



**Strategic Plan for Raise for Development and  
Humanitarian Aid (RDHA) for  
Years 2025–2027**

**"Humanity is not a slogan... It is a daily act we embody  
in every step toward a just society"**

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## General Director Foreword

### Raise Organization for Development and Humanitarian Aid (RDHA)



As we embark on our journey through 2025–2027, we stand before immense challenges and genuine opportunities to make a tangible difference in the lives of the communities we serve in Sudan. As a **women-led organization**, our commitment to fostering resilience, supporting the most vulnerable, and building a future of peace and social justice remains stronger and more steadfast than ever.

Since its founding and federal recognition, **RDHA** has proven its ability to adapt and respond to escalating needs under highly complex conditions. This strategic plan is not merely a document—it is a roadmap that reflects the dedication of our team and our robust partnerships with local communities, national actors, and international stakeholders.

We recognize the scale of humanitarian suffering caused by the ongoing conflict and the multiple crises confronting our nation. Thus, our priorities focus on delivering **life-saving aid**, enhancing protection for women and children, supporting livelihoods and early recovery, and consistently emphasizing the localization of humanitarian work and the empowerment of local actors.

Our organization's strength lies in its **dedicated staff** and **deep-rooted community networks**. We will continue to invest in building the capacities of our team and partners, strengthening accountability mechanisms, and operating transparently to ensure support reaches those in need with maximum efficiency and effectiveness.

I call upon all our partners and stakeholders to renew their commitment to collaborative action. Together, we can confront challenges, heal wounds, and lay strong foundations for a better future for Sudan—a future where all people, especially women and girls, enjoy their full rights and live with dignity and security.

## **A Final Word**

Every morning, I recall the words of a woman from "Bau" village in Blue Nile **"We are not victims; we are heroines crafting hope from despair."**

This unwavering resolve fuels our forward momentum. Together, we will write a new chapter in Sudan's history—one where the banner of justice is raised, schools are built upon the ruins of war, and women's voices shape every decision.

**Abeer Abdelrahman Mohamed Ibrahim**

**Director General**

**September 2024**

## Introduction

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This strategic plan outlines the general direction for the Raise for Development and Humanitarian Aid (RDHA) for the period 2025–2027. Founded in 2019 and federally registered, RDHA has established a significant presence as a **women-led organization** in the states of Blue Nile, White Nile, Gezira, Sennar, Gedaref, and Red Sea.

The context in Sudan remains highly volatile, marked by ongoing conflict, large-scale displacement, acute humanitarian needs, and significant governance and stability challenges. This plan acknowledges these complex realities and positions RDHA to respond effectively and flexibly. It builds on the organization’s established strengths in **community engagement, diverse thematic programming, logistics, management, localization, peacebuilding, and empowering women and marginalized groups**.

The plan aims to guide RDHA in navigating upcoming challenges, maximizing its impact, enhancing organizational capacity, and meaningfully contributing to alleviating suffering while promoting resilience, social justice, and sustainable peace in the communities it serves—with a specific focus on the rights and needs of women and girls.

Amid Sudan’s intersecting crises (armed conflicts, economic collapse, climate disasters, and the breakdown of essential services), RDHA adopts a **flexible strategic plan** responsive to potential scenarios over 2025–2027. The plan centers on **women’s empowerment** as a cornerstone for achieving sustainable development and related Millennium Development Goals (e.g., poverty eradication, good health, quality education, and gender equality). It employs a **rights-based, gender-responsive approach** while strengthening local and international partnerships.



## Vision, Mission, and Goal

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### **RDHA's Vision**

"To be the driving force toward a Sudan where women and girls realize their full potential, and the most vulnerable communities thrive in sustainable peace and social justice—equipped to confront climate and economic challenges through innovative, women-designed, and efficiently managed development and humanitarian initiatives."

### **Key Components of the Vision:**

#### **1. Ultimate Goal:**

- ✓ A Sudan enjoying sustainable peace and social justice, where the rights of all are safeguarded.
- ✓ Empowering women and girls to lead transformative change in their communities.

#### **2. Strategic Approach:**

- ✓ Innovative development and humanitarian programs addressing intersecting crises (climate, economic, social).
- ✓ Initiatives designed through women-led leadership and active community participation.

3. **Target Audience:** The most vulnerable communities in RDHA's target states, particularly displaced populations, marginalized groups, and survivors of gender-based violence.

#### **4. Core Values:**

- **Resilience:** Building communities capable of adapting to shocks.
- **Innovation:** Leveraging technology and smart solutions to maximize impact.
- **Equity:** Ensuring services reach the neediest without discrimination.

## What Makes the Vision Distinctive?

- **Women's Leadership:** Placing women at the heart of decision-making and project leadership.
- **Environment-Development Nexus:** Climate-smart projects that protect natural resources and provide sustainable livelihoods.
- **Holistic Vision:** Extending beyond emergency relief to build strong local institutions for long-term stability.

***"We dream of a Sudan... where women's aspirations are not buried under war's rubble, but built on foundations of justice." — RDHA***

## RDHA's Mission

*"We work to build communities anchored in justice and dignity through emergency humanitarian response and sustainable development programs designed and led by women. Focusing on Sudan's most fragile states, we integrate a gender lens at every step to ensure services reach marginalized groups and strengthen their resilience to overlapping crises (conflict, climate, poverty). We commit to smart partnerships, transparency, and innovation to achieve life-changing impact and restore hope."*

### Key Components of the Mission:

1. **Goal:** Building just and resilient communities.
2. **Approach:**
  - ✓ Emergency humanitarian response + sustainable development.
  - ✓ Women-led program design with active community participation.
3. **Geographic Focus:** Sudan's most fragile states.
4. **Core Values:**
  - ✓ Gender justice.
  - ✓ Transparency and innovation.
  - ✓ Partnerships with local and international actors.

5. **Targeted Challenges:** Conflicts, climate change, poverty.

***“Women lead... communities partner... justice prevails.” — RDHA***

## **Core Values**

### **1. Women’s Empowerment and Gender Justice:**

- ✓ **Commitment:** We believe empowering women and girls is the cornerstone of sustainable development.
- ✓ **Application:** We integrate a gender lens into all programs and empower women as leaders and decision-makers.

### **2. Community Participation:**

- ✓ **Commitment:** Local communities are the best partners in identifying priorities and solutions.
- ✓ **Application:** Engage communities in program design and implementation, prioritizing marginalized voices.

### **3. Integrity and Transparency:**

- ✓ **Commitment:** Uphold the highest accountability standards in resource management and decision-making.
- ✓ **Application:** Publish regular financial reports and use digital tools to track funding and assess impact.

### **4. Resilience and Innovation:**

- ✓ **Commitment:** Rapid adaptation to evolving challenges is key to our survival and effectiveness.
- ✓ **Application:** Use technology to improve service delivery in remote areas.

### **5. Social Justice and Human Rights:**

- ✓ **Commitment:** Advocate for just societies where rights are respected without discrimination.
- ✓ **Application:** Implement programs addressing root causes of marginalization and support transitional justice.

#### 6. **Partnership and Collaboration:**

- ✓ **Commitment:** Complex challenges require strong alliances.
- ✓ **Application:** Build partnerships with governments, international organizations, and civil society to amplify impact.

#### 7. **Environmental Sustainability:**

- ✓ **Commitment:** Protect natural resources for future generations.
- ✓ **Application:** Implement climate-smart agricultural projects and promote environmental awareness.

#### 8. **Cultural Respect:**

- ✓ **Commitment:** Honor Sudan's cultural diversity and work within its contexts.
- ✓ **Application:** Integrate local customs into program design and avoid inappropriate, ready-made solutions.

***"Our values are not slogans... but a roadmap to building a Sudan of dignity and justice." — RDHA***

## **A Stamp of Hope and Inspiring Achievements from Previous Periods**

### **1. Empowering 5,000 Women: "Peace Restaurants" Rewrite Life Stories**

**Achievement:** 5,000 women became entrepreneurs through "Peace restaurants" program, launching small businesses to produce and market local foods.

**Impact:**

- ✓ **Improved Household Income:** Monthly income for participating families increased by 40%.
- ✓ **Strengthened Community Cohesion:** Restaurants became hubs for dialogue and peacebuilding among conflicting communities.

**Inspiring Story:** "Amina" from Blue Nile State transformed her small kitchen into a family income source and now trains other women.

### **2. Educating 10,000 Displaced Children: "Girls Discover the Power of the Pen"**

**Achievement:** Enrolled 10,000 displaced children (60% girls) in temporary schools and accelerated learning programs.

**Impact:**

- ✓ **Reduced Child Marriage:** Girls' school dropout rates decreased by 35% in targeted areas.
- ✓ **Building Futures:** 200 children transitioned to secondary schools after prolonged displacement.

**Inspiring Story:** "Halima" (12 years old) returned to school after her family's displacement and dreams of becoming a doctor to treat children in her village.

### **3. Mobile Clinics: "Mothers' Lives... Above All Else"**

**Achievement:** Deployed 15 mobile clinics to remote villages in Blue Nile State.

**Impact:**

- ✓ **Reduced Maternal Mortality:** By 20% through pre- and postnatal care.
- ✓ **Comprehensive Health Services:** Delivered 2,000 services (vaccinations, check-ups, reproductive health).

