



**STRATEGIC PLAN
2020-2024**

1. Introduction

It has become a tradition for SOS Sahel Sudan to follow a pattern of a-5-year strategy, since its foundation in 2010. The first strategy run through (2010- Dec 2014) and the second strategy run through (2015 – Dec 2019). So, this report deals with the third strategy which implies that:

- Commitment to implementing programs and projects through strategies is still continuous.
- This third strategy (2020 - 2024), is going to build on two previous ones (2010 - 2014) and (2015 - 2019).
- Determination of these three reports is very essential for accommodations of knowledge for the future strategies.

2. The Strategic Planning Process

The previous five-year strategic plan for SOS Sahel Sudan covered the period up to 31 December 2019. Therefore, the Executive Committee has decided to develop a new five-year strategic plan to be ready for implementation as from January 2020. The process was developed and agreed upon with the SOS Sahel Sudan senior management team, and guided by Terms of Reference. The ToR were developed for external facilitation of the strategic planning process, and to ensure adherence to SOS Sahel Sudan's values: participatory and cross-learning and to approaches that recognise the important role of communities in SOS Sahel programming process and on decisions affecting their lives; fostering of effective partnerships with other actors; and knowledge production and sharing.

The strategic planning process included the following tasks, to assure a participatory process and ownership of the strategic planning process and final plan by SOS Sahel and its target communities and stakeholders:

- Widening the process of consultation by including all the concerned national and foreign partners, both groups responded positively to the questions of the questionnaire,
- Conducting SWOT analysis exercise in the Headquarters as well as in the five visited states, also four members of the SOS Sahel Executive Committee have responded to this exercise,
- Beneficiaries in the visited states have reflected their views and expectations about the future work with SOS Sahel Sudan, and
- Finally the result-based approach has been used in designing the way forward matrix.

The process was well informed by knowledge and data available from different sources on the Sudanese context. There was also rich information and knowledge held by SOS Sahel Sudan regarding its areas of program operation.

It is worth mentioning that this third strategy has been prepared under a quite favoring atmosphere. This is due to December 2018 Revolution that gives people hope in changing their lives to the better.

It is quite hopeful that the expected work plan is going to transform this theoretical exercise into a realistic and full of hope programs and projects.

2.1 Methodology

The methodology followed consists of five steps. The first step has concentrated on literature review with special consideration to the previous strategy (2015 - 2019), and designing questionnaires that relate to the different stakeholders. The second step has dealt with discussions with some members of the executive committee, and senior staff members of SOS Sahel Sudan and conducting SWOT analysis as well. The third step has included visits to some donor partners who have contributed to the implementation of the previous strategy (2015 - 2019). The fourth step has been directed towards field visits, where discussions with beneficiaries and staff have been held and conducted SWOT analysis exercise with field staff. The fifth step has consisted of drafting the report and holding a-2- days workshop for the validation of the report.

3. External Environment

The strategic planning process included analysis of the Sudanese context and in particular of the regions where SOS Sahel Sudan has been operational over the previous period. This was to better understand the contextual realities and trends and to help identify the issues, challenges, and opportunities facing the targeted groups within the country and to determine what SOS Sahel Sudan could potentially do to respond to these challenges.

This external context analysis established on the key issues of conflict, vulnerability, and poverty drivers that facing poor and disadvantaged groups in Sudan.

The analysis has concluded that the most vulnerable and most disadvantaged are the rural people in conflict areas. Besides insecurity, they suffer more from destruction of livelihood systems, difficult access to and use of - natural resources as well as hazards related to climate change. Women and youth are the most powerless and have limited ability to participate in society's affairs. The traditional power is dominated by men and by powerful

politicized local leaders. Such power relationships are expected to be durable, hence contributing to ongoing processes of marginalization, inequality and injustice. This implies an evident need to help address the challenges and vulnerabilities that keep people disadvantaged and poor.

