

Initiative

2025





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ADRA Sudan Strategic Planning

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ADRA



Introduction

The process involved and the outcomes expected from planning to execution is an important management component that demands constant attention by any organization in general. It is known that not always what is planned automatically springs into results, as the majority of the organizations fail to deliver more than around 60% of the planned financial results because of poor execution of the planned strategies (Mankins & Steele, 2005). A proper strategic plan is not only key to any organization success, but is also the basis for any results expected in the execution phase.

ADRA Sudan will venture into the next quinquennial with a clear set of

expectations declared in this current document.

For crafting this strategic plan, a set of online consultation meetings were prepared for acquiring staff inputs, stakeholder's opinion and board members inputs on what were the main results expected in the next years, based on the current situation of Sudan.

ADRA Sudan believes that a consolidated effort in managing this plan is required, to avoid sending this document to the oblivion shelves, but to incorporate in the decision making process the elements identified, expected and prognosticated in this exercise.

The Management Team

Introduction

ADRA Sudan Background

Since 1979, the Adventist Development and Relief Agency is actively and uninterruptedly present in Sudan. With a clear purpose to serve the humanity, ADRA Sudan currently manages international funding from more than 10 different donors, including the UN system agencies, such as UNDP and UNHCR, the United States agencies USAID and OFDA funds, funds also from the Government of Canada, Sweden, Switzerland, Denmark, the European Union, ECHO and the Sudan Humanitarian Fund.

The Adventist Development and Relief Agency (ADRA) is a global humanitarian organization with a purpose to work with people in poverty and distress to create just and positive change.

ADRA Sudan employs a team of experienced staff that design, manage, and implement its programs in accordance with donor, ADRA policies, and requirements. ADRA's technical

ADRA Sudan belongs to the worldwide ADRA network, comprised of more than 118 supporting and implementing country offices. ADRA's focus on Wellbeing is spread over four core sectors: Health, Education, Livelihoods, and Emergency. ADRA Sudan has developed its expertise in these sectors and in various specific sub-sectors, such as in Food Security and Livelihoods (FSL), Water, Sanitation and Hygiene (WASH), and Economic Development (including Literacy, Capacity Building and Income Generating Activities (IGAs) and Emergency Response.

ADRA Sudan is governed by a board of directors comprised of International experienced administrators, finance experts, health specialists and local community members.

team includes Livelihood experts, Geologists with WASH and engineering expertise, Community Sanitation Specialists, Statisticians and Monitoring and Evaluation specialists. The higher Management and managerial team includes: Country Director, a Programs Director, and a Finance Director.



Message from the Board Chairperson

Myron Iseminger studied and worked in five countries on four different continents during his education and career spanning more than 30 years as a leader with experience in organizational administration, human resources, church finance and social development.

In 1942 an investment company included the following statement in a report: “Every portfolio, however sound at the start, is exposed to the actions and reactions of uncontrollable forces. To steer a financial course safely calls for systematic planning and careful supervision. Those who fail to plan are planning to fail.”

That statement just as aptly applies to ADRA Sudan. While we may also be at the mercy of

uncontrollable forces, we must lay plans to the best of our ability based on the knowledge we have on hand. The strategic plan that follows is the work of countless hours from many individuals including various stakeholders. We invite your participation and the blessing of God in making this plan become a reality.

Myron Iseminger
Board Chairperson

ADRA Sudan Higher Management



Jefferson Kern - Country Director

Started his service with ADRA as volunteer in Angola in 1994, returning in 2008 as Regional Director in the Amazon, and later serving as Country Director in Rwanda from 2010 to 2014 and Brazil from 2015 to 2017. Holds a Master of Science in Administration Degree with emphasis in International Development and Non-Profit Organization Policies.



Jasmin Simyunn - Finance Director

Started her profession as certified public accountant, working in private industries and academy for 4 years prior to joining ADRA Sri Lanka back in 2007 where she served as Finance Director. She then moved to various ADRA offices, Mongolia as Finance and Admin Director (2010-2012), Papua New Guinea as Country Director (2012-2015), Canada as Senior Compliance Manager (2016-2018). She then started her service in Sudan back in April 2018. Holds a Masters Degree in Business Administration.



