

Humanitarian Voices and Engagement Organization (HAVE)



Humanitarian Voices and Engagement Organization South Sudan (HAVE)
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Strategic Plan

2019- 2024

Prepared by

Executive Committee

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Foreword

Signed:

Name:

Title: Chairman Board of Directors

Acronyms and Abbreviations

AIDS: Acquired Immune Deficiency Syndrome

EFA: Education for All

HIV: Human Immunodeficiency Virus

STD: Sexually Transmitted Disease

UNAIDS: United Nations Programme on HIV/AIDS

UNICEF: United Nations Children's Fund

HAVE: Humanitarian Voices and Engagement Organization

CEO: Chief Executive Officer

Table of Contents

Foreword.....	ii
Acknowledgments.....	iii
Acronyms and Abbreviations	iv
1.1 Introduction.....	1
2.1 About Humanitarian Voices and Engagement Organization... Error! Bookmark not defined.	
2.1.1 Mission Statement..... Error! Bookmark not defined.	
2.1.2 Vision..... Error! Bookmark not defined.	
2.1.3 Organisation Values.....	1
2.1.4 Management Structure.....	2
2.1.5 Job Specifications	2
Secretary	6
3.0 Background to the Problem of HIV/AIDS, Orphans and Widows living with the pandemic in Uganda	6
4.1 Geographical Scope	7
5.1 The Strategic Plan 2017 -2011 Objectives.....	7
5.2 Proposed Activities	8
6.1 Logical Framework..... Error! Bookmark not defined.	
6.1.1 Logical framework- Continuation..... Error! Bookmark not defined.	
7.1 SWOT ANALYSIS	10
8.1 Sustainability Action Plan.....	11
9.1 Work Plan	13

1.1 Introduction

Humanitarian Voices and Engagement Organization (HAVE) is an independent National Non-profit Organization founded in 2016 by groups of working class from various disciplines, after the Comprehensive Peace Agreement (CPA) to promote social justice by addressing the social imbalances and identity issues among the citizens from different background.

The major objective is to advance social justice by fostering social tolerance and respect of diversity among South Sudanese citizens. HAVE as a civil society-based peace building Organization works to foster social justice to help build lasting peace in the county and communities affected or threatened by violent conflict and seeks to promote the process of community cohesion with focus on multiethnic tolerance, long term peace building and sustainable development through empowerment of vulnerable groups of society (women, youth and other marginalized groups) and strengthening of individual, civic organizations' capacity and other stakeholders to promote peaceful coexistence, and improves standards of living of the unprivileged and vulnerable people to demand and advocate for Human Rights in the community.

The Program focuses on four core thematic areas which includes, Health, WASH, Nutrition, Protection, Peace building and Conflict Transformation, Women Empowerment, Human Rights & Governance and Livelihood (Food Security and WASH)

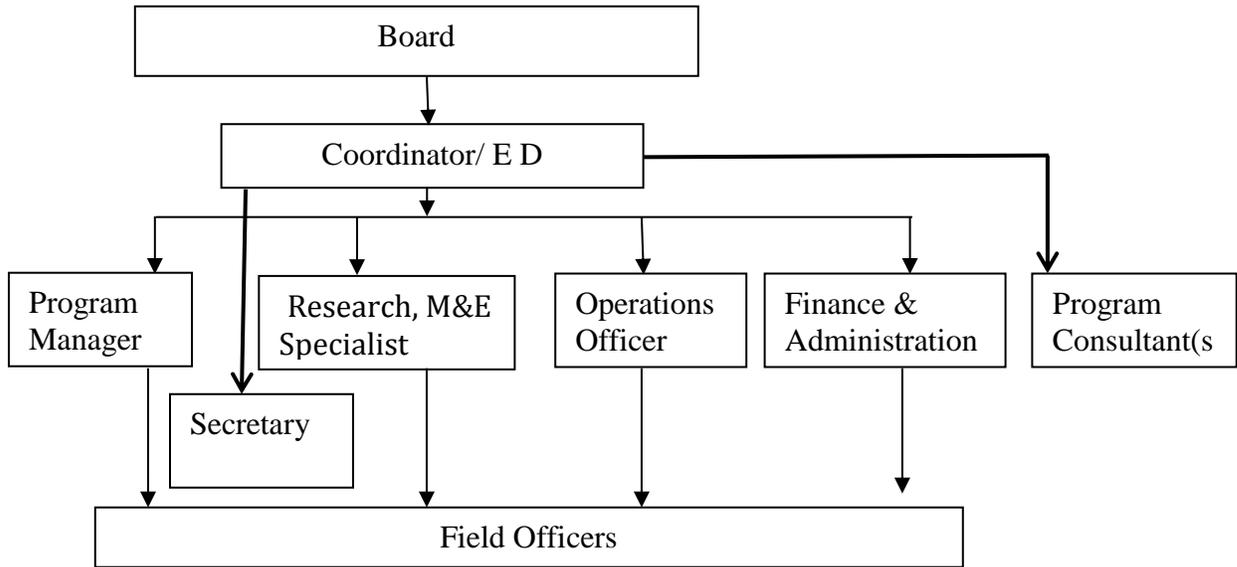
Mission: To promote and improve the health and wellbeing of local communities by pursuing an integrated socio-economic approach, accesses to resources and enable them to achieve their full potential.