3.1 Sudan country context

Sudan is the third largest country in Africa; it comes after Algeria and Democratic republic of Congo. Its total area amount is 1,861,484 square kilometers. It extends from Lat. (8° 37' 25") to (23° 11' 09") North and Long. (21° 41' 02") to (38° 35' 51") East. Sudan lies within the tropics, and according to Harrison and Jackson (1958) it is generally divided into three ecological zones including desert, semi-desert and low – rainfall woodland Savannah. This diversification of ecological zones has shaped the livelihoods of the rural people of Sudan from nomadic to fully sedentary communities.. According to Central Bureau of Statistics (CBS) population census in (2008), the total population of Sudan is (30,849,000) inhabitants with high increasing rate where two thirds of whom are living in rural areas. Rural people of Sudan depend on agro-pastoral production and forests resources for sustaining their livelihood systems. Despite it is one of the rich countries with regard to natural resource, Sudan is classified as one of the poorest countries, where Gross Domestic Product (GDP), amounted to 40.85 billion US dollars in 2018, representing 0.07 percent of the world economy. GDP per capita for the same year was 1855.60 US dollars, and GDP per capita ppp equaled 4435.6 US dollars, for UN poverty index Sudan has occupied the 168th position out of 196 countries that belong to the United Nations System. (Trading Economics on line - 2019)The population projection for this year (Aug. 2019), amounts to 42,594,494 and this is equivalent to 0.55% of the total world population. Poor polices, mismanagement and corruption are the main reasons behind such miserable situation.

Poverty is mainly attributed to structural factors accompanied by desertification, land degradation and recurrent waves of drought. Moreover, conflicts in Darfur, South Kordofan and the Blue Nile states have worsen the situation and pushed thousands of people out of their homes and caused massive IDPs. Sudan has adopted the federal system that composed of three levels of power and authority including federal government, States, and Localities. It is divided into eighteen states and each state consists of a number of localities. This division of power was expected to reduce disparity in regional development, but unfortunately, there is no significant effect on the development of rural areas.

It is expected that December's 2018 Revolution would lead to a real paradigm shift in Sudan's socio-economic and political aspects. It is believed that the Sudanese people are quite hopeful that Civil Society Organizations (CSOs), and National and International NGOs

are going to operate under more freely and healthy atmosphere. The new situation shall create favoring conditions for NGOs to expand its outreach and interventions among those who are in a real need for the services of SOS Sahel Sudan Organization and its partners particularly

3.2 Current Situation *(From humanitarian and food security point of view)*

Sudan development and humanitarian interventions are hindered by inter and intra-community conflicts and political wars that resulted in a serious political instability. Deterioration in the political and economic situation in Sudan would have a significant impact throughout the Horn of Africa and the north of Africa,. Over a third of the population (14.6m people) are living below the global poverty line, and most of the people particularly in rural Sudan, do not have access to basic services mainly water supply. Over 7 million people are in need of humanitarian assistance. Communities are highly vulnerable to disasters that emanate from conflict, drought and climate shocks, lacking coping strategies to deal with unforeseen natural and man-made hazards. . Due to public policies in the agricultural sector, as well as due to prolonged conflict, climate change (erosion, desertification, drought and floods), many of Sudan's people are at risk of food insecurity, especially in rural areas. The Sudanese economy is not able to generate sufficient jobs to meet the ambitions of young people who seek finding productive livelihood opportunities. The miserable economic situation has resulted in escalation of conflicts and war as young people are considered the main source of conflicts. As well, t frustrations have encouraged emigration and thereby the emergence of human trafficking as young people has been forced to search for better life outside. Sudan is ranked number sixth in Global Slavery Index, with an estimated 454,700 people living in modern slavery. An estimated 5.8 million people (14% of the total population) are experiencing Crisis or worse levels of food insecurity (IPC Phase 3 and above) and are in need urgent action. This figure is the highest on record since the introduction of the IPC analysis in Sudan. Around 1 million individuals are facing Emergency levels of acute food insecurity (IPC Phase 4) and around 4.8 million individuals are in Crisis (IPC Phase 3), while nearly 11.8 million are estimated to be in Stress Phase (IPC Phase2).

Overall, 162 localities from 17 states have been classified out of the 18 Sudan States.

The continued shortage of hard currency and the rapid depreciation of the Sudanese Pound (SDG) have significantly reduced the ability of both the private sector and the government to import required amounts of essential food and non-food items. The official exchange rate remains 45 SDG/USD, and while it has weakened from 58 SDG/USD in January to 63-68 SDG/USD in August. By August 2019, wheat flour and other imported food items and fuel shortages persist across the country, the latter of which is driving up the cost of transportation to more than double that of last year. Shortages of fuel, wheat, and wheat

flour also persist. Combined with currency depreciation, these shortages are driving high food prices. According to the Sudan Central Bureau of Statistics, the national inflation rate increased from 48% in June 2019 to 52% in July 2019, while reaching 54% in rural areas. SCBS attributes this to increases in prices of basic food items such as cereals, pulses, and meat. Limited livelihoods source coupled with extremely high inflation, lack of cash liquidity, high prices and scarcity of bread and fuel, indicate economic decline (DFID July 2019, OCHA, August 2019). However, it is anticipated that the new change in Sudan and the transitional government will be able to regenerate useful relations with international community, uplift Sudan from the list of terrorism, solve the problem of the economic sanction and end-up the problem of cash flow in local banks. These new changes would be significant to positively contribute in solving the problem of economic hardship and pave the way for international donors, UN agencies and INGOs to adopt more projects with its national partners from NGOs mainly SOS Sahel Sudan.