Maysa Al-Aqil - Programs Director

Started her humanitarian career as a Program Assistant with ADRA in 2013 to 2014 in Yemen, then went off to earn a post graduate degree from the University of Cranfield, UK on Environment and Public Policy. After earning her degree returned as a Program officer in 2015 in ADRA Yemen, and then promoted to Manager in 2017. Throughout 2017-2019 she headed the program department in Yemen.



“To serve humanity so all can live as God intended.”

The Adventist Development and Relief Agency's purpose encapsulate the institutional belief in the Creator's interest in human wellbeing and the staff's dedication of service.

We are the global humanitarian arm of the Seventh-day Adventist Church—part of the 20-million strong Adventist community, with hundreds of thousands of churches globally and the world's largest integrated healthcare and education network.

We deliver relief and development assistance to individuals in more than

118 countries—regardless of their ethnicity, political affiliation, gender, or religious association.

By partnering with local communities, organizations, and governments, we are able to deliver culturally relevant programs and build local capability for sustainable change.

ADRA Sudan

Choice of Conduct

Aspirational Dimension

ADRA Sudan is trusted and recognized by providing equal service and attention to the ones we serve and a fair and standardized working environment for our staff, contributing to make the World a better place.

Fundamental Dimension

ADRA Sudan believes this core value produces dignity and respect to all, it enables a fair and morally sound treatment and equal opportunities to the sudanese people whom we serve.

Justice

Operational Dimension

ADRA Sudan incorporates a rights-base programmatic approach providing equal opportunities to woman and children in all our actions, a transparent recruitment and development opportunities for staff, and excellence in our activities.



Aspirational Dimension

ADRA Sudan will achieve its goals and objectives of making the world a better place being recognized by its positive and everlasting work environment and relevant results in the community.

Fundamental Dimension

ADRA Sudan recognizes and understands the situation of others and with empathy takes action, with fairness and equality attends and assists, with keenness commits to a positive change.

Compassion

Operational Dimension

ADRA Sudan staff is respectful of others, showing positive attitudes among each other and professional and outstanding behavior outward, this enhances trust and respect with the community, partners and clients.

Aspirational Dimension

ADRA Sudan will be a leader on the humanitarian and development sector, attracting partnerships and recognition based on the working environment and quality results, reaching ADRA's goals of service.

Fundamental Dimension

ADRA Sudan understands that Love is the main motivator and reason of its work, it brings a healthy environment, builds stronger relationships among staff and with the served communities.

Love

Operational Dimension

ADRA Sudan staff is caring and intentional in performing daily activities, respectful and tolerant regarding to differences and diversity, appreciative of an honest and transparent work environment.