Vision: Have a world where people and their governments strengthen systems to improve health, nutrition, food security and save lives for people affected by poverty and disaster so they can reach their full potential.

2.1.3 Organisation Values

- Accountability and Transparency
- Human rights
- Responsibility
- Confidentiality
- Respect for others
- Commitment and honesty
- Networking
- Performance and team working
- Peace culture and pluralism
- Serving the people in equal approach in line with our Organizational slogans
- Mutual respect and partnership with the development humanitarian actors' include human rights and media groups (Agencies)

2.1.4 Management Structure for Project Activities



2.1.5 Job Specifications

Separate and Shared Functions of the Executive Committee and CEO for HAVE Activities

Function	Board/Executive Committee	CEO	Shared
Mission, Vision, and Policy Development	Develops governance Policies and brings to Executive Committee for input/approval.	Develops employee and operational policies. Participates on governance committee and provides administrative support for policy development.	Together work on mission and vision (Executive Committee has final approval). Ensure all policies are in line with current laws. All adhere to policies and support mission/vision
Budgeting and Reporting	Holds the ultimate responsibility for integrity of finances, and for approving budget and major funding decisions. Conducts audit.	Develops budget with staff and presents to Finance Committee, which then presents to the Executive committee	Regularly review all financial reports

		Manage the Executive Committee s' Approved budget. Provides information	
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Separate and Shared Functions of the Executive Committee and CEO for HAVE-Continuation

Function	Executive Committee	CEO	Shared
Planning Executive / board Committee Meetings	She/he is instrumental in preparation of meetings	Identifies key issues. Ensures Executive Committee members have needed materials	Strategize on best use of Executive Committee time and meeting flow
Facilitating Executive Committee Meetings	Leads and facilitates Executive Committee meetings	N/A	N/A
Committee Work	Committee Chair leads and facilitates. Committee members participate	Provides support, materials, and administrative support. Participates as appropriate	Work to ensure committee has focus, goals, and charter
Executive Committee Building	Governance Committee leads recruitment and orientation. All Executive Committee members participate in recruitment and Executive Committee development	Provides information, support, and can make referrals	Work together to recruit and orient new Executive Committee members.
Strategic Planning	Establishes process and leads Executive Committee engagement	Avail resources, support, and data.	Engage in strategic planning
Fundraising	Establishes and approves fundraising plan and actively supports development activities.	Provides tools, supports fundraising, writes grants, and are engaged with donor development	Participate in donor stewardship, special events, and other development activities.
Staff Oversight	Oversee hiring and evaluation of Executive	Oversee hiring, supervision, and	Ensures decisions are within budget

	Director.	evaluation of all employees.	
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Program Manager

The programme manager is responsible for:

1. Planning and designing the programme and proactively monitoring its progress, resolving issues and initiating appropriate corrective action
2. Accomplishes human resource objectives by recruiting, selecting, orienting, training, assigning, scheduling, coaching, counseling, and disciplining employees; communicating job expectations; planning, monitoring, appraising, and reviewing job contributions; planning and reviewing compensation actions; enforcing policies and procedures.
3. Achieves operational objectives by contributing information and recommendations to strategic plans and reviews; preparing and completing action plans; implementing production, productivity, quality, and customer-service standards; resolving problems; completing audits; identifying trends; determining system improvements; implementing change.
4. Meets financial objectives by forecasting requirements; preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
5. Updates job knowledge by participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.
6. Enhances department and organization reputation by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.
7. Managing risks to the programme's successful outcome
8. Initiating extra activities and other management interventions wherever gaps in the programme are identified or issues arise
9. Reporting the progress of the programme at regular intervals to HAVE directors and donors

Research, M&E Specialist

The Research, M&E Specialist is responsible for:

1. Oversee the implementation of research projects
2. Develop and implement various standard monitoring protocols (including questionnaires and survey designs) for different programmes, research studies, and third party assignments
3. Develop proposals for conducting base line studies, process review, monitoring and evaluation studies and impact assessment studies for various donor/partner organizations
4. Manage field based data collection
5. Supervise data management and analysis in the required software
6. Provide Consultation and provide input in synthesizing a process for utilizing baseline information in documentation
7. Ensure all project reports are produced on time with high quality

Operations Officer

The operations officer is responsible for:

1. Overseeing operations of the HAVE and the work of executives
2. Design and implement HAVE strategies, plans and procedures
3. Set comprehensive goals for performance and growth
4. Establish policies that promote organizational culture and vision
5. Lead employees to encourage maximum performance and dedication
6. Evaluate performance by analyzing and interpreting data and metrics
7. Managing quality assurance programmes.
8. Researching new technologies and alternative methods of efficiency
9. Overseeing inventory, distribution of goods and facility layout

Finance & Administration

1. Oversee the issuance and monitoring of consulting agreements, work orders, and purchase orders, and ensure compliance with donor and HAVE policies and procedures.
2. Prepare project cost-share plan, documentations and reports to meet donor requirements.
3. Assist with development of project budgets and reports.
4. Network with financial and administrative staff from other peer organizations
5. Maintaining project and donor documentation records, including project, staff and consultants' contracts etc.;
6. Maintaining schedules and details of project financial transfers and other project-related payments required and their due dates, and ensuring that they are executed in a timely manner according to relevant contracts;
7. Maintaining a schedule of internal and external reporting deadlines, and ensuring that the donor reporting requirements of project-related contracts are fulfilled in a timely manner, and that all necessary information required for HAVE reports is received from partners on time for onward submission to relevant stakeholders
8. Preparing consultants/partners contracts and liaising with consultants and partners on specific administrative requirements;

Field Officers

1. Monitoring and reporting on implementation of project field activities by HAVE and partners (Personal monthly work plans and reports, field visit reports including expense reports, etc.)
2. Providing implementation support to HAVE and project partners as required.
3. Preparing detailed activity plans and budgets for project field activities.

4. Facilitate and assist visits by the project coordinator, government officials and consultants in their studies, meetings and program activities including interpreting where necessary.
5. Managing project funds for field operations and taking responsibility for expenditures of project funds and reporting field expenditure.
6. Regularly communicating with HAVE and partners to identify project support needs, monitor project field activities and report project progress.

Secretary

Typical responsibilities of the job include:

1. Answering calls, taking messages and handling correspondence
2. Typing, preparing, collating reports and filing
3. Organizing and servicing meetings (producing agendas and taking minutes)
4. Managing databases
5. Implementing new procedures and administrative systems
6. Liaising with relevant organisations and clients
7. Coordinating mail-shots and similar publicity tasks
8. Logging or processing bills or expenses
9. Managing reception and meeting and greeting clients
10. If more senior, recruiting, training and supervising junior staff

Program Consultant (s)

1. Offer technical support to the executive
2. Provide consultation to operations in administrative duties.
3. Involve in departmental administrative activities and decision-making processes.
4. Develop and maintain close professional relations with local, state, regional and national organizations
5. Review program plan implementation to meet changing needs and requirement

3.0 Background to Peace building and Conflict Transformation, Women Empowerment, Human Rights & Governance and Livelihood in South Sudan

The people of South Sudan fought for decades to earn their independence. Barely four years after becoming the world's newest nation, conflict broke out in Juba and quickly spread to other areas of the country. The conflict began in December 2013 when soldiers loyal to President Salva Kiir, a Dinka, and those loyal to former Vice President Riek Machar, a Nuer, fought in the capital following months of growing political tensions. Although the two sides formed a national unity government in April 2016, following the August 2015 peace agreement, they continued to fight in various locations. Cases of human rights violations which have been reported by Human Rights Watch include, Attacks on Civilians and Civilian Property, Sexual and Gender-Based Violence, Recruitment and Use of Child Soldiers, Restrictions of Freedom of Expression, etc. Thousands of women fleeing the four-year-long conflict in South Sudan have been raped and sexually assaulted, according to rights groups and women who have spoken to Al Jazeera.

Even before the resumption of widespread armed conflict in Greater Upper Nile in 2013, livelihoods were severely constrained, with only very limited recovery in the post-CPA period throughout much of South Sudan, but particularly in Jonglei and Upper Nile State.