4. Internal context

4.1 Human Resources

Human resource is stepping stone for successful business and productive thriving workforce. This requires dealing with staff members as assets and talented workforce to be used strategically to add a real value to the performance of SOS Sahel Sudan. The headquarters' office of SOS Sahel Sudan in Khartoum consists of 17 persons. Among this permanent staff there are only four females. The Executive Director and four technical staff members represent the high level of SOS Sahel Sudan management. The administration section is comprised of an operation manager, human resource manager, two logistic officers and one receptionist. The finance section consists of finance manager, senior accountant and finance officer. Also there are two drivers and two guards. Moreover, there are three people working on temporary basis, one male as information technology adviser and two females as office cleaners. The size of the staff seems quite reasonable compared to the workload. The post of a monitoring and evaluation officer is missing. It seems too hard to imagine implementing the proposed strategy (2020 - 2024) without having an M&E officer. This can be done without doing any harm to the current budget. The suggestion in this respect is to create this post by designating one of the two logistic officers to do the job after receiving some necessary training. Moreover there is above 50 project based field staff located in different states. Information about the names, title of posts and qualifications of the staff are found in appendix 3.

4.2 Assets and Equipment

During the last five years the organization has succeeded to provide its own office building in Khartoum city besides owning an office building in Red Sea State. The Executive Director and his staff, and the Chairperson and members of the Executive Committee members should be highly commended for this remarkable achievement. In addition, there are 20 vehicles owned by SOS Sahel Sudan. SOS Sahel Sudan offices in headquarter and field in Darfur, Kordofan, East Sudan and White Nile are well- equipped and ready to facilitate projects implementation.

4.3 Financial Resources

The organization's budget has grown from two million Sudanese pounds in 2010 to hundred million Sudanese pounds in the current year 2019. Despite of the huge change in rate of exchange for the local currency under conditions of inflation and economic deterioration over the last couple of years, this can be seen as a remarkable increase in the annual budget, which constitutes a real challenge for the organization to keep this growth on the move. The activities have covered seven states, and these activities consist of livelihoods, capacity strengthening, community-based conflict reduction, sustainable integrated water resource management, enhancing community resilience, and WASH project. Appendix (5), gives details about the current year budget (2019) sources of donation and its distribution by state.

4.4 Views and Expectations of Stakeholders

All those who have something to do with SOS Sahel Sudan, are considered stakeholders. The survey conducted by the consultant has led to the identification of six groups of stakeholders that can be illustrated as follows:

➤ Executive Committee Members

The SOS Sahel Sudan Executive Committee consists of fifteen members, and the plan had been to meet with six members, but during the survey only four members were found available. Three questions were put for discussion as follows:

- What do you say about the performance of SOS Sahel Sudan during the previous strategy period (2015 - 2019)?
- What are your suggestions to the new strategy (2020 - 2024)?
- In relation to the current political changes in Sudan, does the mission of SOS Sahel Sudan, still valid?

Their responses can be summarized as follows:

- The performance against the previous strategic plan was satisfactory.
- The new strategy should involve all stakeholders at both headquarters and states levels.
- The new strategy should pay attention to the sustainable development goals (SDGs).

- The mission is alright, but it needs rephrasing by adding the word “enjoy”, so it can be read as “SOS Sahel Sudan supports women and men in Sudan to realize their potentials, and enjoy their rights, and secured livelihoods”.

➤ **The Senior Staff Members**

A very fruitful brainstorming session was held with SOS Sahel Sudan senior staff at Khartoum level and the discussion has concentrated around what has been achieved in the last four years? And what do you want to see in the third strategic plan?

The outcome from this discussion can be shown as follows:

- The program has extended geographically; two offices have been opened in Kassala, and White Nile States.
- SOS Sahel Sudan has joined three consortium programs funded by DFID, EU and SIDA.
- A breakthrough has been achieved in the area of human resources capacity building where around 80% of the staff been trained.
- The budget has increased from 20 million SDG to 100 million SDG, and the performance of the staff has improved.
- The answer for the second question has been included in the layout of the objectives of the strategy.