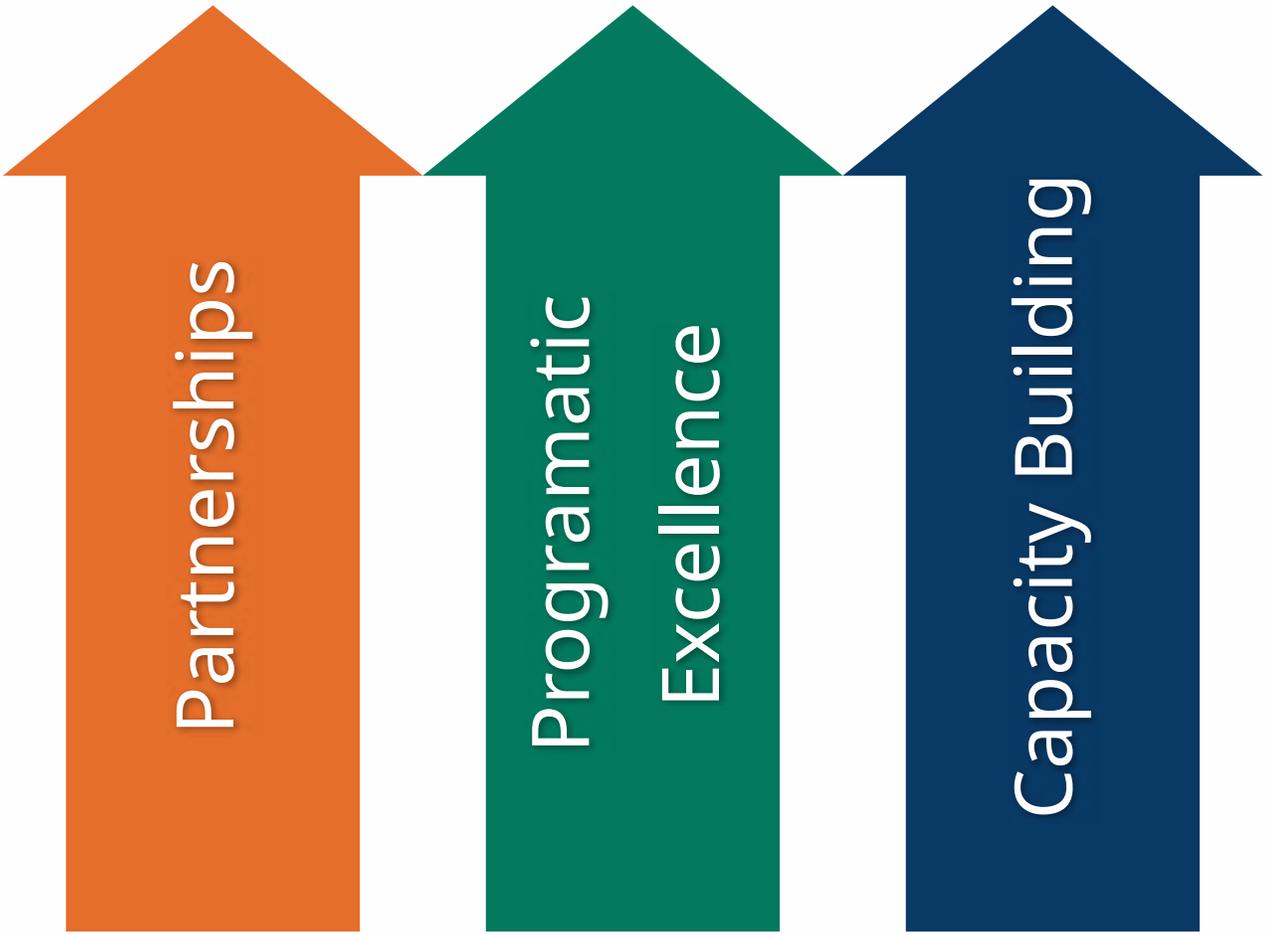








“To serve humanity so all can live as God intended.”



Partnerships

To consolidate strong, ethical and sustainable partnerships, in order to contribute for the development of Sudan.

Programmatic
Excellence

To execute the programmatic strategy with excellence producing documented, compliant and timely results.

Capacity Building

To strengthen the capacity of staff and stakeholders in order to foster innovation, reliance and proper performance.

ADRA Sudan Process Map

Clients and Stakeholders
Expectations

Strategic Processes

Strategic Management, ADRA Accrediting and License, Governability and Denominational Management