**Inspiring Story:** "*Dr. Sara*" led a mobile medical team that saved 30 mothers' lives in one year through simple, effective interventions.

#### 4. Women Leading Climate Adaptation

**Achievement:** Distributed 20 solar stoves and trained local women's teams in stove maintenance and management to reduce reliance on firewood and protect women from toxic smoke.

**Impact:**

- ✓ **Respiratory Health:** Reduced respiratory illnesses by 70% in Al-Shahid Afandi Village (Blue Nile).
- ✓ **Environmental Protection:** Preserved vegetation cover.

**Inspiring Story:** "*Nora*" sparked an environmental revolution by advocating solar stoves in her village.

**Achievement:** "Trained Female Farmers in Climate-Smart Agriculture" Conducted 20 workshops in drought-affected states. Introduced vertical farming and drip irrigation to maximize yields amid water scarcity.

**Impact:**

- ✓ **Carbon Reduction:** Cut emissions by 15% in targeted areas.
- ✓ **Increased Productivity:** Farmers' yields rose by 30% using climate-resilient seeds.

#### 5. Justice for Women

**Achievement:** "Advocacy to Amend Discriminatory Laws" Formed alliances with feminist organizations to push for reforms in 5 laws restricting women's inheritance and work rights.

**Achievement:** "Women-Led Community Protection Networks" Established 12 rural networks to

document violations and provide legal aid. Trained 50 women on safe digital reporting of violence.

**Impact:**

**Legal Empowerment:** 40% increase in women seeking judicial redress.

**Reduced Harmful Practices:** 25% decline in FGM and child marriage through legal awareness campaigns.

## 6. "Peace Built by Women"

**Achievement:** "Engaged 1,300 Women in Local Peace Negotiations"

- ✓ Organized 10 dialogue platforms in conflict-affected Blue Nile with women from all sides.
- ✓ Provided intensive mediation and conflict resolution training.
  - **Achievement:** Women-Led Social Cohesion Initiatives Launched joint projects (e.g., shared farmland cultivation) between rival communities.
  - **Impact: Local Reconciliation:** Achieved peace agreements in 9 villages.

**Increased Representation:** Women's participation in community peace committees rose by 40%.

## 7. Advancing (Localization)

- ✓ **Achievement:** Funded 30+ Local Initiatives and Organizations  
Supported emergency humanitarian responses through localized leadership.  
Created a joint funding pool with international partners.  
**Impact:**
  - ✓ Trained local organizations in crisis management and small project implementation.
  - ✓ Established a local humanitarian response network.
  - ✓ Enabled rapid aid delivery to displaced populations.

## Why Are These Achievements Inspiring?

- 1) **Women as Change Leaders:** Programs restored dignity *and* positioned women as drivers of development.
- 2) **Education as a Weapon Against Darkness:** Every child educated today plants the seed for a better Sudan.
- 3) **Health as a Non-Negotiable Right:** Even amid conflict, we refuse to let mothers' lives become war's collateral.

***"Achievements are not numbers... they are stories of struggle proving hope is stronger than despair." — RDHA***



## **Challenges: "A Thorny Path... But We Do Not Retreat"**

### **1. Conflict: Storms Threatening Safety**

**Challenge:** Escalating violence displaces thousands and obstructs humanitarian access.

**How We Responded:**

- Built early warning systems with communities to avoid sudden attacks.
- Strengthened women-led dialogues to bridge trust between warring parties.

### **2. Climate Change: "Land Groaning Under Drought"**

**Challenge:** Recurrent droughts devastate crops and worsen food insecurity.

**How We Responded:**

- Trained women farmers in climate-smart techniques (e.g., vertical farming, drip irrigation).
- Distributed drought-resistant seeds in partnership with international research bodies.
- Built rainwater harvesting tanks in hardest-hit villages.

### **3. Limited Funding: "Dreams Bigger Than Resources"**

**Challenge:** Resource shortages hinder expansion of critical programs (education, health).

**How We Responded:**

- Diversified funding: Launched digital donation campaigns and private-sector partnerships.
- Cost innovation: Used local materials to rebuild schools and clinics.
- Smart partnerships: Collaborated with global platforms (e.g., WFP) to amplify impact cost-effectively.

## Our Motivation to Persist:

*Because every challenge plants a seed of opportunity*

- Conflict taught us that peace begins with women's empowerment.
- Climate change pushed us to innovate solutions that restore the land.
- limited funding made us resourceful.

***"Challenges are not walls... but ladders we climb with confidence and resolve." — RDHA***

## **Harmonization of RDHA's Executed Activities with UN SDGs**

*RDHA's efforts align with several SDGs, with a focus on Sudan's urgent humanitarian context.*

*Below are the key goals and corresponding activities:*

### **Goal 2: Zero Hunger**

#### **Aligned Activities:**

- 1) Distributed 7.7 tons of agricultural seeds and tools to over 3,000 families affected by floods in Blue Nile State.
- 2) Implemented livestock projects (goat distribution) to enhance women's food security.
- 3) Provided daily meals to displaced populations in Red Sea State.

### **Goal 3: Good Health and Well-Being**

#### **Aligned Activities:**

- 1) Established mental health clinics for displaced populations and trained health workers in emergency case management.
- 2) Combated cholera outbreaks in White Nile State by improving water purification systems.

### **Goal 4: Quality Education**

#### **Aligned Activities:**

- 1) Distributed educational supplies to over 110,000 students in Red Sea and White Nile States.
- 2) Launched back-to-school awareness campaigns.

### **Goal 5: Gender Equality**

#### **Aligned Activities:**

- 1) Trained 5,000 women in leadership and entrepreneurship skills.

- 2) Created community restaurants to economically empower women.
- 3) Conducted campaigns to reduce gender-based violence (GBV) in Sennar and Gezira States.

## **Goal 6: Clean Water and Sanitation**

### **Aligned Activities:**

- 1) Built 6 sanitation facilities and improved water supplies in displacement camps.
- 2) Distributed 200,784 hygiene kits in Red Sea, Sennar, and Gezira States.

## **Goal 13: Climate Action**

### **Aligned Activities:**

- 1) Distributed 30 solar stoves in Blue Nile State to reduce charcoal use.
- 2) Trained farmers in climate-smart agriculture to combat drought.

## **RDHA's Strategic Objectives (2025–2027)**

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*These objectives balance urgent humanitarian response with long-term solutions, centering women's empowerment. They reflect RDHA's commitment to transforming challenges into opportunities and building a resilient Sudan.*

### **1. Alleviate Immediate Humanitarian Suffering**

**Goal:** Provide urgent relief to 500,000 beneficiaries in conflict/disaster-affected areas by 2027.

**Key Activities:**

- 1) Distribute emergency shelter, food, and health supplies.
- 2) Establish temporary protection centers for GBV survivors.

### **2. Strengthen Community Resilience Through Sustainable Development**

**Goal:** Improve livelihoods for 100,000 families via sustainable agricultural and educational projects.

**Key Activities:**

- 1) Train 5,000 farmers in climate adaptation techniques.
- 2) Build 50 community schools in remote areas.

### **3. Empower Women and Girls as Key Agents**

**Goal:** Economically and socially empower 20,000 women and girls by 2027.

**Key Activities:**

- 1) Provide small grants for women-led income-generating projects.
- 2) Train 1,000 local female leaders in negotiation and crisis management.

### **4. Advance Social Justice and Human Rights**

**Goal:** Support 50,000 marginalized individuals (IDPs, refugees, persons with disabilities) in accessing basic rights.

**Key Activities:**

- 1) Offer legal aid to survivors of human rights violations.
- 2) Run awareness campaigns on civil and political rights.

## **5. Build Impactful Partnerships**

**Goal:** Establish 30 strategic partnerships with local/international organizations by 2026.

**Key Activities:**

- 1) Develop alliances with UN agencies.
- 2) Partner with the private sector to fund development projects.

## **6. Enhance Institutional Capacity and Innovation**

**Goal:** Improve operational efficiency by 40% via technology and training.

**Key Activities:**

- 1) Train 300 staff on digital monitoring/evaluation tools.
- 2) Use AI for field data analysis.

## **7. "Durable Solutions" Strategy**

**Key Activities:**

- 1) Train 500 women in green building techniques (e.g., eco-friendly bricks).
- 2) Partner with local governments to secure land rights for 1,000 returnee women (South Sudanese refugees in Blue/White Nile States).

**Goal:** Reduce protracted displacement/refugee crises by 25% by 2027.

## **8. Gender-Responsive Climate Adaptation**

### **Key Activities:**

- 1) **"Women as Climate Guardians"**: Train 1,000 rural women in water management and climate-smart farming.
- 2) Distribute 5,000 climate emergency kits (drought-resistant seeds, water filters).

**Goal:** Reduce food insecurity by 30% in target areas.

## **9. Promote Women's Political Participation**

### **Key Activities:**

- 1) **Women's Leadership Academy**: Offer annual courses in negotiation and decision-making for 300 women.
- 2) Support female candidates: Fund campaigns for 100 women in local elections via legal/media consulting.