➤ **Field Staff Members**

The consultant team has visited five states where discussions were held with the field staff, government partners and some of the beneficiaries.

For the field staff, the discussions concentrated around the available opportunities for supporting their work in the field, and their suggestions for the third strategy.

Their responses can be summarized as follows:

- The Red Sea represents a huge reviewable resource, the state is characterized by two rainy seasons in winter and summer that encourage diversification of agriculture crops, and communities in need of SOS Sahel services are scattered in a quite big rural areas.
- The local government staff members are very cooperative and hosted the development committee in their building,
- The development committee members are working in harmony with SOS Sahel staff.
- At the South Kordofan state, government departments support SOS Sahel work in the field of natural resources management.
- Some donors are interested in SOS Sahel mandate.
- Generally, the trend at the global level is towards supporting natural resources management and climate change issues.
- Supporting policies from local government partners,
- High acceptance of communities to SOS Sahel interventions,
- SOS Sahel's work has been described by government partners and communities as remarkable,

Suggestions for the new strategy as follow:

- The new strategy should continue supporting the small producers and empowerment of women
- More localities should be included in future programs.
- Continue development of staff capacities,
- Involvement of pastoralists in NRM, programs
- Minimizing of managerial cost,
- Creation of permanent jobs, and
- Organization of annual staff meetings.
- Interventions should include support to health centers,
- Focus on peace building and conflict resolution projects,
- Focus fundraising on institutional donors such as European Union (EU),
- Develop core staff budget.
- Develop integrated project activities approach,
- Rely on high caliber technical staff and to be well paid,
- Improve working environment.

➤ **The SOS Sahel Program Beneficiaries**

Discussions with SOS Sahel program beneficiaries was around what do you say about the type of services that SOS Sahel delivers to you or to your community? And what are your suggestions for future SOS Sahel interventions in your area?

The beneficiaries' responses to the questions can be summarized as follow:

- Communities satisfaction to SOS Sahel interventions,
- In Red Sea, training some of Fishery youth on boat maintenance would enhance the sustainability of their work,
- Walkie – talkie devices and others that secure the safety of the fishermen, should be made available for the fishermen,
- Exchange visits should be allowed in order to enhance the skills and experiences of associations leaders, and members, and
- Marketing mechanism should be created so as to support the foot – fishermen in selling their catch at reasonable prices.
- In North Kordofan beneficiaries suggested extension of the project to cover more beneficiaries.
- In South Kordofan beneficiaries suggested construction of a new water yards,
- Extension and awareness raising campaigns on sustainable forestry management,
- Rehabilitation of gum Arabic belt, and
- Introduce more livelihood projects in order to reduce poverty.

Government technical partners at the States level

The following questions were discussed with them.

- What are the opportunities in this state that can support any future work of SOS Sahel Sudan?
- What do you say about the work of SOS Sahel Sudan in this state?
- What do you suggest to be included in the new strategy?

Their answers can be shown as follows:

- The people of the Red Sea State are at the centre of the ministry's thinking, and this can be regarded as an opportunity for SOS Sahel Sudan.
- Regardless of the size of support, the work of SOS Sahel Sudan is in harmony with the ministry's plans.
- Nothing could threaten the work of SOS Sahel Sudan in Red Sea State.
- The new strategy should support community self-reliance, and this can be achieved through involving communities, the ministry and SOS Sahel Sudan in paying an agreed upon financial shares.
- The work of SOS Sahel Sudan among fishermen should be highly commended, and it should involve women in making and amending fishing nets,
- Supplying the marine department with some devices such as fish finder, fish aggregating devices and GPS.
- Adopting water tariff rates in order to secure funds for achieving sustainable use and management of water resources.
- Development of an integrated approach in addressing the question of natural resources management.
- Initiation of a land use map that can serve as prerequisite for any future intervention in the South Kordofan State,
- Replication of success stories in other localities, and expand horizontally to include more vulnerable localities.
- More constructions of dams and reservoirs, and application of water treatment techniques in all water projects.
- Supporting the vulnerable communities with means of production such as poultry and goats,
- Introduction of fishery production in West Kordofan.

Donor Partners

During the period of the second strategy (2015 - 2019), Eight honorable donor partners have been and still working with SOS Sahel Sudan. These are EU, Norwegian Embassy, UNEP, UNDP, CAFOD, Concern, NCA, and ZOA.