Macro Process

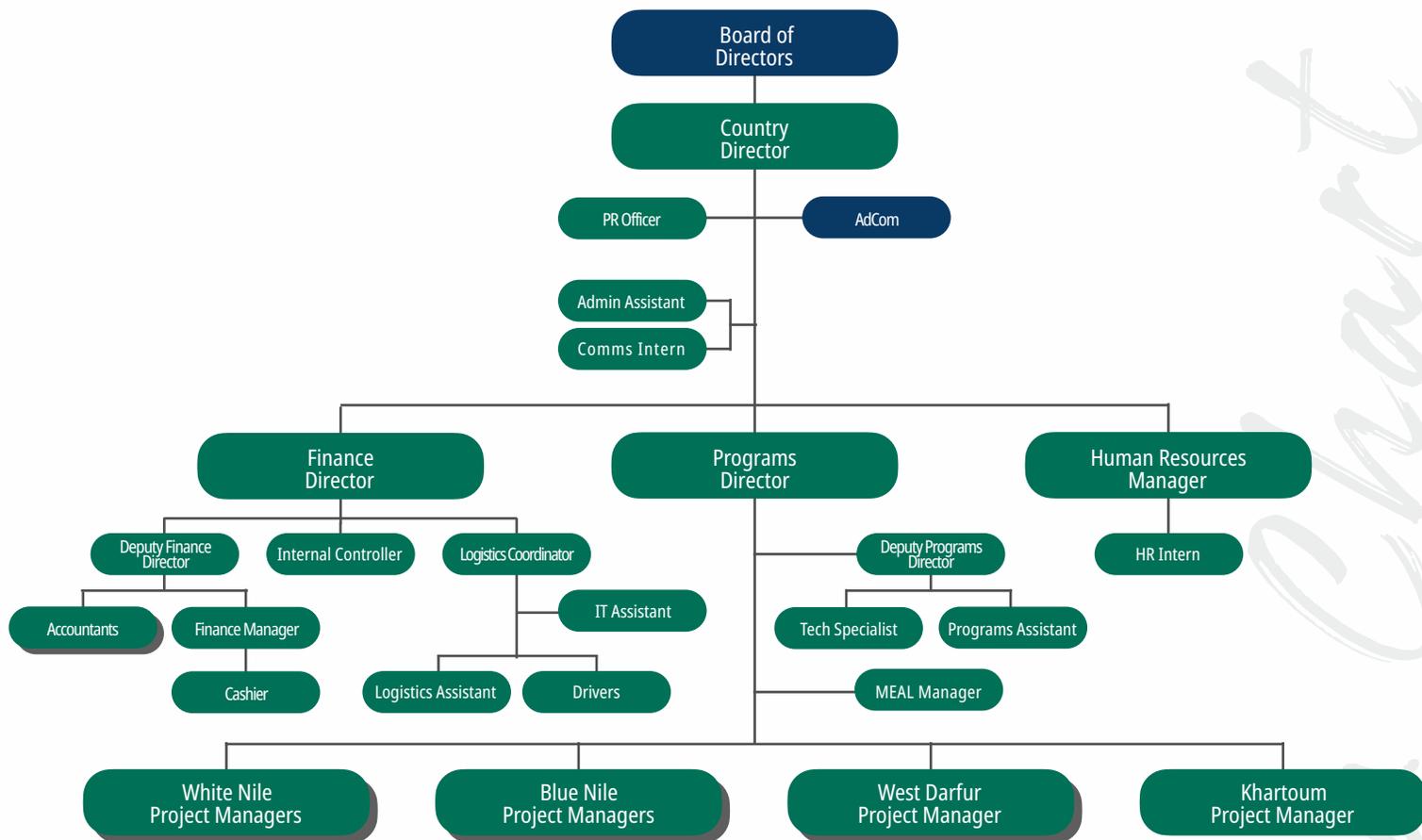
Programs Implementation
Needs Assessment, Project Conception, Project Implementation, Project Reporting
(Project Cycle)

Clients and Stakeholders
Satisfaction

Supporting Processes

Finance Management, Communication, Logistics, Procurement Processes, HR, Government Relations

