



Support Trust for Africa Development (STAD)

STRATEGIC PLAN 2020-2024



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Introduction

This strategic plan serves to provide an overview of STAD, her vision, mission, values, and the niche of STAD. It details STAD's 5-year (2020 to 2024) goals and the corresponding strategies for achieving these goals. A brief description of STAD's Human Resource and a 5-year budget is also presented in this strategic plan.

Executive Summary

STAD's Strategic plan 2020 -2024 is developed with the background that the STAD was established as a non-governmental organization to support the disadvantaged refugees and vulnerable groups in the Northern Uganda and Southern Sudan. STAD operates under the general policy direction of the Dutch Ministry of Development / Foreign Affairs in the Hague- The Netherlands.

The Niche of STAD is "to be a lead organization in the education of Sudanese refugee-orphan in Northern Uganda in vocational training and market-oriented skills for self-reliance".

The plan was developed consistent to the tenets of international and national frameworks such as the **sustainable development goals (SDGs) to transform our world e.g. GOAL 1: Poverty Eradication Action Plan (PEAP), The National Development Plan (NDP)-II and the Education sector Strategic plan among others.**

The overall goal of the plan is *"Increased **visibility** in lobby and advocacy, skills training, awareness creation, reliable information bank, effective and efficient enabling functions, and community-centered programmes leading to economically empowered women and youth"*.

In order to achieve the Vision and Mission of STAD, the overall goal of this strategic Plan has four core functional areas: Capacity building of women and youth through Training (Teaching and Learning); Health awareness, Community Engagement, Networking, Partnerships and Enabling Functions. These enabling functions are Human Resources, Physical Infrastructure, Finance, Administration and Management, Networking and the Crosscutting Issues (HIV/AIDS, Gender, Peace and Conflict resolution). Specific goals are defined for each of the core functional area, which in turn have stipulated Strategic objectives and actions.

A Monitoring and Evaluation (M&E) plan is included in the plan. The key elements of the M&E plan consist of Components and Levels of the Monitoring and Evaluation, standard monitoring, mid-term review arrangement, Outcome harvest and Impact Assessment, data sources, Key M&E actions and Performance Indicators.

Strategic Actions and Performance Indicators are lined up along with the five-year comprehensive work plan and the five-year financing plan. The budgetary projections for the strategic plan implementation are also presented.

Organisational Background

Support Trust for African Development (STAD) is a Civil Society non-profit Organisation officially registered in 2002 with the Chamber of Commerce in the Hague, the Netherlands. It was established in 2000 as Sudanese Orphans Support Trust (SOST) with the primary goal of supporting the education of Sudanese refugee-orphans in Northern Uganda in vocational training and market-oriented skills for self-reliance.

In 2004, its activities were expanded to include support of economic activities for poverty alleviation, empowerment and capacity building programmes in peace building and conflict and HIV/AIDs prevention and other health care programmes in Northern Uganda and Southern Sudan. The name henceforth changed to STAD in order to reflect its broader mission and focus. Nevertheless, STAD's target groups remained the vulnerable and the under-privileged groups such as women, orphans, refugees, youth and the elderly.

Embracing the belief that '*feed a hungry man today, he will be hungry; teach him how to fish, he can have food tomorrow; educate his child(ren), you have given him a future*' (Chinese proverb), STAD strives to support developmental and capacity building work in the Northern Uganda and South Sudan, a region badly affected and destroyed during 21 years of civil war through its educational and economic programs .

Vision, Mission and Core Values

Vision

To envision a future of sustainable peace and development beyond Northern Uganda and South Sudan.

Mission

To support the vulnerable groups in Northern Uganda and South Sudan in market-oriented skills for self-reliance, empowerment, Capacity building for peace & conflict resolution in the region.