The consultant visited the four INGO partners in their offices and discussed the following questions with them:

- What do you say about your working relationship with SOS Sahel Sudan?
- In reviewing reports from SOS Sahel Sudan, what would you say?
- How do you view the future cooperation between your organization and SOS Sahel Sudan?
- Have you any more additional comments that would help in laying out a more realistic strategy?

The discussion with the country teams of the INGO partners was very useful and can be summarized as follows:

- Relationship with SOS Sahel Sudan, can be described as very good, it is a national NGO, with international features, and has real presence on the ground, it is an strategic partner,
- Reporting is good and on time but we would like to see more analysis in the reports.
- We would continue supporting SOS Sahel Sudan and try to venture for big donors.
- We would like to see some issues like ecology, environment, and climate change, to be included in the new strategy.
- Implementation of WASH program is above satisfaction, SOS Sahel Sudan, is number one compared to our other partners,
- What is happening at present on the Sudanese political scene would lead to more opportunities for civil society organizations in general, and
- More flexibility is needed, and women, youth, climate resilience, desertification, hygiene and water supply should be considered in the new strategy.
- SOS Sahel Sudan staff in the field is from the local area and this is very encouraging, we would like to see more female in a leading position,
- Nutrition and community health and peace building should be included in the WASH program, and this will give a big opportunity for funding,
- Coordination, monitoring and evaluation need more attention,
- It would better to assign certain person to specific activity.
- SOS Sahel Sudan, should develop a fundraising strategy at the domestic level and seek social responsibility fund that some companies offer.
- Develop guidelines for NRM,

- Publicity and documentation should be given the attention they deserve.

4.5 SWOT Analysis

Table (1): SWOT Analysis at the Headquarters Level

Headquarters level	Strengths	Weaknesses	Opportunities	Threats
1- Executive Committee members	<ul style="list-style-type: none"> - Effective governing & executive bodies, - good relationship with partners, - Deep knowledge about the national context. - National qualified staff, and - Reasonable assets. 	<ul style="list-style-type: none"> - there is no follow up strategy to cope with market changes to make salaries competitor, and - The expanding and shrinking of geographical coverage should be built on studies. 	<ul style="list-style-type: none"> - Some donors are interested in SOS Sahel work. - The support of SOS Sahel international UK, and the current political changes that are taking place in the country. 	<ul style="list-style-type: none"> - The counter revolution. - Climate change consequences, and - Lack of a national strategy for enforcing the national currency, and improving production.
2- The High Management level	<ul style="list-style-type: none"> - Qualified cadres, - Effective and efficient management structure, - Good relationships with all partners. - Good working environment, and - The governing body and executive body are working in harmony. 	<ul style="list-style-type: none"> - a relatively high turnover of technical staff ,. - Weak documentation and publicity, - Lack of fund raising strategy, - Fully dependent on external funding, and - Weak monitoring and evaluation systems. 	<ul style="list-style-type: none"> - High demand for SOS Sahel Sudan services, - The new policy of HAC, - The environment created by December Revolution is in favor of building new partnerships and alliances, - According to the political changes more donors are expected to get interested in helping national NGOs. 	<ul style="list-style-type: none"> - instability of financial policies, - inflation, - insecurity and conflicts, and - shortage of external donation.

Source: Two separate sessions, attended by four members of EC and the other attended by the ED and his senior staff.

The SWOT Analysis at the states level

The following matrix shows the outcome from the SWOT analysis exercise conducted with SOS Sahel Staff members in five states.

Table (2): SWOT Analysis at the state level

State	Strengths	Weaknesses	Opportunities	Threats
1\ North Kordofan	<ul style="list-style-type: none"> - Qualified staff, - Team spirit, - Having strategic plan, and - Being a national NGO. 	<ul style="list-style-type: none"> - Week follow up from supervisors, - Limited visits from supervisor to the field - Low salaries, and - Lack of budget for vehicle 	<ul style="list-style-type: none"> - global trends are towards supporting NRM, and climate change issues, - Some donors are interested in SOS Sahel Sudan mandate, -The new political will, 	<ul style="list-style-type: none"> - Consequences of climate change, - Lack of land use map threatens the efforts of managing natural resources, - High inflation rate,