**Goal:** Achieve 30% female representation in leadership roles in target states.

## **10. Strategic Funding Shift**

### **Key Activities:**

- 1) **Flexible Funding**: Allocate 60% of funds to 3–5 year projects (e.g., schools, sustainable agriculture).
- 2) **Crowdfunding Campaign**: Launch "*One Woman Saves a Community*" via platforms like GoFundMe to raise 200,000 USD annually.

**Goal:** Increase financial resources by 35% by 2026.

## **11. Addressing Climate Challenges**

**Goal:** Reduce carbon emissions by 20% in target areas through eco-friendly projects.

### **Key Activities:**

- 1) Plant 100,000 trees in desertification-prone regions.
- 2) Install solar energy systems in 50 remote villages.

## 12. Ongoing Conflict and Insecurity

### Context:

- 1) Escalating violence among armed groups has destroyed infrastructure and displaced over 5 million people.
- 2) Grave human rights violations, including attacks on civilians and sexual violence as a weapon of war.

### Key Activities:

- 1) Strengthen emergency protection programs for IDPs.
- 2) Focus on community peacebuilding through women-led dialogues.

## 13. Combating GBV

### Key Activities:

- 1) **Secure Reporting Platform:** Encrypted digital system managed entirely by GBV survivors.
- 2) **"Men as Defenders":** Train 200 men as ambassadors to prevent violence in 8 states.  
**Goal:** Increase GBV reporting by 50% through trust-building in reporting mechanisms.

## 14. Mass Displacement and Collapsed Services

### Context:

- 1) 60% degradation of basic services (health, education, water) in conflict zones.
- 2) Overcrowded displacement camps with disease outbreaks and child malnutrition.

### Key Activities:

- 1) Deploy mobile health clinics and vaccination campaigns in remote areas.
- 2) Set up temporary classrooms and child psychosocial support centers.

## 15. Economic Collapse and Food Insecurity



**Context:**

- 1) Hyperinflation exceeding 400%, with food prices rising by 300%.
- 2) 11 million people facing food insecurity, including 3 million on the brink of famine.

**Key Activities:**

- 1) Implement food voucher and cash transfer programs for vulnerable households.
- 2) Launch urgent agricultural projects to boost local production.

**16. Vulnerable Groups (Women and Children)****Context:**

- 1) 1 in 3 women in conflict zones experiences sexual or physical violence.
- 2) 40% of children are out of school, with rising child labor and forced recruitment.

**Key Activities:**

- 1) Establish multi-service safe centers for female survivors.
- 2) Accelerate educational programs for conflict-affected children.

**17. Humanitarian Access Challenges****Context:**

- 1) Security and logistical barriers block aid to 40% of affected areas.
- 2) Complex bureaucracy restricts humanitarian organizations' movements.

**Key Activities:**

- 1) Use innovative technologies to deliver supplies to besieged areas.
- 2) Partner with local organizations to enhance safe access.

***"Our goals are not numbers... but tangible steps toward a better tomorrow." —***

**RDHA**

## RDHA's Response

The 2025–2027 strategic plan addresses challenges through:

1. **Rapid Humanitarian Response:** Allocate 30% of resources to emergency programs (food, shelter, health).
2. **Economic Empowerment Focus:** Income-generating projects for displaced women and female-headed households.
3. **Smart Partnerships:** Collaborate with the UN and local/international bodies to open humanitarian corridors.
4. **Global Advocacy:** Pressure the international community to lift sanctions worsening the crisis.

***"Amid crisis... we create opportunities for survival and dignity." — RDHA***

# Situation Analysis in Sudan (2025–2027) and Impacts on RDHA's Future Plans

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## 1. Protracted Humanitarian Crisis

### Expected Challenges:

- 1) **Mass Displacement:** Continued internal displacement and refugee flows, straining camp resources.
- 2) **Food Insecurity:** Escalating hunger nearing famine levels.

### Collapse of Basic Services:

- 1) 70% of health facilities and 50% of schools disrupted in conflict zones.
- 2) Severe clean water shortages and disease outbreaks (e.g., cholera).

#### Impact on RDHA:

- 1) Increased pressure on emergency relief programs.
- 2) Need for coordination with international actors to avoid aid duplication.

#### Recommendations:

- 1) Expand cash-for-work programs to boost local productivity.
- 2) Establish integrated service centers (health + education + psychosocial support) in camps.

## 2. Ongoing Conflict and Insecurity

### Expected Challenges:

- 1) Persistent clashes among armed groups, increasing civilian attacks.
- 2) Blocked roads hindering aid access to 40% of affected areas.

#### Impact on RDHA:

- 1) Heightened risks of violence/kidnapping against field teams.

- 2) Difficulty meeting needs in besieged areas.

**Recommendations:**

- 1) Adopt innovative aid delivery technologies (e.g., drones).
- 2) Partner with local leaders to secure safe humanitarian corridors.

### **3. Protection Crisis (GBV and Child Rights)**

**Expected Challenges:**

- 1) **Sexual Violence:** Rising rape and exploitation as weapons of war.
- 2) **Child Rights Violations:** Recruitment, labor, and family separation.

**Impact on RDHA:**

- 1) Need for enhanced emergency protection programs with confidentiality.
- 2) Demand for safe spaces for women/children in high-risk zones.

**Recommendations:**

- 1) Launch anonymous helplines for GBV reporting and psychosocial support.
- 2) Train local volunteers on referral mechanisms.

### **4. Operational Challenges**

**Expected Challenges:**

- 1) **Logistical Constraints:** Destroyed infrastructure, fuel shortages, and transportation hurdles.
- 2) **Bureaucracy:** Complex permit processes for aid operations.

**Impact on RDHA:**

- 1) Operational costs may rise by 30%.
- 2) Project delays due to administrative bottlenecks.

**Recommendations:**

- 1) Build strategic relief material stockpiles in secure warehouses.
- 2) Strengthen partnerships with local NGOs to bypass bureaucratic barriers.

### **5. Weak State Institutions**

### **Expected Challenges:**

- 1) Absence of government services in remote areas, increasing reliance on NGOs.
- 1) Weak law enforcement and institutional corruption.

**Impact on RDHA:** Dual role required: service delivery + strengthening local governance.

#### **Recommendations:**

- 1) Build capacity of local institutions in service management.
- 2) Support transparency/anti-corruption campaigns.

## **6. Emergence of Local Actors**

### **Expected Challenges:**

- 1) Growing role of local councils/resistance committees in crisis management.
- 2) Need for coordination between international NGOs and grassroots initiatives.

**Impact on RDHA:** Require local leader involvement in program design for community acceptance.

#### **Recommendations:**

- 1) Create joint coordination platforms with local actors.
- 2) Fund existing community initiatives through small grants.

## **7. Climate Vulnerability**

### **Expected Challenges:**

- 1) Increased climate disasters (floods, droughts) destroying crops and displacing populations.
- 2) Conflicts over natural resources (water, farmland).

**Impact on RDHA:** Need to integrate climate resilience into all programs.

#### **Recommendations:**

- 1) Implement climate-smart farming (drought-resistant crops).
- 2) Establish community-led early warning systems for disasters.

## Mitigation Strategy

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Axis	Objectives	Success Indicators
Emergency Response	Provide aid to 1 million beneficiaries by 2027	Aid reaches 90% of targeted areas.
Economic Empowerment	Train 10,000 women in entrepreneurship skills	500 small women-led projects established by 2026.
Community Protection	Reduce reported sexual violence cases by 25%	20 safe centers operational in high-risk areas.
Climate Adaptation	Plant 50,000 trees and equip 100 water wells	Flood impacts reduced in 10 rural villages.

*"In the face of complexity... we create opportunities for survival and dignity." —*  
RDHA

## **Key Scenarios and Strategic Planning for RDHA (2025–2027)**

### **Scenario 1: Escalation/Fragmentation or Continued Conflict and Collapse**

**Description:** Escalating conflict with potential state fragmentation or new combat fronts, catastrophic humanitarian decline, limited aid access, supply chain collapse, mass displacement, and rising needs.

#### **RDHA's Strategic Response:**

##### **Focus on:**

- 1)** Life-saving interventions (food, water, emergency health, non-food items).
- 2)** Remote management and staff safety protocols, including emergency evacuation planning.
- 3)** Strengthen local networks (e.g., child protection networks) for data collection and aid facilitation.

**Advocacy:** Protect civilians and ensure humanitarian access, while scaling back non-critical development activities.

**Challenges:** Insecurity, access constraints, funding shortages, and staff safety risks.

#### **Contingency Plans:**

- ✓ Enhance security protocols and use alternative delivery mechanisms (e.g., local partnerships).
- ✓ Diversify supply chains and prioritize essential services.
- ✓ Relocate staff when necessary and provide psychosocial support.
- ✓ Strengthen remote monitoring via digital assessment tools.

## **Scenario 2: Volatile Stalemate/Prolonged Crisis or Fragile Peace Agreement**

**Description:** Ongoing conflict without decisive military outcomes, high humanitarian needs, fluctuating aid access, and fragile ceasefires.

### **RDHA's Strategic Response:**

#### **Focus on:**

- 1) Blend humanitarian aid with community resilience (food security, health, water, protection).
- 2) Adapt delivery methods based on access.
- 3) Strengthen partnerships with local authorities and communities.
- 4) Explore early recovery and peacebuilding in semi-stable areas.