Core Values

<i>Integrity</i>	We cherish the truth, integrity, and sincerity in all our actions.
<i>Accountability</i>	Shall be the norm for all actions including the use of resources.
<i>Transparency</i>	shall ensure transparency in all financial accountability

Strategic Goals

The following shall characterise STAD's 5-year strategic goals for 2020- 2024

Strategic Goal 1

The Youth and Women shall improve their educational and economic living conditions

Strategic Objectives 1.1

- i. Support training of youth in market-oriented skills at technical institutions
- ii. Support literacy education/classes for women in particular
- iii. Support refugees and displaced orphans in basic and higher education

Strategic Actions

Strategic Actions for Strategic Objective 1.1

- (a) Develop organizational policies and guidelines for managing programs on training of the youth and literacy education for women programmes
- (b) Identify needy refugees' orphans for support in basic and higher education
- (c) Identify critical training needs for implementation
- (d) Develop needs assessment tools for the needs of youth and women.
- (e) Carry out needs' assessment for the programmes
- (f) Organize a stakeholders' workshop to discuss the identified needs and supporting programmes
- (g) Present the draft needs and programmes for internal approval by STAD Chairperson.
- (h) Start the implementation of the programmes

Strategic Goal 2

Capacities of women, girls, youth and children are strengthened through empowerment programmes on human rights, conflict resolutions and peace building and education

Strategic Objectives 1.2

- i. To participate in the National Action Plan (NAP) 3 programme sponsored by the Dutch Ministry of Foreign Affairs (MoFA) for the implementation of UNSCR 1325 on women, peace and security in conflict and post conflict countries. The NAP 3 alliance project focuses on women and girls for change programme in South Sudan. The project is implemented by an alliance (consortium) of four partner organisations: Plan International – lead organisation, Pax and Health Net TPO and STAD
- ii. To Work with local partners, in particular, Youth and Women Community Development Organization (YWEDO) in Koboko, Uganda, UN Women in South Sudan etc. to conduct trainings for local communities

Strategic Actions

Strategic Actions for Strategic Objective 1.2

- (a) Build the capacity of Women and Youth through training and awareness creation
- (b) Develop a comprehensive publicity programme
- (c) Increase outreach activities

Strategic Goal 3

Awareness creation to vulnerable groups on health issues including HIV/AIDS prevention, GBV, Disability issues and counselling programmes for traumatized children and people in general

Strategic Objectives 1.3

- i. To create awareness to the vulnerable groups on health issues HIV/AIDS prevention and counselling programmes
- ii. To develop and design HIV/AIDS preventive messages through music, dance & drama
- iii. To offer and or refer cases for counselling

Strategic Actions for strategic objective 1.3

- (a) Develop and implement training programmes for staff and other stakeholders in mainstreaming cross cutting issues
- (b) Mainstream cross-cutting issues in all the STAD's activities

Strategic Goal 4

Partnership are formed for awareness raising on the problems of vulnerable groups in Northern Uganda & South Sudan

Strategic Objectives 1.4

- i. To organise workshops, seminars and activities for public awareness in the Netherlands about the status of children in Africa, particularly in Sudan & Uganda
- ii. To network with NGOs and institutions that have similar aspirations as STAD to support children, women and youth -welfare services
- iii. To promote strategic partnerships and networks

Strategic Actions for strategic objective 1.4

- (a) Develop administration and management Policies, procedures, and regulations.
- (b) Develop and implement planning and reporting systems.
- (c) Upgrade and prepare monthly, quarterly, and annual performance plans and reports,
- (d) Organize and coordinate administration and management meetings.
- (e) Develop and implement a comprehensive risk management plan
- (f) Develop and implement a system for M& E performance of STAD'S organs

Major Projects

1. Education Sector: supporting South Sudanese refugee children/youth in secondary and university (University Arua, Uganda) education
2. Economic Sector: eradication of extreme poverty and hunger through income generating activities and training in life-oriented skills
3. Health Sector: awareness raising and health education (sanitation and hygiene care; combatting HIV/AIDS, malaria, and other diseases)
4. Peace Building: Training of pastors and community leaders on reconciliation and trauma counselling in refugee camps in Uganda
5. Training of women in leadership skills and political participation; training of youths and men in SGBV and peace building and other related skills (in Eastern Equatorial, South Sudan)
6. Construction of a kindergarten educational centre
7. Training women in local liquid soap making etc.