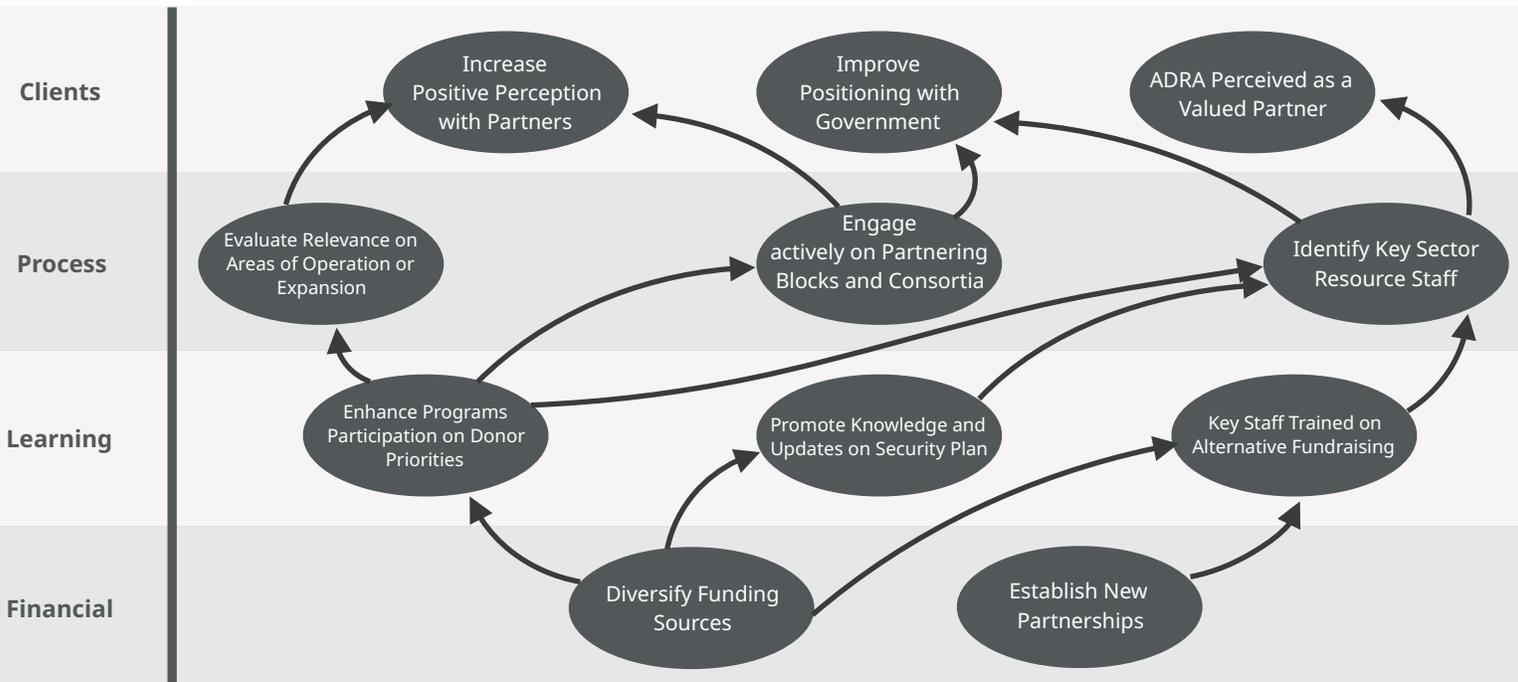






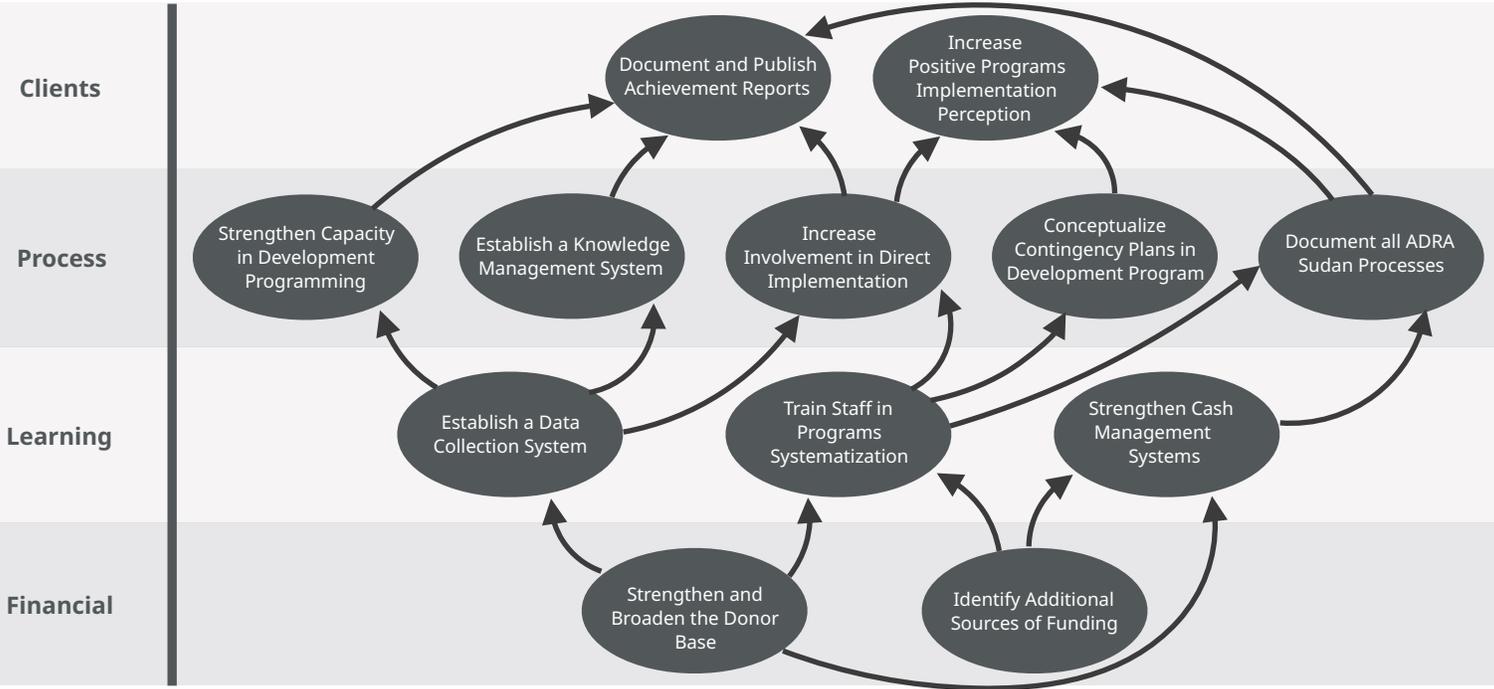
Partnerships

To consolidate strong, ethical and sustainable partnerships, in order to contribute for the development of Sudan.