**Challenges:** Persistent localized violence, internal displacement, and limited government capacity.

#### **Contingency Plans:**

- ✓ Maintain program flexibility to adapt to shifting needs.
- ✓ Advocate for increased investment in peacebuilding and reconciliation.
- ✓ Support capacity-building for local institutions.
- ✓ Leverage logistics expertise to improve aid distribution efficiency.

## **Scenario 3: Gradual Improvement/Fragile Peace Process or Transition to Stability**

**Description:** Sustained reduction in violence, improved aid access, national dialogue or peace process initiation, and partial return of displaced populations.

### **RDHA's Strategic Response:**

#### **Focus on:**

- 1) Early recovery and durable solutions (livelihoods, education, reintegration).
- 2) Engage in peacebuilding initiatives with a focus on women's roles.
- 3) Support restoration of basic services (health, education).



- 4) Shift toward long-term development while sustaining humanitarian aid.

**Challenges:** Potential funding declines and the need to transition from relief to development.

**Contingency Plans:**

- ✓ Develop sustainable development programs and seek new donor funding.
- ✓ Strengthen partnerships with development agencies and government.
- ✓ Build local capacities for future response.
- ✓ Gradually transition from direct service delivery to supporting local actors.

## **Additional Emergency Scenarios and Adaptation Plans**

1. **Escalation of Armed Conflict:**

**Actions:**

- ✓ Activate safe evacuation plans for staff.
- ✓ Redirect resources to emergency aid, ensuring women's participation in distribution.

2. **New Pandemic Outbreak:**

**Actions:**

- ✓ Deploy women-led health awareness teams in partnership with WHO.
- ✓ Provide PPE to women in gathering centers.

3. **Banking System Collapse:**

**Actions:**

- ✓ Adopt local barter systems to support small women-led projects.
- ✓ Establish community funding pools to sustain economic activities.

## Adaptation Mechanisms

Mechanism	Details
Monitoring & Evaluation	Enhance data collection systems for informed decision-making (e.g., Kobo Toolbox).
Partnerships	Deepen collaboration with international bodies (e.g., UN) and local actors.
Institutional Resilience	Train staff in crisis management and remote work techniques.
Advocacy	Pressure international actors to ensure sustained funding and civilian protection.

This plan is a **dynamic framework** subject to updates based on evolving conditions, while maintaining focus on:

1. Protecting civilians and empowering women and the most affected communities.
2. Operational flexibility to adapt to changing contexts.
3. Strategic partnerships to maximize humanitarian and developmental impact.

***"Amid crises... we create opportunities." — RDHA***

# Strategic Plan for Raise for Development and Humanitarian Aid (RDHA) 2025–2027

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## Strategic Priorities

Based on Sudan’s complex humanitarian context and potential scenarios, RDHA has identified the following priorities:

### Priority 1: Delivering Adaptive, Life-Saving Humanitarian Assistance

**Goal:** Meet the immediate needs of populations affected by conflict and displacement.

#### Key Activities:

#### 1. Food Security:

- ✓ Distribute food through fixed and mobile points in secure areas.
- ✓ Provide cash/voucher assistance to the most vulnerable households.
- ✓ Supply agricultural inputs (seeds, tools) in relatively stable areas.

#### 2. Water, Sanitation, and Hygiene (WASH):

- ✓ Rehabilitate wells and build sanitation facilities in displacement camps.
- ✓ Distribute hygiene kits and conduct awareness campaigns.

#### 3. Health Services:

- ✓ Operate mobile clinics for primary care and maternal/child health.
- ✓ Train community health workers to combat epidemics.

#### 4. Nutrition:

- ✓ Screen for acute malnutrition and provide treatment via community nutrition centers.

- ✓ Support breastfeeding and distribute supplements to children under five.

## 5. **Shelter and Non-Food Items (NFIs):**

- ✓ Distribute tents, blankets, and cooking tools to displaced families.
- ✓ Establish temporary safe spaces for displaced households.

### **Adaptation to Scenarios:**

- **High-risk areas (Scenario 1):** Use alternative delivery methods and intermediaries.
- **Semi-stable areas (Scenario 2):** Integrate early warning systems for disasters.

## **Priority 2: Protecting Vulnerable Groups (Women and Children)**

**Goal:** Prevent gender-based violence (GBV) and safeguard children's rights.

### **Key Activities:**

#### 1. **Community Protection:**

- ✓ Form local protection committees (CBCPNs) to document violations.
- ✓ Establish safe shelters for survivors of sexual violence.

#### 2. **Psychosocial Support (PSS):**

- ✓ Provide individual/group counseling for survivors and children.
- ✓ Train local volunteers on referral mechanisms.

#### 3. **Awareness Campaigns**

- ✓ Conduct workshops on women's and children's rights using IEC materials.
- ✓ Engage religious leaders and men in anti-violence campaigns.

#### 4. **Inclusion of Persons with Disabilities:**

- ✓ Design accessible health/education facilities.

- ✓ Provide assistive devices (wheelchairs, hearing aids).

#### **Adaptation to Scenarios:**

- **High-risk areas (Scenario 1):** Implement anonymous helplines.
- **Stable areas (Scenario 3):** Strengthen women's participation in local decision-making.

### **Priority 3: Strengthening Community Resilience and Early Recovery**

**Goal:** Build communities' capacity to withstand shocks and rebuild.

#### **Key Activities:**

##### **1. Sustainable Livelihoods:**

- ✓ Train women in income-generating crafts and farming.
- ✓ Distribute goat/sheep herds to rural families.

##### **2. Education in Emergencies:**

- ✓ Set up temporary classrooms and provide educational supplies.
- ✓ Train teachers to support psychologically affected children.

##### **3. Peacebuilding:**

- ✓ Facilitate community dialogues between conflicting groups.
- ✓ Support women-led local reconciliation initiatives.

##### **4. Climate Adaptation:**

- ✓ Promote climate-smart farming (drip irrigation, drought-resistant crops).
- ✓ Distribute solar stoves to reduce firewood dependency.

#### **Adaptation to Scenarios:**

- **Scenario 1:** Focus on urgent relief projects.

- **Scenario 3:** Expand long-term reconstruction programs.

## **Priority 4: Advancing Localization and Institutional Capacity**

**Goal:** Strengthen RDHA's efficiency and partnerships for sustainable operations.

### **Key Activities:**

#### **1. Internal Systems:**

- ✓ Develop a digital MEAL system.
- ✓ Improve logistics via strategic regional warehouses.

#### **2. Staff Capacity Building:**

- ✓ Train teams in crisis management and safeguarding.
- ✓ Provide psychosocial support for staff in high-stress environments.

#### **3. Partnerships and Coordination:** Strengthen collaboration with UN agencies and humanitarian clusters (e.g., HCT, SCG).

#### **4. Funding Diversification:**

- ✓ Develop competitive project proposals to attract new donors.
- ✓ Establish an emergency fund for operational continuity.

### **Adaptation to Scenarios:**

- **All scenarios:** Maintain operational flexibility via contingency plans.
- **Scenario 1:** Rely on local partnerships to offset international funding gaps.

## Core Implementation and Evaluation Mechanisms

Priority	Key Performance Indicators (KPIs)
Humanitarian Assistance	Aid reaches 90% of target areas.
Protection	Reported GBV cases reduced by 30%.
Community Resilience	5,000 women trained in entrepreneurship.
Institutional Capacity	Diversified funding increased by 40% by 2026.

*"We work where hope is scarce... and create it from the will of communities." – RDHA*

# RDHA SWOT Analysis

## 1. Human Resources

Dimension	Analysis	Recommendations
<b>Strengths</b>	<ul style="list-style-type: none"> <li>- Expert female leadership in humanitarian work.</li> <li>- Local volunteer network in 10 states.</li> </ul>	<ul style="list-style-type: none"> <li>- Incentivize local volunteering.</li> <li>- Highlight female leaders' success stories.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>- Skilled staff shortages in remote areas.</li> <li>- Reliance on female field staff at risk.</li> </ul>	<ul style="list-style-type: none"> <li>- Partner with universities for training.</li> <li>- Provide health insurance and mental health support.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>- Partnerships with training centers.</li> <li>- Funded training programs.</li> </ul>	<ul style="list-style-type: none"> <li>- Create scholarships for remote-area students.</li> <li>- Use international funding for regional training centers.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>- Brain drain.</li> <li>- Difficulty attracting foreign experts.</li> </ul>	<ul style="list-style-type: none"> <li>- Improve retention policies (salaries, career growth).</li> <li>- Focus on local talent.</li> </ul>

## 2. Funding

Dimension	Analysis	Recommendations
<b>Strengths</b>	<ul style="list-style-type: none"> <li>- Diversified international funding.</li> <li>- High financial transparency.</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthen donor relations with impact reports.</li> <li>- Use transparency to attract new donors.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>- Over-reliance on foreign funding.</li> <li>- Currency exchange volatility.</li> </ul>	<ul style="list-style-type: none"> <li>- Launch income-generating projects (e.g., handicraft sales).</li> <li>- Open local currency accounts.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>- Private sector partnerships.</li> <li>- Digital crowdfunding.</li> </ul>	<ul style="list-style-type: none"> <li>- Launch a "Women Saving Communities" crowdfunding platform.</li> <li>- Partner with telecom companies.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>- Declining donor focus on Sudan.</li> </ul>	<ul style="list-style-type: none"> <li>- Align proposals with donor priorities (e.g., gender integration).</li> </ul>



