health Workers / Promoters Training</li> <li>▪ Maternal and Child Health Services.</li> <li>▪ Provision of medicines and Equipment.</li> <li>▪ Raising Awareness on family planning breast feeding.</li> <li>▪ Promotion for personal Hygiene</li> <li>▪ Awareness campaign on changing nutrition practices.</li> <li>▪ Victor control activities</li> <li>▪ General cleaning campaigns</li> <li>▪ Maternal and child Health</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of primary health care services;</li> <li>▪ Provision of water supplies (quality &amp; quantity).</li> <li>▪ Rehabilitation of water points and Improvement of Primary Health Care Services.</li> <li>▪ Promotion for personal Hygiene</li> <li>▪ Awareness campaign on changing nutrition practices.</li> <li>▪ Victor control activities</li> <li>▪ General cleaning campaigns;</li> <li>▪ Maternal and child Health.</li> <li>▪ Coffee counseling sessions</li> </ul>
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<p>3</p>	<p>Basic, Vocational and Adult Education and Building of Youth and Women Capacities</p>	<ul style="list-style-type: none"> <li>▪ Improve Education Environment.</li> <li>▪ Raise Awareness of Communities towards importance of Education</li> <li>▪ Teacher training on PSS</li> <li>▪ Formation and Training of PTAs</li> <li>▪ Promote School Health Practices</li> <li>▪ School Feeding Program</li> <li>▪ Support Adult Education Program</li> <li>▪ Use REFLECT education method for VSLA</li> <li>▪ Establishment and Rehabilitation of Schools</li> <li>▪ Literacy Classes Support</li> <li>▪ School Theatre for Life session to disseminate protection messages for children</li> <li>▪ School Text book Support and education kits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reflect Education Method for VSLA</li> <li>▪ School Health Practices Promotion</li> <li>▪ Teacher training on PSS</li> <li>▪ Improve the school environment</li> <li>▪ Improve the Literacy Classes system</li> <li>▪ Vocational training Centers and technical Schools</li> <li>▪ Strengthen the youth and women Participation in public services</li> <li>▪ Training of youth and women on leadership and decision making</li> <li>▪ Incorporating women in the local development mainstream.</li> <li>▪ Provision of psychosocial support for children</li> <li>▪ Peer education training</li> </ul>
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<p>4</p>	<p>Institutional Development and Building of partnerships and alliances.</p>	<ul style="list-style-type: none"> <li>▪ Enhancing/strengthening Financial System</li> <li>▪ Enhancing institutional Structures</li> <li>▪ Development of capacity building plan for staff</li> <li>▪ Participation in sectoral meetings and forums</li> <li>▪ Establishment of Fund Raising Unit</li> <li>▪ Creation of Website for the organization</li> <li>▪ Activate Website to present and document the organization activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reviewing and updating of strategic Plan;</li> <li>▪ Establishment of Fund Raising Unit;</li> <li>▪ Upgrading and activation of HR Manual;</li> <li>▪ Reactivation of member’s subscriptions;</li> <li>▪ Mobilization of Internal Resources.</li> <li>▪ Enforcement of Internal Rules and Regulations</li> <li>▪ Strengthening relation between the organization and concerned bodies</li> <li>▪ Establishment of a database Unit</li> <li>▪ Reactivation of procurement manual</li> </ul>
<p>5</p>	<p>Peace Building and Reconciliation</p>	<ul style="list-style-type: none"> <li>▪ Native/Local Leaders Capacity Building;</li> <li>▪ Formation and training of Peace &amp; Reconciliation Committees;</li> <li>▪ Advocacy Campaigns for Peace &amp; Reconciliation;</li> <li>▪ Community Mobilization and Social Organization on Peace Building.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establishment of Peace Building Centre.</li> <li>▪ Community Mobilization and social Organization on Peace Building.</li> <li>▪ Involvement of Women and Youth on Peace Process.</li> <li>▪ TOT for youth and women on Peace and Reconciliation.</li> <li>▪ Enhancing Women and Youth Groups in peace building.</li> </ul>

#	Program	Main activities planned	Targeted location	Estimated # of beneficiaries targeted	Estimated Type of beneficiaries targeted	Estimated Budget SDG
1	Livelihood, food Security and Environment, Natural Resource conservation, Migration and Building Resilience	<p>Provision of food processing equipment, 14 oil processing machines, 14 bakers, 14 flour mills</p> <p>Trainings of 1500 women on quality control in Food production and oil processing,</p> <p>Start-up materials/kits including packaging materials for at Least 120 women Association</p> <p>Improved vegetable seeds and tools to 120 women associations</p> <p>Improved groundnuts improved seeds to 120 women and farmers associations</p> <p>Agriculture Extension Package to 5000 farmers and producers</p> <p>-train of 5000 producers on business Management and access them to Micro credit Finance institutions</p> <p>-Provision of agricultural and livelihood production support to farmers and pastoralists,</p> <p>-Conducting multiplicity of environmental awareness and protection activities,</p> <p>-Provision of vocational and life skills trainings carried out for out of school youth, EVIs, women and men,</p> <p>-Construction and or rehabilitation of basic community service-giving infrastructures,</p> <p>-Respond to emergencies by delivering Emergency Non Food Items (NFIs) to vulnerable households affected by emergencies,</p> <p>-Strengthening and enhancing duty bearers capacity to deliver basic social services,</p> <p>-Strengthening capacities of national NGO partners in order to provide services to the population in the selected conflict affected communities</p> <p>-Establish network coverage all stakeholders, at national level and sub-national that for to support our partners process and start a dialogue on how the CSO initiative could add value to on-going efforts.</p> <p>-Strength the local institutions capacity for better networking and coordination to joint their efforts with the partner's process and climate change.</p>	<p>Khartoum, Darfur states, Kordofan, Blue and White Niles, Port Sudan</p>	<p>12000 (80% women)</p>	<p>IDPs, Refugees, resident commutes</p>	