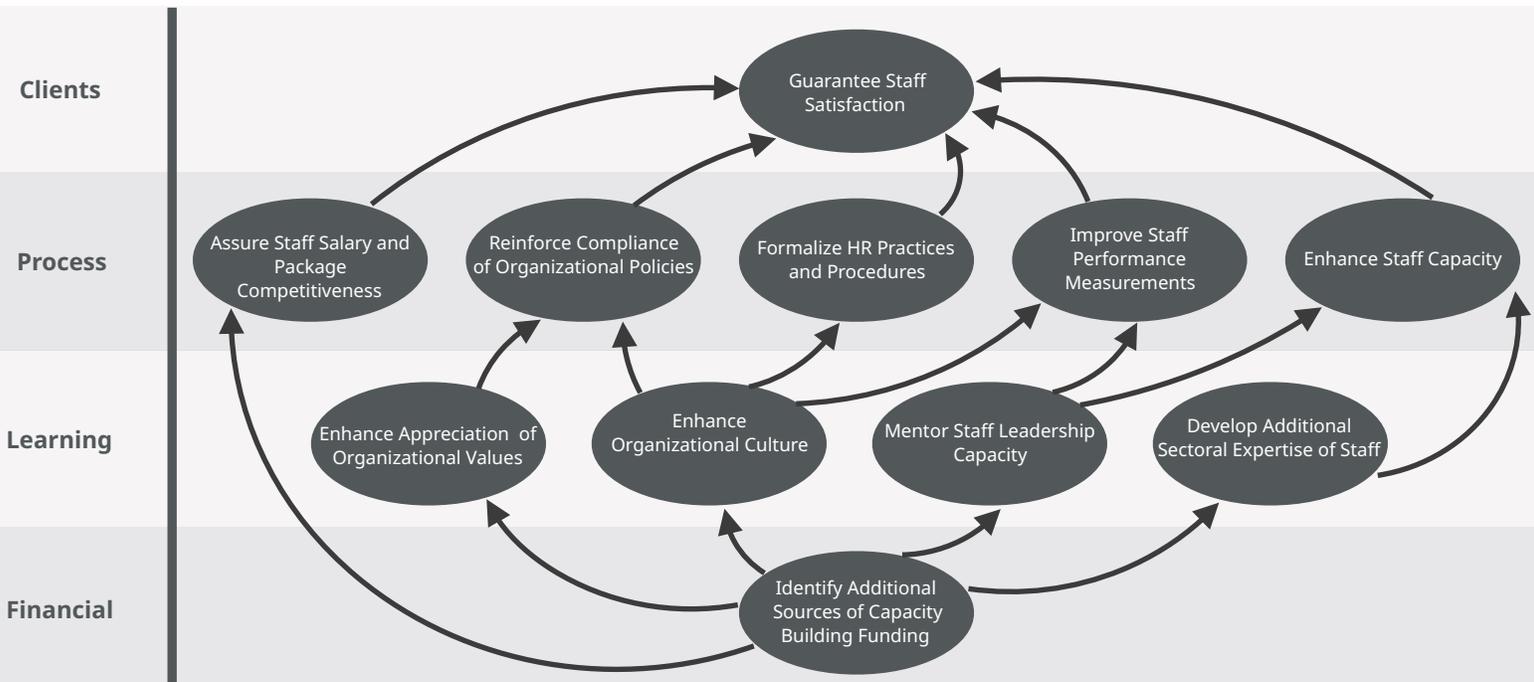
Programmatic Excellence

To execute the programmatic strategy with excellence producing documented, compliant and timely results.