As South Sudan's crisis becomes even deeper and more prolonged, however, and more people are displaced over wider areas for longer periods of time, the livelihood options for South Sudanese households and kinship networks become ever more constrained. Many pastoralists have lost their cattle, and farmers are displaced and unable to cultivate. Government employees have not received pay in months or longer. Meanwhile, hyper-inflation is affecting the whole economy and the humanitarian aid effort is underfunded and declining. There are scattered reports of people leaving Juba to return to the countryside, having exhausted their urban options. Hundreds of thousands of people have crossed the borders into Uganda, Ethiopia and Sudan. People continue to rely on kinship networks, but under current circumstances, these are very hard pressed to compensate for the extreme pressures on livelihoods that people now face in South Sudan, and are unlikely to bounce back quickly even if a peace agreement can be reached and more or less adhered to by leaders in Juba.

4.1 Geographical Scope

The programme will be implemented in former greater Equatorial State and Jongole State

5.1 The Strategic Plan 2019 -2024 Objectives

Strategic Objective 1: To create Governance & human rights awareness among the public and in particular the underprivileged section of society through civic education, advocacy, training, public debate, research and human rights monitoring.

Strategic Objective 2: To strengthen processes that promote economic development of women and create an environment for social change, equal access to participation and decision making of women in social, political and economic life of the nation.

Strategic Objective 3: To offer service to equip and network local peace makers to support peace building, conflict management and mitigations, as means of promoting peaceful relations in the community.

Strategic Objective 4: To support and facilitate the capacity of the vulnerable groups of society in particular the rural- poor to improve and achieve livelihood sovereignty.

Strategic Objective 5: Increase mutual understanding and good relations among people of different religions

Strategic Objective 6: Identify causes of tension in Christian Muslim relations. These are often economic, social or political rather than religious.

Strategic Objective 7: Build understanding and confidence to overcome or prevent tensions.

Strategic Objective 8: Break down the barriers and stereotypes which lead to distrust, suspicion and bigotry.

Strategic Objective 9: To promote the wellbeing of the community through income generating activities.

Strategic Objective 10: To sensitize the community on nutrition and hygiene and AIDS awareness.

Strategic Objective 11: To work in partnership with government and other development agencies

Strategic Objective 12: To do all such other lawful activities as are incidental or conclusive to the attainment of the above objectives

5.2 Proposed Activities

Objective	Activities	Cost USD
Strategic Objective 1: To create Governance & human rights awareness among the public and in particular the underprivileged section of society through civic education, advocacy, training, public debate, research and human rights monitoring.	1. Baseline survey to ascertain the level of human rights	
	2. Awareness campaign in two provinces	
	3. Evaluation and report writing	
Strategic Objective 2: To strengthen processes that promote economic development of women and create an environment for social change, equal access to participation and decision making of women in social, political and economic life of the nation.	1. Baseline survey to ascertain the current economic state of women, their working environment, level of access to participation and decision making in social, political and economic life of the nation	
	2. Implementation of programmes to enhance level of access to participation and decision making in social, political and economic life of the nation	
	3. Monitoring and Evaluation, Report writing	
Strategic Objective 3: To offer service to equip and network local peace makers to support peace building,	1. Baseline survey and stakeholder involvement in network local peace	

conflict management and mitigations, as means of promoting peaceful relations in the community.	makers to support peace building, conflict management and mitigations	

Objective	Activities	Cost USD
Strategic Objective 4: To support and facilitate the capacity of the vulnerable groups of society in particular the rural- poor to improve and achieve livelihood sovereignty.	<ol style="list-style-type: none"> 1. Baseline survey to assess capacity of the vulnerable groups of society in particular the rural poor 2. Project activities to enhance capacity of the vulnerable groups of society in particular the rural- poor to improve and achieve livelihood sovereignty 3. Evaluation and report writing activities 	
Strategic Objective 5: Increase mutual understanding and good relations among people of different religions	<ol style="list-style-type: none"> 1. Project implementation for increased mutual understanding and good relations among people of different religions 	
Strategic Objective 6: Identify causes of tension in Christian Muslim relations. These are often economic, social or political rather than religious.	<ol style="list-style-type: none"> 2. Identify causes of tension in Christian Muslim relations. These are often economic, social or political rather than religious. 3. 	
Strategic Objective 7: Build understanding and confidence to overcome or prevent tensions		
Strategic Objective 8: Break down the barriers and stereotypes which lead to distrust, suspicion and bigotry.		
Strategic Objective 9: To promote the wellbeing		

of the community through income generating activities.		
Strategic Objective 10: To sensitize the community on nutrition and hygiene and AIDS awareness.		
Strategic Objective 11: To work in partnership with government and other development agencies		
Strategic Objective 12: To do all such other lawful activities as are incidental or conclusive to the attainment of the above objectives		