### 3. Infrastructure

Dimension	Analysis	Recommendations
<b>Strengths</b>	<ul style="list-style-type: none"> <li>- Warehouses in 6 states.</li> <li>- Donor partnerships for supply management.</li> </ul>	<ul style="list-style-type: none"> <li>- Expand warehouses to remote states.</li> <li>- Adopt smart inventory systems.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>- Limited access to conflict zones.</li> <li>- Poor rural infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>- Rehabilitate rural roads with communities.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>- Blockchain for aid tracking.</li> <li>- Solar energy projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Use blockchain for transparency.</li> <li>- Solar-powered warehouses.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>- Facility destruction.</li> <li>- Equipment theft.</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance warehouse security.</li> <li>- Distribute equipment in phases.</li> </ul>

### 4. Partnerships

Dimension	Analysis	Recommendations
<b>Strengths</b>	<ul style="list-style-type: none"> <li>- Membership in coordination platforms (A/HCT, ISCG).</li> <li>- Strong local women's networks.</li> </ul>	<ul style="list-style-type: none"> <li>- Lead coordination groups.</li> <li>- Partner with active women's organizations.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>- Complex government coordination.</li> <li>- Conflicting partner priorities.</li> </ul>	<ul style="list-style-type: none"> <li>- Appoint a government liaison.</li> <li>- Joint planning meetings.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>- Alliances with rights organizations.</li> <li>- Regional representation.</li> </ul>	<ul style="list-style-type: none"> <li>- Showcase RDHA's impact at conferences.</li> <li>- Launch joint advocacy campaigns.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>- Shifting donor policies.</li> </ul>	<ul style="list-style-type: none"> <li>- Diversify partners (Asia/Africa).</li> </ul>

### 5. Reputation

Dimension	Analysis	Recommendations
<b>Strengths</b>	<ul style="list-style-type: none"> <li>- Community trust due to women-focused programs.</li> <li>- Documented impact.</li> </ul>	<ul style="list-style-type: none"> <li>- Use local radio for outreach.</li> <li>- Produce impact videos.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>- Low brand awareness outside target states.</li> </ul>	<ul style="list-style-type: none"> <li>- Launch national/regional campaigns.</li> <li>- Collaborate with influencers.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>- Media coverage of success stories.</li> <li>- Regional awards.</li> </ul>	<ul style="list-style-type: none"> <li>- Publish multilingual annual reports.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>- Social media misinformation.</li> </ul>	<ul style="list-style-type: none"> <li>- Create a digital monitoring team.</li> <li>- Partner with platforms for accurate content.</li> </ul>

## Stakeholder Analysis

Stakeholder Category	Interests/Needs	Influence Level	Engagement Strategy
Direct Beneficiaries	Access to food, health, education, and protection.	High	Involve them in program design via committees.
International Partners	Project success and compliance.	High	Regular reports and field visits.
Sudanese Government	Operational coordination.	Medium	Sign MoUs and share data.
Private Sector Donors	Branding and tax incentives.	Medium	Strategic partnerships with marketing benefits.
Local NGOs	Funding and capacity building.	High	Allocate 30% funding to joint projects.
Media	Accurate humanitarian reporting.	Low	Monthly press release

# Implementation Framework

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## 1. Effective Coordination

### **Coordination Mechanisms:**

Level	Actions
Local & International	<ul style="list-style-type: none"><li>- Active participation in humanitarian coordination structures (sectoral groups, ISCG, A/HCT)</li><li>- Strengthening coordination with local authorities at state and federal levels.</li></ul>
Internal	<ul style="list-style-type: none"><li>- Weekly meetings between headquarters and field offices via digital platforms.</li><li>- Use unified information management systems (e.g., Kobo Toolbox) for data sharing.</li></ul>

## 2. Flexible Program Management

### *Methodology:*

### **Adaptive Management:**

- ✓ Quarterly review of project plans to align with security changes and emergency needs.
- ✓ Design flexible KPIs adjustable to context (20% increase in distribution scope if conditions improve).

### **Project Cycle Management:**

Stage	Actions
Planning	Risk analysis and priority-setting with local communities.
Implementation	Assign field officers for daily progress monitoring.
Monitoring	Monthly reports with adjustment recommendations.

## 3. Building Strategic Partnerships

### *Partnership Strategy:*

### **Principles:**

- ✓ Focus on partnerships with local organizations to ensure localization and sustainable impact.
- ✓ Collaborate with international partners to enhance technical support and funding.

#### **Tools:**

Partner Type	Cooperation Mechanism
Local	Sign MoUs with women's associations and community councils.
International	Join joint funding alliances to support large-scale projects.

## **4. Financial Resource Mobilization**

*Strategy:*

**Objective:** Diversify funding sources to ensure operational stability.

**Mechanisms:**

**Donor Targeting:**

- Submit project proposals to UN agencies.
- Engage private institutions to support women's empowerment initiatives.

**Strengths Marketing:**

- Highlight the organization's federal status and localization expertise.
- Use community success stories in fundraising campaigns.

## **5. Smart Logistics & Procurement**

*Leveraging Expertise:*

**Warehouse Management:**

- Establish 3 regional warehouses (Khartoum, Blue Nile, Red Sea) for relief materials.
- Use electronic tracking systems to monitor inventory.

*Adapting to Challenges:*

Challenge	Solution
Insecurity	Use alternative methods (e.g., air freight or contracts with local transport companies).
Fuel shortages	Rely on solar energy to power warehouses.

## 6. Risk Management & Accountability

### *Risk Mitigation Mechanisms:*

#### **Risk Matrix:**

- ✓ Monthly updates based on field reports and projected scenarios.
- ✓ Classify risks by probability and impact (high/medium/low).

#### **Security Protocols:**

- ✓ Train all staff on safety and emergency evacuation procedures.
- ✓ Provide health insurance and psychological support for staff in high-risk areas.

#### **Financial Controls:**

- ✓ Quarterly financial audits by independent external parties.
- ✓ Publish financial reports on the website for transparency.

### **Performance Indicators**

Area	Indicators
Coordination	- Organization's attendance rate in international coordination meetings (Target: 90%).
Program Management	- Number of projects adjusted to changing contexts (Target: 30 projects annually).
Partnerships	- Number of MoUs signed with local entities (Target: 15 annually).
Funding	- Percentage increase in diversified funding (Target: 40% by 2026).

***"Management is not just planning... but flexibility in implementation and commitment to accountability." – RDHA***

## Monitoring, Evaluation, Accountability, and Learning (MEAL)

*The MEAL system at RDHA is not just a routine procedure—it is the backbone that ensures every decision and project is built on accurate data and community feedback. Through this system, the organization becomes capable of adapting to evolving challenges and ensuring its efforts translate into tangible impacts on the lives of the most vulnerable groups.*

### 1. Monitoring

#### Activities:

- **Tracking Indicators:** Use gender-, age-, and vulnerability-classified Key Performance Indicators (KPIs) to measure progress in each strategic priority.
- **Remote Monitoring:**
  - ✓ Deploy digital tools like Kobo Toolbox for data collection in insecure areas.
  - ✓ Conduct phone surveys to assess the needs of displaced populations in remote areas.
- **Field Visits:** Conduct unannounced visits to projects in secure areas to assess quality and efficiency.

#### Tools:

- ✓ Interactive dashboards for real-time data visualization.
- ✓ Monthly reports highlighting progress against planned targets.

### Gender Integration in Monitoring & Evaluation

- ✓ **Gender-disaggregated Data:** Segment all indicators by gender, age, and disability.
- ✓ **Gender Reports:** Publish an annual report titled "*Women at the Heart of Crises*" to track challenges and opportunities.

### Community Engagement

#### Community Assessment Committees:

- ✓ Form teams including women and youth to monitor service quality and provide feedback.
- ✓ Organize quarterly Community Feedback Mechanism sessions.

## 2. Evaluation

### Activities:

- **Periodic Evaluations:**
  - ✓ Semi-annual evaluations of health and education projects to measure beneficiary impact.
  - ✓ End-of-project evaluations with recommendations for future program improvements.
- **Mid-Term Review:**
  - ✓ Comprehensive review of the strategic plan after 18 months to adjust priorities based on evolving contexts.
  - ✓ **External Evaluations:** Contract independent entities for objective evaluations to ensure integrity.
- **Outputs:**
  - ✓ Evaluation reports with actionable recommendations.
  - ✓ Workshops to present results to donors and local communities.

## 3. Accountability

### Activities:

- **Feedback Mechanisms:**
  - ✓ Install suggestion boxes in community centers and dedicated e-boxes on the official website.
  - ✓ Operate a free hotline for reporting complaints or violations.
- **Protection Policies:**
  - ✓ Train 100% of staff on Prevention of Sexual Exploitation and Abuse (PSEA) policies.
  - ✓ Provide secure, anonymous reporting channels for women and children.

### Tools:

- Integrated electronic system for logging and tracking complaints.
- Monthly community meetings with opinion leaders to ensure transparency.