	<p>-Raise awareness and encourage involvement of multi-stakeholders          -Establish a shared knowledge base and information between stakeholders          -Support climate change mitigation and program of adaptation          Support forest based livelihood protection          Encourage business sector and national private sector to involve and sponsor the activity our partners          Climate Change Orientation, raise awareness on climate change issues, more studies to be conducted          building knowledge in REDD+ and green in action          Environment protection- raise awareness on Environmental issues and natural resources management          -Market assessment, and trade trends studies study impact of conflict on livelihoods and trade          Migration and Livelihoods, smuggling and trafficking's – studies, training, support          adoption of alternative and renewable energy          increased capacity to adapt the livelihood strategies, health and nutrition practices that will enable them to better absorb weather related shocks and stresses          500 HHs and communities increase capacity to anticipate and cope with shocks and stresses;          500 HHs and communities begin the process of transforming gender dynamics for more equitable decision making at household and community level.</p>				
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2	Public Health, Water and Environmental Sanitation	<p>-Raise awareness on public health IYCF counselling, Maternal/ Neonatal health education, referral of obstetric emergencies and promote ANC through TBAs Antenatal care and postnatal care, treatment of acute malnutrition, delivery by skilled midwife at facility level Animal vaccination support to 10.000 heads small and big Formation and strengthen the capacity of VDAs and aligning them to the structure at locality level Help people with HIV and AIDS through trainings and support to Sudan National AIDS Programme (SNAP) Natural Regeneration of existing tree resources Establishing of 20 seeds bank Promotion of small ruminants' production Geophysical exploration, drilling, water testing and equipping of four boreholes and construction of Hand Dug Wells (HDWs) Construction of 1000 institutional latrines Capacity building for 1000 community health volunteers Design 'bridging' hygiene activities based on barrier analysis -Health systems and communities in targeted localities have strengthened capacities and deliver integrated high-impact health and nutrition services. More severely malnourished children receive quality treatment with integrated water, sanitation and hygiene (WASH) and infant and young child feeding services. Mothers and other caregivers in targeted localities have improved skills and knowledge on key family practices Construction of 12 hand pumps and prepare maintenance of other 12 hand pumps Water harvest and water management construction of 3 bore halls</p>	Darfur states, Kordofan, Blue and White Niles, Port Sudan	10,000 people (80% of them women)	IDPs, Refugees, resident communities	
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3	Basic, Vocational and Adult Education and Building of Youth and Women Capacities	Train 500 youth and women on basic vocational training for labor, entrepreneur, and business development Start-up packages for 500 youth and women Train and build capacities of 500 women on food processing and hand-crafts, Illiteracy education for educating 1500 women	Darfur states, Kordofan, Blue and White Niles, Port Sudan		IDPs, Refugees, resident commutes
4	Institutional Development, partnerships and alliances	Develop of Fund raising process Develop of management structure Building capacity of staff in financial management, project management and project writing, M& E, communication, disaster risk reduction, Building strong alliance with all partners local, regional and at national state and also create strong network for knowledge exchange in different field Develop mechanism for communication with donors	Khartoum, Darfour		HQ staff Branches staff I/NGOs UN agencies Line ministries Localities Donors
5	Peace Building and Reconciliation	Establish 6 Peace Justice and Reconciliations Centers (PJRC) Establish six (6) women's networks, groups or associations per Centre to support the functioning of the PJRCs through participation in PJRC activities. Facilitate women's networks, groups or associations per centre to undertake community level reconciliation and conflict resolution activities including workshops and dissemination of peace messages Train 1200 Women on peace building and peaceful coexistence Conduct 40 community Peace dialogue forums through drama role play, music to encourage women empowerment and participation in peace building Provided support to the 6 native administrative and women group to conduct mediation reconciliation and training session women enhance to effectively engage in peace talking -Conflict resolution: Representative and leadership of women -Women economically to be empowered -improved access to productive, time saving, and climate resilient assets. Tools and technology	Darfur states, Kordofan, Blue and White Niles, Port Sudan	2200 (80% women)	IDPs, Refugees, resident commutes