		<p>maintenance,</p> <ul style="list-style-type: none"> - No plan for substitutions or replacement of old vehicles. 	<ul style="list-style-type: none"> - Some government departments supports work on NRM, and - HAC has become more flexible in giving permits and other required procedures. 	<ul style="list-style-type: none"> - Horizontal expansion of agricultural projects at the expense of range land, and - Poor application of NRM policy and laws.
2\ South Kordofan	<ul style="list-style-type: none"> - Team spirit - Strong relations with partners, - Trust and good relations with communities, and - High efficiency of the staff. 	<ul style="list-style-type: none"> - Weak procurement policy, - Inadequate training programs, - Weak salaries and incentives, - Short-term projects, and - Working environment needs to be improved. 	<ul style="list-style-type: none"> - Support policies of the local government partners, - High acceptance of communities to our work, - High need for SSSO activities, and - SSSO, is the best among other competitors. 	<ul style="list-style-type: none"> - information and fuel shortages, - tribal conflicts, and the locality borders areas where the armed movements are operating, and - The environmental factors.
3\ West Kordofan	<ul style="list-style-type: none"> - Well- trained technical staff, - Adopting multidisciplinary approach. - Well established office and assets, and - Good reputation. 	<ul style="list-style-type: none"> - Weak procurement system, - Limited training opportunities. - Weak and not attractive salaries, - Lack of M&E systems, and - Weak internal communication. 	<ul style="list-style-type: none"> - Continuous support from rout partners, - High positive response from beneficiaries, - Security situation has improved, and - High need for SSSO activities, and 	<ul style="list-style-type: none"> - Information and scarcity of cash - Lack of fund raising strategy, and - Environmental factors.
4\ White Nile	<ul style="list-style-type: none"> - Trained staff, - Well established office - Good financial system 	<ul style="list-style-type: none"> - Lack of job security, - Shortage in some equipment, and - Weak M&E system 	<ul style="list-style-type: none"> - Some donors are interested in our work, and - Merging emergency intervention with development intervention, 	<ul style="list-style-type: none"> - inflation and scarcity of cash money, - complexity in obtaining permits, and - Some refugee camps are not secure .
5\ Red Sea - Haiya office	<ul style="list-style-type: none"> - Good relations with partners, - Experienced and qualified staff, - Full cooperation between the with relevant government bodies, and - Diversified staff (5 males & 3 females) 	<ul style="list-style-type: none"> - The project is too large, - Lack of job description, - Poor communication between the headquarters and field staff, and - No adequate training for the staff. 	<ul style="list-style-type: none"> - The new political change will attract more funds for NGOs, - There is chance for extending the fishery work along the whole coastal area (750 km), - cooperation with the Planning and International Cooperation Department will open a new avenue for enhancing the State's information system, and - Positive understanding of locality to our work. 	<ul style="list-style-type: none"> - political instability, and - Inflation rate and scarcity of cash.
- Port Sudan Office	<ul style="list-style-type: none"> - Qualified staff from both sexes, - Team spirit, - Good relationship with partners, and - Having good knowledge about the context of the state. 	<ul style="list-style-type: none"> - Limited geographical coverage. 	<ul style="list-style-type: none"> - The Red Sea with its huge marine resources, - The state enjoys two rainy seasons (winter and summer) for diversification of agricultural crops, - Rural area are in need for our service, and - Presence of large wealth of animal resources. 	<ul style="list-style-type: none"> - Political instability

Source: exercise facilitated by the consultant in the five states.

Reflections on SWOT Analysis findings

At the headquarters level there are some points that have to be seriously considered. These points refer to weaknesses under the internal environment of SOS Sahel Sudan and threats that belong to the external environment. The concentration on the harmful side of the exercise is meant to facilitate the implementation process and enables it to achieve its desired results.

The EC members have referred to the failure of not matching salaries of the staff with the changing markets, while the high management staff has referred to the turnover of staff. A concrete and fair solution should be arrived at, in order to secure and sustain the level of success and reputation that SOS Sahel Sudan, has attained.

On the threats side of the exercise both entities have worries about the financial policies and strategies. The climate change cannot be regarded as threat but climate variability can have its negative impact on agriculture and rangeland as well. The shortage or shrinkage of external donation should be an element that motivates SOS Sahel Sudan to think seriously about domestic fundraising.

At the states level where the implementation process of the expected work plan will take place, concentration has been on the weaknesses. This is because treating such weaknesses will definitely lead to creating a favorable atmosphere for achieving the desired results as planned.

This treatment will take the form of recommendations as follows.