#### 4. Learning

- **Reflection Sessions:**

- ✓ Hold quarterly workshops for teams to analyze successes and failures.
- ✓ Share lessons learned via internal communication platforms.

- **Documentation of Best Practices:**

- ✓ Publish case studies on successful projects (e.g., *Blue Nile Solar Energy Project*).
- ✓ Share community success stories on the website and social media.

- **Program Adaptation:** Adjust activities based on evaluation results and beneficiary feedback.

#### Outputs:

- A knowledge database of best practices and lessons learned.
- Learning reports distributed to partners to enhance collaboration.

#### MEAL Implementation

Activity	Frequency	Responsible Party
Field data collection	Weekly	Monitoring Teams
Project evaluations	Semi-annual	Evaluation Unit
Learning workshops	Quarterly	Program Manager
Complaint review	Daily	Accountability Team

#### Anticipated Challenges & Mitigation Measures

Challenge	Mitigation Measure
Data accessibility issues	Use remote monitoring technologies.
Resistance to reporting	Build trust through awareness campaigns.
Human resource shortages	Train local staff on MEAL tools.

*“We monitor meticulously... we learn continuously... we improve consistently.” –*

**RDHA**



## Resource Mobilization Strategy

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- 1) **Secure sufficient funding** to support humanitarian and developmental programs.
- 2) **Diversify income sources** (local, international, governmental, private, individual donations).
- 3) **Strengthen strategic partnerships** with donors and civil society.
- 4) **Improve operational efficiency** to ensure optimal resource utilization.
- 5) **Enhance transparency** and credibility to attract donor trust.

### Strategic Pillars

#### Diversifying Funding Sources

##### 1. International Entities:

- Apply for grants dedicated to emergency programs and women's empowerment.
- Participate in regional initiatives.

##### 2. Local Entities:

- Establish partnerships with Sudanese private sector entities (**banks, telecom companies, production firms**).
- Collaborate with government agencies in target states to support infrastructure projects.

##### 3. Individual Donations:

- Launch digital awareness campaigns on social media platforms for fundraising.
- Create a monthly donation system (**supportive membership**) for sustainable individual contributions.

#### Strengthening Strategic Partnerships

##### 1. International Organizations:

- Develop partnerships with international organizations and UN agencies supporting displaced persons.

- Collaborate with international human rights organizations to document violations.

## 2. **Local Civil Society:**

- Build alliances with local feminist organizations to implement joint projects.
- Enhance cooperation with Sudanese universities for field research supporting programs.

## 3. **Private Sector:** Promote corporate social responsibility (**CSR**) by sponsoring educational and health projects.

### **Innovation in Fundraising Mechanisms**

#### 1. **Digital Financing:**

- Use online donation platforms (**PayPal, GoFundMe**).
- Launch a dedicated app for donations and project updates.

#### 2. **Results-Based Financing (RBF):** Submit project proposals with clear performance indicators to attract impact-focused donors.

#### 3. **Leveraging Innovative Grants:** Apply for grants linked to technology or climate adaptation.

### **Enhancing Institutional Capacity**

#### 1. **Team Training:**

- ✓ Organize workshops on technical proposal writing and grant management.
- ✓ Train staff on project monitoring and evaluation tools (**LogAlto**).

#### 2. **Infrastructure Improvement:**

- ✓ Develop an integrated accounting system compliant with international donor standards.
- ✓ Establish a dedicated Donor Relations Unit.

#### 3. **Advocacy and Visibility:**

##### • **Institutional Marketing:**

- ✓ Produce annual reports with photos/videos showcasing project impacts.
- ✓ Use community success stories (**testimonials**) in campaigns.

- **Public Events:**

- ✓ Organize regional conferences to highlight achievements and attract donors.
- ✓ Participate in international forums.

## **Risk Management and Sustainability**

- **Financial Emergency Plan:** Allocate a reserve fund (10% of annual budget).
- **Transparency Commitment:**
  - ✓ Publish periodic financial reports on the organization's website.
  - ✓ Obtain international certifications (Core Humanitarian Standard, **CHS**).

## **Monitoring and Evaluation Mechanisms**

- **Performance Indicators:**
  - ✓ Funding diversification ratio (target: 60% international, 30% local, 10% individual).
  - ✓ Annual new partnerships (target: 10 international, 20 local).
- **Quarterly Reviews:** Assess resource mobilization progress and adapt strategies to changing contexts.

***"Resources are not just money, but the will to cooperate and build hope." — RDHA***

## **Strategic Pillars**

### **Emergency Humanitarian Response with a Gender Lens**

#### **Core Objectives**

1. Provide special protection for women and girls from violence and exploitation in emergencies.

2. Ensure equitable access to humanitarian services (health, shelter, food) with gender-sensitive approaches.
3. Empower women as key actors in designing and implementing humanitarian responses.
4. Document the differential impact of crises on women, men, and children to improve planning.

## **Guiding Principles**

1. **Non-Discrimination:** Inclusion for all without exception.
2. **Effective Participation:** Involve women in decision-making.
3. **Confidentiality and Safety:** Protect data of GBV survivors.
4. **Cultural Sensitivity:** Respect local customs while upholding fundamental rights.

## **Key Initiatives**

### **Gender-Sensitive Needs Assessment**

1. Conduct rapid gender- and age-disaggregated needs analyses in crisis areas.
2. Use tools like rapid gender surveys to identify gaps (lack of safe toilets for women).
3. Deploy gender-trained field teams including local women.

### **Gender-Sensitive Service Delivery**

- **Health Services:**
  - 1) Distribute dignity kits with women's hygiene supplies.
  - 2) Deploy mobile clinics focusing on maternal and child health in displacement areas.
- **Safe Shelter:**
  - 3) Design separate, secure shelters for women and children with adequate lighting.
  - 4) Provide private rooms for GBV survivors to access psychosocial support.
- **Food Security:**

- 5) Ensure female-headed households receive extra food rations.
- 6) Distribute women-managed vouchers to enhance economic autonomy.

### **GBV Prevention and Response**

- **Prevention:**
  - ✓ Train volunteers to identify violence signs and refer cases.
  - ✓ Conduct awareness sessions for men/boys on equality and women's rights.
- **Immediate Response:**
  - ✓ Set up anonymous hotlines for reporting violence.
  - ✓ Partner with local organizations to provide legal/psychological support.

### **Women's Leadership in Humanitarian Action**

- **Women's Advisory Committees:**
  - ✓ Form local women-led committees to manage aid distribution.
  - ✓ Ensure ≥50% women in rapid response teams.
- **Capacity Building:** Train women in crisis management and negotiation.

### **Gender Data and Reporting**

- **Gender Information System:**
  - ✓ Use indicators like % of women beneficiaries and reported GBV cases.
  - ✓ Document success stories of women leaders.
- **Periodic Reports:** Publish biannual reports on gender disparities in crisis impacts.

### **Key Partnerships**

- **Local Feminist Organizations:** Sudanese Women's Union for culturally appropriate responses.
- **International Organizations:** UN agencies and INGOs to support protection programs.
- **Government Health Sector:** Provide reproductive health services in remote areas.

## Anticipated Challenges and Mitigation

Challenges	Mitigation Measures
Cultural resistance to women's participation	Engage traditional leaders/men in community dialogues.
Lack of gender-specific funding	Integrate gender clauses into all project proposals.
Difficulty reaching GBV survivors	Strengthen collaboration with local women's networks.

### Success Indicators

- 40% increase in women's participation in aid distribution by 2027.
- 30% reduction in reported GBV cases in target areas.
- 90% of female-headed households accessing basic humanitarian services.

***"No dignity without justice... No humanitarian response without addressing gender disparities." — RDHA***

## Priorities

### 1. Women and Girls:

#### Characteristics:

- ✓ Survivors of gender-based violence **(GBV)**.
- ✓ Female heads of households due to conflicts or displacement.
- ✓ Girls out of the education system **(especially in rural and conflict areas)**.

#### Dedicated Programs:

- ✓ Safe centers for psychological and legal support.

- ✓ Economic empowerment and vocational training programs.
- ✓ Awareness campaigns on reproductive health and women's rights.

## **2. Internally Displaced Persons (IDPs) and Refugees:**

### **Characteristics:**

- ✓ Families who lost homes due to armed conflicts or climate disasters.
- ✓ Displaced children without identity documents or access to schools.

### **Dedicated Programs:**

- ✓ Distribution of emergency shelter supplies.
- ✓ Facilitating access to civil registration and non-formal education services.

## **3. Children and Adolescents:**

### **Characteristics:**

- ✓ Children psychologically affected by conflicts (trauma, child labor, recruitment).
- ✓ Boys and girls lacking access to basic education.

### **Dedicated Programs:**

- ✓ Temporary classrooms and child-friendly spaces.
- ✓ Psychosocial support programs (**PSS**) in partnership with specialized organizations.

## **4. Elderly and Persons with Disabilities:**

### **Characteristics:**

- ✓ Individuals facing barriers to accessing health or relief services.
- ✓ Persons with mobility or sensory impairments lacking community support.

### **Dedicated Programs:**

- ✓ Mobile health services targeting chronic diseases.
- ✓ Provision of assistive devices (wheelchairs, hearing aids) in collaboration with international organizations.