Capacity Building

To strengthen the capacity of staff and stakeholders in order to foster innovation, reliance and proper performance.



Partnerships

	Specific Objectives	Indicator
11	ADRA perceived as a valued partner	# of formal recommendations from Donors and Supporting offices
	<ul style="list-style-type: none"> Publicize Results Visibility 	
10	Improve Positioning with Government	Relationship with Government does not deteriorate
	<ul style="list-style-type: none"> Networking/connections Timely submission of licensing documents 	
9	Increase Positive Perception with Partners	
	<ul style="list-style-type: none"> Timely report Compilation of success stories 	<ul style="list-style-type: none"> "Sudan Day" with partners Facilitate Donor visits
8	Identify Key Sector Resource Staff	# of Staff allocated to specific sectors and participating in the sector coordination meetings
	<ul style="list-style-type: none"> Assessment of staff capacity Make a plan for continuing professional education 	
7	Engage actively on partnering blocks and consortia	# of blocks/consortia with ADRA Sudan participation
	<ul style="list-style-type: none"> Re-connect partners interested in the consortium with INGO and National partners. Establish/map out a programmatic approach that will 	<ul style="list-style-type: none"> unite the block/consortium. Sign pre-teaming agreement
6	Evaluate relevance on areas of operation and expansion	% of areas assessed
	<ul style="list-style-type: none"> Identify geographical and sectoral funding priorities Conduct impact assessment 	<ul style="list-style-type: none"> Mapping of future areas based on needs
5	Key Staff Trained on Alternative Fundraising	# of staffs trained
	<ul style="list-style-type: none"> Identify free online training Capitalize on support office fundraising skills 	<ul style="list-style-type: none"> Expose key staffs to networking
4	Promote Knowledge and Updates on Security Plan	% of staff aware of ADRA's updated security plan
	<ul style="list-style-type: none"> Update and share security plan Utilize partnerships to enhance security 	<ul style="list-style-type: none"> Enhance protection of ADRA's facility Establish security focal point
3	Enhance Programs Participation on Donor Priorities	# of Donor events participation
	<ul style="list-style-type: none"> Participate in Donor forums Visit Donors Needs assessment shared with the sectors 	<ul style="list-style-type: none"> Staff training on assessments/ report writing/data analysis
2	Establish new partnerships	# of new partners established
	<ul style="list-style-type: none"> Networking meetings Networking package 	<ul style="list-style-type: none"> International networking visits
1	Diversify Funding Sources	# of contributing private partners
	<ul style="list-style-type: none"> Networking meetings Networking visits 	<ul style="list-style-type: none"> Market feasibility studies for social enterprise/ concept for a cause

Programmatic Excellence

	Specific Objectives	Indicator
12	Increase Positive Programs Implementation Perception	# of publications prepared
	<ul style="list-style-type: none"> Reporting on results - case studies, success story, most significant change (MsC) 	
11	Document and Publish Achievement Reports	# of reports published
	<ul style="list-style-type: none"> Business intelligence (BI) tool Publish results 	
10	Document all ADRA Sudan Processes	% of processes documented
	<ul style="list-style-type: none"> In-house training Calendar of implementation 	<ul style="list-style-type: none"> Translation
9	Conceptualize Contingency Plans in Development Program	# of contingency plans approved by Donors
	<ul style="list-style-type: none"> Standardize plan Activate National Emergency Preparedness Plan (NEMP) 	<ul style="list-style-type: none"> Pre-position stocks Emergency response vehicle
8	Increase involvement in direct implementation	% of activities implemented by ADRA
	<ul style="list-style-type: none"> Systematic plan to acquire local capacity Include the structure of monitoring the field activities 	<ul style="list-style-type: none"> Effective involvement of management implementation of field activities
7	Establish knowledge management system	# of generated reports
	<ul style="list-style-type: none"> Roll-out the online system Create tool of analysis to measure performance (business intelligence tool) 	
6	Strengthen Capacity in Development Programming	# of development programming approved
	<ul style="list-style-type: none"> Knowledge exchange program Bringing technical expertise 	
5	Strengthen Cash Management Systems	% of successful funds flowing directly to the projects
	<ul style="list-style-type: none"> Set-up networking meetings with banking providers Streamline the process to be more efficient and timely 	
4	Train Staff in Programs Systematization	# of staffs trained and applying
	<ul style="list-style-type: none"> Evaluate purpose for data usage Set-up trainings 	
3	Establish Data Collection System	# of reports generated (Business Intelligence- BI)
	<ul style="list-style-type: none"> Design a module for specific data in our system Formalize agreement on data storage needs 	
2	Identify Additional Sources of Funding	# of additional funding
	<ul style="list-style-type: none"> Networking meetings Networking package 	<ul style="list-style-type: none"> Networking visits Market feasibility studies for social enterprise/ concept for a cause
1	Strengthen and Broaden Donor Base	# of new Donors
	<ul style="list-style-type: none"> Networking meetings Networking package Networking visits 	<ul style="list-style-type: none"> Market feasibility studies for social enterprise/ concept for a cause. Learn new sector/transfer expertise