- Field visits should be scheduled according to the work plan,
- The question of salaries should be settled with the Executive Committee,
- Projects budgets should include an item that deals with vehicle maintenance.
- Procurement system should be improved,
- More training opportunities should be available for those who work in the field.
- M&E systems should be in place and or activated.
- Internal communication should be strengthened.
- Mechanism for job security should be thought of,
- The size of any project must be compatible with the available resources in order to achieve efficient and effective outcome,
- Job description for each staff member must be in place,
- Good communication between HQ and field staff should be developed,

4.6 Evaluating the Organization's Capabilities

Human resources, financial resources, and material resources represent the main pillars for the implementation of any work plan. To make full use of these essential resources the following points should be given the attention they deserve:

- 1) Gaps and weaknesses in human resources should be identified in order to design a realistic capacity building program, and put the right person in the right place.
- 2) Develop strategies for having core staff,

- 3) Develop donors' map through data collection about those operating inside the country, and those who are operating abroad and having something to do with SOS Sahel Sudan's mandate,
- 4) Design and activate a fund raising strategy, and
- 5) Overhaul of vehicles should be scheduled on a yearly basis.

4.7 Management Issues

Good management is essential for any organization to be described as successful. It is quite obvious that the ED and the senior staff members are keen to keep SOS Sahel Sudan on top, and taking the lead wherever it goes. Accordingly, the following issues should be highly considered:

- 1) Setting up a monitoring and evaluation unit,
- 2) Update and activate job description templates,
- 3) Design a unified format for monthly reports, and
- 4) Designate one of the staff to supervise the process of documentation.

5 SOS Sahel Sudan Strategic Plan 2015-2019

The strategic mandate of SOS Sahel Sudan is to find meaningful interventions to reduce the poverty of marginalized groups in dry land areas of Sudan. SOS Sahel Sudan has adopted innovative ways to secure the rights of marginalized groups, to draw attention to poverty, and to strengthen the quality of development policy and practice via encouraging collaboration and participation of all stakeholders in sustainable solutions.

SOS Sahel Sudan has worked to address the drivers of vulnerability, particularly conflict, and poverty as the main drivers that make life difficult for the poor and disadvantaged women and men in rural areas. This has been a good point of entry for identifying and addressing those who are in need for support.

Pulling together the different aspects of the above drivers of vulnerability, the strategic plan for SOS Sahel Sudan for 2015-2019 summarised the organisation's work as follows:

Strategic directions

1. Engaging and empowering rural communities to launch evidence-based lobbying and to advocate for good environmental governance.
2. Working with smallholders towards equitable access, control, use and self-management of natural resources and livelihood assets.
3. Capacity support and engagement with state and non-state actors at all levels.

4. Maintain adequate capacity to response to humanitarian action within a sustainable development approach.

Strategic / change objectives

- i. Sound and sustainable environmental governance prevails in the fragile zones of SOS Sahel Sudan's targeted communities.
- ii. People enjoy equitable access to, control of, and use of natural resources and sustainable and decent livelihood systems.
- iii. Resilience is improved and long term and viable response systems for humanitarian and emergency situations are functioning and contributing to local and global efforts towards fragility and vulnerability reduction.
- iv. Local actors are enabled by knowledge, capacity, skills, and tactics to influence policies and practices that affect their lives and well-being.

Program priorities

1. Focus on Natural Resource Management issues and environmental good governance.
2. Prevention, management and response to conflicts and local social tensions.
3. Enhance the resilience of pastoralists and farmers to hazardous situations of climate change and other natural and man-made hazards.
4. Advocate with local people and others in alliances and networks for legal and policy reforms and programs for land and water management.
5. Improvement of the asset base, reduction of poverty and improvement of livelihoods of rural people, particularly small producers, pastoralists and farmers.
6. Mainstream and strengthen the capacity of people with special consideration to women and youth to effectively engage and influence on issues related to their lives and livelihoods.
7. Set a replicable model for the effective and sustainable transformation of an INGO into a national NGO.

Approaches and ways of working

1. Concrete grounding in the 'M&Ms' model: approaches should be Manageable, Measurable, and Motivational.

2. Adherence to participatory and cross-learning and to approaches that recognize the important role of communities in decision-making, implementation, monitoring and evaluation and ownership of SOS Sahel Sudan's interventions.
3. Fostering of genuine and effective partnership with other actors at different levels.
4. Knowledge creation, knowledge management, use and sharing for the benefit of men and women in Sudan.

6. The Way Forward

It is quite fortunate for this third strategy to be born in a completely different and favorable political atmosphere. The December 2018 Revolution, with its slogan that calls for freedom, peace and justice, has created a real hope and a high optimism towards a promising future. The following sub-titles show the final shape of the strategic direction towards the way forward.