## 5. **Marginalized Communities (Ethnic and Rural Minorities):**

### **Characteristics:**

- ✓ Communities historically marginalized in accessing resources.
- ✓ Rural populations vulnerable to drought and desertification.

### **Dedicated Programs:**

- ✓ Climate-adaptive agricultural projects to enhance food security.
- ✓ Advocacy campaigns for land ownership rights of marginalized groups.

## 6. **Youth in Conflict Zones:**

### **Characteristics:**

- ✓ Unemployed youth at risk of recruitment by armed groups.
- ✓ Young women lacking education or community participation opportunities.

### **Dedicated Programs:**

- ✓ Vocational training in technology and handicrafts.
- ✓ Establishing youth clubs to promote dialogue and peacebuilding.

## 7. **Women Leaders and Local Initiatives:**

### **Characteristics:**

- ✓ Women leaders in local communities needing institutional support.
- ✓ Feminist groups running community initiatives with limited resources.

### **Dedicated Programs:**

- ✓ Small grants to empower local initiatives.
- ✓ Capacity-building for women leaders in project management and advocacy.

## **Priority-Setting Criteria**

1. **Vulnerability Indicators:** Poverty, displacement, limited access to services.
2. **Impact of Overlapping Crises:** Conflicts, climate, economy.



3. **Gender Focus:** Ensure women's representation in all programs.
4. **Geographical Balance:** Target states most affected, based on field data.

### **Target Group Access Mechanisms**

1. **Community Networks:** Collaborate with local leaders and health workers.
2. **Partnerships with Feminist Organizations:** Ensure safe access for women.
3. **Technology:** Use mobile platforms for data collection in remote areas.

### **Anticipated Challenges**

1. **Field Security:** Difficulty accessing active conflict zones.
2. **Cultural Barriers:** Resistance to women's participation in decision-making.
3. **Lack of Accurate Data:** Especially on marginalized groups.

***"We target hope... where despair is strongest." — RDHA***

## **Scope of Focus (Targeted States) and Intervention Priorities**

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### **❖ Blue Nile State**

#### **Context:**

- Recurrent conflicts between armed groups.
- High displacement rates to neighboring cities.
- Deteriorating health and education sectors.

#### **RDHA Priorities:**

- Urgent distribution of food and medical aid.
- Support peacebuilding projects through women-led community dialogues.
- Establish temporary learning centers for displaced children.

### **❖ White Nile State**

#### **Context:**

- Influx of IDPs from neighboring states due to conflicts.
- Weak water and sanitation infrastructure.

#### **RDHA Priorities:**

- Improve water supply via community wells.
- Provide psychosocial support for GBV survivors.

### **❖ Al-Gazira State**

#### **Context:**

- Climate change impacts on agriculture (droughts, floods).
- High poverty rates among rural women.

#### **RDHA Priorities:**

- Climate-smart agricultural projects to enhance food security.
- Train women on modern irrigation techniques and crop marketing.

## ❖ Sennar State

### **Context:**

- Frequent floods destroying homes and farms.
- Lack of health facilities in rural areas.

### **RDHA Priorities:**

- Provide temporary shelters and emergency housing materials.
- Deploy mobile clinics for reproductive health services.

## ❖ Gedaref State

### **Context:**

- Economic decline due to international sanctions.
- Prevalence of child labor and human trafficking.

### **RDHA Priorities:**

- Child protection programs via safe spaces and non-formal education.
- Income-generating projects to reduce irregular migration.

## ❖ Red Sea State

### **Context:**

- Declining fishing sector due to pollution and climate change.
- Influx of IDPs from war-affected states.

### **RDHA Priorities:**

- Support fishing communities with sustainable techniques.
- Provide essential services to displaced populations.

## **Geographic Focus Criteria**

### **1. Vulnerability Indicators:**

- ✓ Proportion of IDPs.
- ✓ Poverty and food insecurity rates.

- ✓ **Overlapping Crises:** Areas affected by multiple crises (conflict + climate + economy).
- ✓ **Field Access Capacity:** Existing community networks and permissible security conditions.
- ✓ **Gender Focus:** Areas with high GBV rates.

## Program Implementation Mechanisms

- **Local Partnerships:**
  - ✓ Collaborate with neighborhood councils and traditional leaders for access.
  - ✓ Hire local women for field teams to ensure community trust.
- **Technology:**
  - ✓ Use GIS systems to pinpoint needs.
  - ✓ Digital platforms to track aid distribution and assess impact.
- **Adaptive Flexibility:** Update priorities periodically based on security and climate changes.

## Anticipated Challenges and Mitigation

Challenges	Mitigation Measures
Difficulty accessing conflict zones	Partner with international organizations to secure humanitarian corridors.
Lack of accurate data	Conduct monthly field surveys with universities.
Local resistance to women's empowerment	Engage men and youth in dialogues on women's participation.

## Impact Indicators

- 60% women's participation in RDHA programs per state by 2027.
- Number of beneficiaries of health/education services in remote areas.
- Reduced secondary displacement due to improved livelihoods.

***"We target hope... where despair is strongest." — RDHA***

## Implementation Strategy for the New Expansion Scope

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*"In light of the growing and evolving humanitarian needs in Sudan and our commitment to achieving integration between emergency humanitarian response and long-term developmental programs while enhancing resilience to overlapping challenges, we will expand our geographic scope to include the states of **Northern, River Nile, and Khartoum** from **Q1 2025 to the end of 2026**, with full coverage of all Sudanese states by **2028**. This expansion will build on our existing operations in the original states (Blue Nile, White Nile, Gezira, Sennar, Gedaref, Red Sea)".*

### Core Foundations for Expansion Implementation

#### 1. Organizational Structure and Governance

##### a) Specialized Teams:

- ✓ Expand field offices to include the new states (Northern, River Nile, Khartoum), appointing a local director for each state.
- ✓ Establish a regional coordination unit in Khartoum to enhance inter-state communication.

##### b) Advisory Committees:

- ✓ Expand the women's committee to include representatives from the new states.
- ✓ Form a joint inter-state emergency committee for rapid response to overlapping crises.

## Annual Operational Plan for the Expansion Scope

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### 1. Activities

State	Key Activities (2025–2027)	Responsible Team
Northern	<ul style="list-style-type: none"> <li>- Implement 15 water harvesting projects.</li> <li>- Train 300 women on solar pump management.</li> <li>- Distribute drought-resistant seeds.</li> <li>- Community awareness campaigns on water conservation.</li> </ul>	Climate Adaptation Team Community Support Team
River Nile	<ul style="list-style-type: none"> <li>- Distribute 5,000 water filters.</li> <li>- Establish 5 women's agricultural cooperatives.</li> <li>- Train 500 farmers on sustainable techniques.</li> <li>- Health awareness campaigns for waterborne diseases.</li> <li>- Psychosocial support sessions for communities affected by water pollution.</li> <li>- Support community initiatives.</li> <li>- Provide mobile educational classes for children in remote areas.</li> <li>- Train 200 women in community leadership and small project management.</li> <li>- Organize dialogues to resolve water resource conflicts.</li> <li>- Launch awareness initiatives to protect children from hazardous agricultural labor.</li> </ul>	Health & Agriculture Team
Khartoum	<ul style="list-style-type: none"> <li>- Provide essential supplies for returnees.</li> <li>- Psychosocial support and community reintegration for returnees.</li> <li>- Economic empowerment for women.</li> <li>- Support education, health, and healthcare facilities.</li> <li>- Maternal and child health programs.</li> <li>- Awareness campaigns on sexually transmitted diseases and database creation.</li> <li>- Establish vocational training centers for women.</li> <li>- Provide legal aid services for returnees.</li> <li>- Establish 3 multi-service safe centers.</li> <li>- Train 1,000 youth in tech skills.</li> <li>- Implement urban farming projects for food security.</li> <li>- Develop digital platforms to link youth with job opportunities.</li> </ul>	Community Support Team Urban Empowerment Team

## 2. Timelines

### Northern State:

Activity	2025	2026	2027	Responsible
Implement 15 water harvesting projects	4 projects (Q2–Q4)	6 projects (Q1–Q4)	5 projects (Q1–Q4)	Climate Adaptation Team
Train 300 women on pump management	80 women (Q3–Q4)	110 women (Q3–Q4)	110 women (Q3–Q4)	Community Support Team
Distribute drought-resistant seeds	Pre-planting season (Q2)	Pre-planting season (Q2)	Pre-planting season (Q2)	Climate Adaptation Team
Water conservation campaigns	Biannual campaigns (Q3–Q4)	Biannual campaigns (Q1–Q4)	Biannual campaigns (Q1–Q4)	Community Support Team

### River Nile State:

Activity	2025	2026	2027	Responsible
Distribute 5,000 water filters	1,000 filters (Q2–Q4)	2,000 filters (Q1–Q4)	2,000 filters (Q1–Q4)	Health & Agriculture Team
Establish 5 women's cooperatives	1 cooperative (Q3–Q4)	3 cooperatives (Q1–Q4)	1 cooperative (Q1–Q4)	Health & Agriculture Team
Train 500 farmers on sustainable farming	150 farmers (Q4)	150 farmers (Q1–Q4)	200 farmers (Q1–Q4)	Health & Agriculture Team
Psychosocial support sessions	Quarterly sessions (Q3–Q4)	Quarterly sessions (Q1–Q4)	Quarterly sessions (Q1–Q4)	Community Support Team
Mobile educational classes	Launch (Q3)	Ongoing (Q1–Q4)	Ongoing (Q1–Q4)	Community Support Team