Capacity Building

	Specific Objectives	Indicator
11	Guarantee Staff Satisfaction	% Increase Staff Net Promoter Score (NPS)
	<ul style="list-style-type: none"> By-yearly evaluation of staff satisfaction Identify ADRA promoters (using Net Promoter Score) 	<ul style="list-style-type: none"> Monitoring staff turn-over
10	Enhance Staff Capacity	% of staff capacitated
	<ul style="list-style-type: none"> Mapping of additional capacity for the staffs/available resources 	<ul style="list-style-type: none"> Calendar of training
9	Improve Staff Performance Measurement	% of staff with improved performance
	<ul style="list-style-type: none"> Roll-out Net Promoter Score to measure staff measurement 	
8	Formalize HR Practices and Procedures	% of HR procedures fully implemented in a timely manner
	<ul style="list-style-type: none"> HR policy translated Document the hiring process Roll-out the system 	<ul style="list-style-type: none"> Orientation Package Staff exit procedures
7	Reinforce Compliance of Organizational Policies	# of ineligible cost cases, court cases (loss), unqualified reports
	<ul style="list-style-type: none"> Integrate with the evaluation process Refresher training of policies with the staffs 	
6	Assure Staff salary and package competitiveness	ADRA remains between 50-75% percentile (following Birches studies)
	<ul style="list-style-type: none"> Alliance with Birches group or any other remuneration review provider Affiliation of HR Manager into the INGO HR working group. 	<ul style="list-style-type: none"> Receptive to participate into salary and compensation studies
5	Develop Additional Sectoral Expertise of Staffs	# of new staffs trained in new sectors
	<ul style="list-style-type: none"> Identification of sectoral capacity Career progression for staffs 	
4	Mentor Staff Leadership Capacity	# of active intentional mentoring process
	<ul style="list-style-type: none"> Establish a culture of mentoring Establish mentoring process 	
3	Enhance Organizational Culture	% of Increase in Staff Net Promoter Score (NPS)
	<ul style="list-style-type: none"> TGIT- thank God its Thursday Re-activate social committee 	<ul style="list-style-type: none"> Re-activate "sandok" and donate to social funds. Calendar of social activities developed (Ramadan, yearly family events)
2	Enhance Appreciation of Organizational Values	% of Increase in Staff Net Promoter Score (NPS)
	<ul style="list-style-type: none"> Visibility Manifestation of good values - "employee of the month" 	
1	Identify Additional Sources of Capacity Building Funding	# of sources of funding for capacity building
	<ul style="list-style-type: none"> Mapping out staff capacity Establish calendar of training 	<ul style="list-style-type: none"> Mapping out potential funding sources

Technical Group

Board Members:

Myron Iseminger, *Chairperson*

Jefferson Kern, *Secretary*

Simon Ali

Kheir Boutros

Elmita Godoy

Rick McEdward

Denis Sand

Günther Wallauer

Mike Wixwat

Abdalla Yosef

Tibor Zsilvazi

Country Director:

Jefferson Kern

Finance Director:

Jasmin Simyunn

Programs Director:

Maysa Al-Aqil

Deputy Director of Finance:

Budhika Olupeliyawa

Deputy Director of Programs:

Eiman Bashab

MEAL Manager:

Mary Ann Belga

Wash Specialist:

Hassan Omer

Project Managers:

Abdelrahman Abdelraziq

Sabir Ali Adam

Haider Ashri

Salma Elkamil

Osman Elmakki

Abdalla Eltayeb

Khidir Elyass

Alfadiil Salih

Gabriel Sambrano

Ahmed Zubair

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