6.1 Destination and Reason for Being

Vision:

The vision is kept as it is, because it is a dream. ***“Peace and prosperity for all in Sudan”***

Mission:

The mission refers to the reason of being has witnessed some rephrasing, so it can read as follows:

“SOS Sahel Sudan supports women and men in Sudan to realize their potentials, enjoy their rights, sustainable livelihoods and balanced eco- systems.”

The Values

Values or principles constitute a system of moral ethics or rules of behavior that bind the staff of SOS Sahel Sudan with each other, and also bind the organization with its different partners and stakeholders. The workshop agreed upon the fourteen values of the second strategy and has added eleven values to conclude with 25th values as follow:

<ol style="list-style-type: none"> 1. Non-partisan 2. Non-profit 3. Rights-based 4. People-centred 5. Model of good practice 6. Motivational 7. Creative 8. Accountable 9. Transparent 10. Efficient 11. Effective 12. Results-oriented 13. Tolerant and respectful of diversity 	<ol style="list-style-type: none"> 14. Gender, environment, and conflict sensitive 15. Honesty 16. Integrity 17. Responsibility 18. Nondiscrimination 19. Dignity 20. people – targeted 21. climate sensitive 22. Innovation 23. Commitment 24. Loyalty and 25. Respect.
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6.2 Priority Areas of Work

The ranking of these priority areas of work has been made by the validation work. It is quite obvious that much emphasis has been put on capacity building, and that is a real start towards a successful achievement of other duties. One thing which is not quite clear is the institutional capacity building of the Executive Committee members.

The above mentioned ranking can be shown in the following points:

- 1) Institutional capacity building for staff and executive committee members.
- 2) Capacity building of communities,
- 3) Poverty reduction,
- 4) Sustainable natural resources management.
- 5) Encourage and support the establishment of community-based organizations, and
- 6) Contribute to the achievement of sustainable development goals. (SDGs).

6.3 Strategic Choices

SOS Sahel Sudan has determined three main strategic choices, which are expected to guide and motivate the implementation of the expected work plan.

These strategic choices can be shown as follows:

- 1) Intensive support for SOS Sahel Sudan’s beneficiaries, and set replicable examples,
- 2) Treat the symptoms and address the causes, and
- 3) Concentrate and focus on the current geographical coverage.

6.4 The Strategic Goals and Objectives of the Third Strategy

After a thorough discussion, the participants of the 2- day workshop (Appendix 6), have agreed to address the strategic goals and objectives of the third strategy (2020 - 2024) of SOS Sahel Sudan. They described these goals and objectives as comprehensive and need a longer period of time to cover a significant percentage of beneficiaries.

- 1) Sound and sustainable environmental governance prevail among the targeted communities where SOS Sahel operates
- 2) Targeted communities enjoy equitable access, use and sustainable management of Natural Resources,
- 3) To improve resilience and sustainable and decent livelihood systems for the targeted communities
- 4) to strengthen capacities of community structures to influence policies and practices that affect their live
- 5) To build capacities and skills to respond to emergencies in SOS Sahel targeted areas

Table (4): The Way Forward (2020 - 2024)

Output	Strategic Objectives	Strategic Goals	Risks
- Vegetation Cover increased, - Soil conservation characteristics improved, - Control over natural resources improved by 75%, - A number of NRM committees have been trained, - Information and knowledge sharing systems improved, and - NRM policies are developed.	1- Sound and sustainable environmental governance prevail among the targeted communities where SOS Sahel Sudan operates	To contribute to the well-being of rural commenting of the country level by having a sustainable environmental governance and contribute as well to poverty reduction	Tribal conflicts over natural resources.
- Conflict over NR decreased, - NRM mechanisms introduced, - NRs locally managed	2- Targeted communities enjoy equitable access, use and sustainable management of Natural Resources,		Lack of enforcement of policies and recognition of customary law
- Livelihood improved - production improved by 20%	3-To improve resilience and sustainable and decent livelihood systems for the targeted communities		
- favored policies issued - Capacities of local communities promoted by 40 % -Problems are reduced - Coping mechanisms are adopted.	4- To strengthen capacities of community structures to enable them influence policies and practices that affect the lives of their communities	To contribute to the current advocacy and lobbying at the country level in order to allow people to gain their rights and improve	- Climate change (floods.),and - Change in government policy that

		their livelihood and attain their aspired well- being.	does not favour the poor.
<ul style="list-style-type: none"> - Early warning system adopted - Response to emergency project proposals improved. - technical capacities improved 	5- To build capacities and skills of SOS Sahel and its partners to respond to emergencies in SOS Sahel targeted areas		Lack of financial resources.