### Khartoum State:

Activity	2025	2026	2027	Responsible
Provide essential supplies for returnees	Initial distribution (Q3)	Needs assessment update (Q4)	Additional distribution (Q2)	Community Support Team
Establish 3 multi-service safe centers	2 centers (Q3–Q4)	1 center (Q2)	-	Urban Empowerment Team
Train 1,000 youth in tech skills	300 youth (Q3)	300 youth (Q3)	400 youth (Q2–Q3)	Urban Empowerment Team
STI awareness campaigns	Biannual campaigns (Q2–Q4)	Biannual campaigns (Q2–Q4)	Biannual campaigns (Q2–Q4)	Community Support Team

	Q4)	Q4)	Q4)	
<b>Urban farming projects</b>	Pilot phase (Q4)	Expand to 5 sites (Q1–Q4)	Maintenance & evaluation (Q1–Q4)	Urban Empowerment Team

## 1) Strengthening Partnerships and Coordination

### a) **New Partnerships:**

- ✓ With Khartoum Municipality: Improve services in informal settlements.
- ✓ With universities: Conduct climate adaptation research in Northern State.
- ✓ With digital marketing platforms: Support artisans in new states.

### b) **Coordination Mechanisms:** Use digital platforms to coordinate with international organizations in conflict zones.

## 2) Financial and Human Resource Management (Updates)

### a) **Updated Budget:**

Item	Percentage
<b>Field Programs</b>	<b>65%</b>
<b>Operational Costs</b>	<b>25%</b>
<b>Emergency Fund</b>	<b>10%</b>

### b) **Staff Expansion:** Hire 50 new core staff in the new states (20 in Khartoum, 15 in River Nile, 15 in Northern).

## 3) Monitoring, Evaluation, Accountability, and Learning (MEAL)

### a) **Indicators:**

Indicator	Target by 2027
<b>Percentage of female beneficiaries in Khartoum</b>	<b>70%</b>
<b>Reclaimed land area in Northern State</b>	<b>+25%</b>

### b) **Innovative Tools:** Use AI to analyze gender-based violence data in urban areas.



4) Risk Management and Adaptive Response (Updates)

a) Risk Map:

Risks	Mitigation Actions
Cultural resistance in River Nile/Northern	Engage imams and community leaders.
High costs in Khartoum	Secure funding partnerships with international organizations.

Detailed Implementation Axes for New States

1. Climate Adaptation Axis (Northern & River Nile):

Activities:

- Build 20 small rainwater dams in Northern.
- Train 500 female farmers on smart irrigation in River Nile.

2. Urban Empowerment Axis (Khartoum):

Activities:

- Create digital job platforms for youth in tech.
- Advocate for laws protecting displaced populations.

3. Indicators: Reduce youth unemployment by 15% annually.

Updated Communication and Reporting Mechanisms

- **Reports:**
  - ✓ Quarterly detailed reports on program performance in new states.
  - ✓ Interactive annual reports with heat maps showing geographic achievements.
- **Transparency:** Launch a digital portal to track funding flows and project activities.

## Strengthening Partnerships and Coordination

### Coordination Mechanisms:

- ✓ Monthly coordination meetings with local/international organizations.
- ✓ Use platforms like Microsoft Teams for field team coordination.
- ✓ Sign MoUs with donors and government entities.

## Financial and Human Resource Management

- **Flexible Budgeting:**

- ✓ Allocate 70% to field programs, 30% to operational costs.
- ✓ Establish a 10% emergency fund for unforeseen responses.

- **Capacity Building:**

- ✓ Train 200 staff annually on crisis management and MEAL.
- ✓ Engage international experts for Sphere standards training.

## Risk Management and Adaptive Response

- **Risk Map:**

Risks	Impact	Mitigation
Escalating armed conflicts	Disrupted field activities	Collaborate with UN for safe corridors.
Funding shortages	Project delays	Diversify funding via public campaigns.
Community resistance to women's empowerment	Reduced participation	Engage male leaders and local partners.

**"From the reality of challenges... we create sustainable opportunities"**

**RDHA**

## References and Documentation

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### Alignment of Objectives with Sustainable Development Goals (SDGs)

*RDHA aligns its efforts with **2030 Agenda for Sustainable Development**, where its strategic priorities contribute to achieving the following goals in the context of Sudan:*

### Alignment with Sustainable Development Goals

Goal	Target	RDHA's Contribution	Associated Priority
Goal 1	End poverty	Providing cash assistance, sustainable livelihood projects, women's economic empowerment.	Priority 1, 3
Goal 2	Zero hunger	Emergency food distribution, support for smart agriculture, malnutrition treatment.	Priority 1
Goal 3	Good health and well-being	Operating mobile clinics, providing maternal and child health services, combating epidemics.	Priority 1
Goal 4	Quality education	Establishing temporary classrooms, teacher training, supporting education in emergencies.	Priority 3
Goal 5	Gender equality	Preventing Gender-Based Violence (GBV), empowering women in decision-making, providing safe centers.	Priority 2, 3
Goal 6	Clean water and sanitation	Building water and sanitation facilities, organizing community hygiene campaigns.	Priority 1
Goal 8	Decent work and economic growth	Vocational training, supporting small income-generating projects.	Priority 3
Goal 10	Reduced inequalities	Focusing on displaced persons, persons with disabilities, and women in all programs.	All Priorities
Goal 13	Climate action	Disseminating smart agricultural techniques, promoting solar energy use.	Priority 3
Goal 16	Peace, justice and strong institutions	Promoting community dialogue, supporting transitional justice initiatives.	Priority 2, 3
Goal 17	Partnerships for the goals	Enhancing cooperation with the UN, local organizations, and international donors.	Priority 4

## Key Orientations for Achieving the Goals

1. **Women as Leaders of Change (Goal 5)** RDHA embodies the principle of "Women's Leadership" through:
  - Engaging women in the design and implementation of 80% of projects.
  - Allocating 50% of leadership positions in field teams to women.
2. **Crisis Response while Maintaining Sustainability (Goals 1, 2, 13)** Combining emergency relief with long-term recovery projects:
  - Transforming food aid into sustainable agricultural opportunities
  - Using solar energy to power health service centers.
3. **Social Justice as a Foundation for Peace (Goal 16) (Supporting the return of displaced persons through community reintegration programs)** Organizing workshops to promote a culture of dialogue among youth from conflicting backgrounds. Combating discrimination:
  - Advocacy campaigns to amend laws unfair to women, creating community protection networks managed by survivors themselves.
  - Political empowerment: Supporting women's candidacy in local elections, building their capacities to hold leadership positions.
4. **Localization as a Strategy:** Empowering local organizations:
  - Directing the majority of projects through partnerships with local women's initiatives, providing financial and technical support to ensure sustainability.
  - Local solutions for local crises: Relying on community expertise in designing solutions, such as smart agriculture projects managed by female farmers.
5. **Sustainability as a Vision:** Long-term projects:
  - Shifting from short-term funding to investments spanning 3–5 years in education, health, and infrastructure.
  - Climate adaptation: Training women on techniques that preserve natural resources and ensure food security for future generations.

## RDHA's Commitment to the Principles of the 2030 Agenda

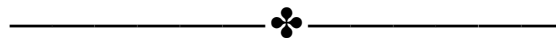
*The organization's strategy reflects a practical commitment to:*

1. **Leaving no one behind:** Directing resources to the most marginalized groups.
2. **Integration of goals:** Linking humanitarian relief with sustainable development.
3. **Effective partnerships:** Collaborating with local and international actors to maximize impact.

**"Justice is not a slogan... It is a daily commitment we live in every project we implement" – RDHA**



***This plan is not just a working document, but a new covenant in which "RDHA" redefines humanitarian action; where women become actors, not victims, Technology becomes an ally, not a luxury, and communities become partners, not recipients.***



# An Appeal to the Conscience of the World

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## To International Partners:

Your support is not a donation... **it is an investment in the future of humanity.**

- ❖ Every dollar you provide translates into education for a girl, treatment for a sick mother, and a seed of hope in barren land.
- ❖ Together, we can transform crises into opportunities for lasting peace.

## To Local Governments:

Women are partners, not competitors... **Open the doors for them.**

- ❖ Involving women in decision-making is not a luxury... it is a necessity for building stable societies.
- ❖ Together, we can transform policies into tools for justice and equity.

## To the Women of Sudan:

You are the heroines... **and your voice will change history.**

- ❖ Your strength lies in your humility, and your resolve in your smiling faces despite the storms.
- ❖ Together, we will prove that wars are not ended by weapons... but by the iron will of women.

## Step by step...

We will move forward, even if slowly, but we do not retreat.

We will build a Sudan shining with hope...

Where schools are built on the ruins of wars,

And olives are planted in minefields,

And women's voices are heard in every corner.

**Together... we make the impossible possible.**