Staffing Plans

STAD is in the process of identifying and creating board members to provide oversight role for the organization

STAD is in the process of developing and creating positions for salaried staff for both Uganda and South Sudan offices to enable smooth and efficient coordination of the project activities

STAD will continuously engage volunteers to support the organization and well as build skills for the workforce

Income projections

STAD operates mainly on funding from institutions and donations from individuals. Therefore, the income for the period of this strategic plan could not be fully ascertained. Total projection income sources for the three years (2017 to 2019) is over EUR 370,800 primarily from:

- a) Women & Girls for Change Alliance (NAP 3) project - EUR 314, 060, with the breakdown as follows:
 - 2017 – EUR 101,116
 - 2018 – EUR 100,188 (assuming it will continue)
 - 2019 - EUR 102,756 (assuming it will continue)
- b) 2019 - St. John & St. Philip Church in the Hague and individual donations is over EUR 56,740 per year
- c) 2020- projections EUR over 300,000 from project proposals, St. St. John & St. Philip Church in the Hague, individual donations and fund-raising activities

Components and Levels of the Monitoring and Evaluation

- 1) **Standard monitoring:** Regular monitoring will be done on quarterly basis to assess the extent to which the required inputs are being procured, the compliance to activity work plans, progress in achieving the outputs, and how the outputs are geared towards the desired goals and outcomes.
- 2) **Mid-term Review:** A mid-term review will be done to assess the key factors towards the attainment of the Strategic Goals and objectives. At the end of the financial year 2020, a mid-term evaluation of this strategic plan implementation shall be carried out internally by the local partners to track the extent to which the Strategic Plan objectives have been achieved. External expertise shall be sourced to support the assessment of level of compliance (relevance, validity, efficiency, effectiveness, cost benefit analysis, sustainability, and possible alternative strategies and immediate outcome) of the plan implementation. Through the output of the mid-term review, STAD shall be able to gauge the strategic direction.
- 3) **Outcome and Impact Assessment/end of plan evaluation:** At the end of the Plan period, a terminal evaluation will be carried out through the use of an external experts to thoroughly assess the level of success arising from the plan implementation.
- 4) **Key M&E actions and Performance Indicators:** The following actions will constitute mitigation measures arising from the outcome of monitoring and evaluation:
 - (a) Identify ways to improve or shift STAD's activities;
 - (b) Facilitate changes in STAD's plan;
 - (c) Prepare reports (e.g., Quarterly, mid-term reports, final annual reports);
 - (d) Inform internal and external stakeholders about the STAD's progress;
 - (e) Plan for the sustainability of STAD
 - (f) Learn more about the environment in which STAD has been carrying out its activities
 - (g) make evidence-based organizational decisions;
 - (h) demonstrate STAD's ability in performing evaluations when searching for funds; and
 - (i) Demonstrate STAD's concerns to be accountable for implementing its plans, pursuing its goals, and measuring its outcomes.

Strategic Actions and Performance Indicators: To achieve all these, STAD shall ensure that the Performance Indicators are been fully integrated into its M&E system.

5. Sustainability and ownership

STAD will embrace an integral approach to ensure that the project benefits continue to flow at the end of the proposed project. STAD will work in collaboration and coordination with existing structures such as established women and youth groups/associations, Peace Committees and other local structures in the targeted locations. Where women groups or associations do not exist, STAD will establish them. In instances where such groups or associations are weak, we will strengthen their capacities through trainings or mentorship and coaching. Throughout the project, STAD will endeavour to ensure that stakeholders particularly the beneficiaries of the project are fully involved and actively participate in the implementation, monitoring and evaluation processes.

STAD will build linkages and map actors to provide support after the project ends. STAD will mobilize different categories of stakeholders to continue with the project activities. In each project location at least adequate number of volunteers will be mobilised, recruited and trained to enable them (volunteers) continue with the work when a specific project ends. STAD will mobilize community to contribute local resources to support community-level initiatives.