7.1 SWOT ANALYSIS

<p>Strength</p> <ol style="list-style-type: none"> 1. HAVE is legally registered organization 2. HAVE has able leadership 3. HAVE has a broad network and well known to attract donors 4. HAVE has developed own community facilitators 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Too much dependency on donors 2. Inadequate infrastructure 3. Inadequate capacity of management to develop resource mobilization proposals 4. Limited resource base 5. Some volunteers despair some projects may stagnate due to lack of funds.
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<ul style="list-style-type: none"> 5. There are policies in place to guide organization's running 6. Management and the members have good relationship with the community 7. The issues at hand are context specific 8. There is good relationship with the government 9. The members and management have a voluntary heart 10. HAVE has capacity to do lobbying and advocacy 	<ul style="list-style-type: none"> 6. Current structure is for activities co-ordination across HAVE network members 7. No accounting financial software in place
<p>Opportunities</p> <ul style="list-style-type: none"> 1. The community is sensitized on importance of education for all children 2. Presence of local leadership to support community participatory meetings 3. There is policy for women and children 	<p>Threats</p> <ul style="list-style-type: none"> 1. Rigidity in community in some aspects and belief in witchcraft 2. Strong faith in some traditions and beliefs Women have limited rights in property ownership, decision-making, inheritance, and negative perception of women in above mentioned 3. Community not fully sensitized on importance of participating in developmental issues i.e like HIV prevention

8.1 Sustainability Action Plan

Plan Component/Method	Action Steps
<p>Adhere to Vision, Mission which is a big case for external support</p>	<ul style="list-style-type: none"> 1. Create internal staff team to guide planning process 2. Discuss with staff and community members why this program is needed, who will benefit, why HAVE is the best organization to undertake it. 3. Identify and talk with other community leaders who might share common or similar vision/ mission.

Develop Goals and Objectives	<ol style="list-style-type: none"> 1. Develop a logic model to clarify sustainability goals, create specific program objectives, and identify measures to track progress and outcomes
Research and identify potential stakeholders	<ol style="list-style-type: none"> 1. Identify priorities such as community engagement, strategic communication, leadership development, governance and management. 2. Solicit ideas from other agencies, schools, and faith communities who might share interests with HAVE program. 3. Talk to local organizations/ communities about how HAVE program can benefit their interests
Initiate relationship with potential stakeholders	<ol style="list-style-type: none"> 1. Schedule community/ partner meetings and discuss continuity issues 2. Select team of helpful community members, agency representatives, and business people to act as advisory committee.
Analyze Program Cost	<ol style="list-style-type: none"> 1. Clarify financing for services and outcomes. 2. Map current spending and analyze funding gaps. 3. With staff and advisory committee, develop financing strategies, evaluate options, and develop recommendations.
Make the Ask	<ol style="list-style-type: none"> 1. Determine best strategic partnerships and key community leaders to involve. 2. Determine appropriate level of collaborative commitment to ask for. 3. Determine who should ask for partnership involvement. Jointly develop strong “case” for potential partner’s involvement. Be specific about level of commitment requested

8.2 Sustainability Action Plan- Continuation

Plan Component/Method	Action Steps
Work within government structures	Use government structures, e.g Ministry of Education And Sports /Schools, Ministry of Health/ health centres
Create and execute fundraising plan	<ol style="list-style-type: none"> 1. Create a team and marketing plan to develop and market HAVE. 2. Identify budget items that could be provided in-kind by partners, other stakeholders.

	<ol style="list-style-type: none"> 3. Select methods and teams for fundraising and resource gathering for the year. 4. Use more than one fundraising method (grant writing, direct mail, special event, major donor clubs, in-kind resource gathering, phone-a-thon, personal solicitation). 5. Select team members from HAVE advisory committee, board, and other community leaders to act as fundraising committee. 6. Formulate strategies for meeting with prospects individually. 7. Prepare a fundraising plan with objectives and timelines. 8. Launch and execute fundraising efforts.
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9.1 Work Plan

Activity	Date
Discussion of Strategic Plan by stakeholders	
Approval and signing of the Strategic Plan	
Launching of the Strategic Plan	
Implementation of the Plan	

Approved by:

Name:.....

Sign:.....

Title:.....