



بسم الله الرحمن الرحيم

National Units for Mine Action and Development (NUMAD)

STRATEGIC PLAN

(2020-2024)

1- Introduction:

The Phenomenon of Mines in Sudan dates back to World War II era of World it. While the Allied armies resorted to planting wide striped areas along the sundaes –Egyptian – Libyan border, and east word to the Sudanese – Eritrean borders, that still poses .a constant threat to human life due to the growing population movement in those areas as a result of recent conflicts, in addition to other factors caused by nature and rain.

The outbreak of the long civil war in south Sudan, flowing the National rule period, constituted anatural extension of the phenomenon of using anti-human and vehicle mines.

In light of large numbers of unexploded ordinance presence, along the border along the border strip with south Sudan state.

These wars and prolonged conflicts have increased the spread of what is known as.

Landmines and unexploded remnants of war, contaminated areas. Including agricultural lands, livestock grazing paths and transportation roads linking these areas.

Wail threat the lines of civilians as well which impedes development and reconstruction efforts likewise displaced comeback to life in peace and safety in their home land.

Through the development that followed the comprehend save peace Agreement in Sudan (C P A) and subsequent agreement in Darfur and eastern Sudan towards achieving security and stability for the affected communities and promoting sustainable peace building programs in the post – war period, especially security arrangements programs based on the security .

Arrangement protocol in accordance with Article 25 of the Naivasha protocol signed on December 31, 2004. Those developments imposed a new reality towards the necessity of coordinating national efforts to address the effects of the civil war and ongoing conflicts in different regions of Sudan.

2 - Organization Vision:

The National Units for Mine Action and Development Organization formed through (NUMAD) vision was formed through accumulated experiences in the field of Voluntary and humanitarian work, that NUMAD has experienced since it's in inception, which reflects the great goal of organization during strategic plan period. Which is based on our correct understanding of surrounding dynamic environmental reality. And also a deep understanding of stakeholders desires, who are influential and affected by various activities of the organization, in addition to an accurate definition of values that govern organization work. If we take in to account all the above, it become clear that the organizations vision is:

That NUMAD be one of the best national regional and international organizations recognized for its originality and precedence in laying foundations for peace and stability, through its activities Mien Action and development , by publishing and implementing them to fertilized the lives of community members , institutions and surrounding environment

3 - Organization Mission :

NUMAD Mission Reflect the basic reason for establishing the organization, so from this standpoint it reflects the series of activities, programs and services.

That NUMAD seeks to provide, and then the means that enable to realize the organization mission. Accordingly, the organization mission means:

In providing land release and development services to meet local, regional land, international community ,while as contribute effectively and permanently to achieving social and economic development in Sudan.

NUMAD Mission is achieved by adhering to international standards of in the field of humanitarian and voluntary work and community service, so bringing about integration between organization, technology, business systems, human capital development and environment.

4 - The organization vision and mission includes the basic components of the following foundations:

The offered service	Excellence in providing demining and development services to meet the needs of the local, regional, international, and international community
Targeted entities	Local, regional and global communities.
The beneficiary of the organization's services	All stakeholders (the state, national, regional and international organizations, media, economic and

	social institutions working in the field of voluntary and humanitarian work)
Technology	. Maximizing the use of information and communication technology and its applications in mine action and clearance service programs.
Institutional construction	increasing the efficiency of organization's institutional work, developing administrative performance, developing the organization's human resource, and maximizing the return on investment in mine action activities at the local and regional levels
survival and growth	Preserving the legacy of the organization while keeping pace with global progress.
subjective vision	NUMAD is a pioneer in the field of mine action and clearance in Sudan and its regional surroundings.

Basic philosophy	Excellence in performance achieves real long-term progress
societal picture	A deep belief in the economic and social developmental role that the organization plays in serving Sudanese regional and society.

5 - Ruling values:

NUMAD administrative management seeks to affirm the following set of values:

a. Empowerment:

We believe in the necessity of all organization parties' participation in decision-making process, this is achieved by strengthening decisions at the levels of departments, divisions, administrative branches, employees and local community then, supporting trend towards more decentralization in decision-making.

b. Shared Knowledge:

We believe that true value of knowledge lies in sharing and exchange it with others by publishing reports and facilitating access to various sources of information through technology and databases at the level of organization and its various departments, stakeholders and target communities.

c. Continuous Learning Process:

We believe that tangible progress is not only achieved by relying on the status and practical biography of organization as much as it is achieved by modifying existing

practices to accommodate the developments and applications of modern science and technology in the fields of organization's activities. This is the continuous learning that can be achieved by activating the role of training and constantly raising efficiency of organization's cadres.

d. One Goal:

We believe that we are one team with one goal, driven by a firm desire to achieve organization's vision and mission. We achieve this through integration of organization's plans with departments and sub-office, in addition to inviting stakeholders and the local community to contribute to formulation and realization of this goal.

e. Rewarding Excellent Performance:

We believe that the positive behavior of all organization's member's family must be supported through organization's plans to reward outstanding performance. Outstanding performance is a means of achieving organization vision and mission. We achieve this through many activities aimed at rewarding distinguished members of organization and its local community.

f. Team Effort:

We believe that concerted efforts between all organization parties to achieve added value that is difficult to achieve individually, this is achieved by activating the role of organization technical, specialized, and community committees. In addition to the previous values, organization believes in the importance of focusing on its responsibility towards communities, while preserving authenticity and cultural identity of country,

Paying attention to preserving environment protection and implementing goals and objectives with integrity, Focusing on human being as a primary driver for success of implementation of strategic plan.

6 - Strategic goals:

In order to achieve organization vision and mission, the following strategic goals and objectives have been identified:

a. Initial goal:

Raising the efficiency of institutional performance to promote organization's competitive position.

b. Second goal:

Developing, supporting and investing administrative performance in developing human expertise, as well directing available resources to enhance public and community services in organization areas of work.

d. Third goal:

Commitment to applying quality standards by assessing institutional capacity and administrative effectiveness periodically.

e. Fourth goal:

Maintain work mechanisms to enhance security, beside sustain peace, stability and development by getting rid of mines, unexploded ordnance and other remnants of war.

f. Five goal:

Strengthening of rapid response elements to humanitarian needs and emergencies in the field of delivering emergency humanitarian aid to the affected communities by wars, conflicts and disasters.

g. six's goal:

Strengthening partnership relations and programs with civil society institutions in both public and private sectors.



7 - Strategic Goals:

Raising the efficiency of institutional performance to promote organization's competitive position	Developing, supporting and investing administrative performance in developing human expertise, as well directing available resources to enhance public and community services in organization areas of work.
Commitment to applying quality standards by assessing institutional capacity and administrative effectiveness periodically.	Maintain work mechanisms to enhance security, beside sustain peace, stability and development by getting rid of mines, unexploded ordnance and other remnants of war
Strengthening of rapid response elements to humanitarian needs and emergencies in the field of delivering emergency humanitarian aid to the affected communities by wars, conflicts and disasters	Strengthening partnership relations and programs with civil society institutions in both public and private sectors.

Gap analysis and needs identification:

8 - Raising the efficiency of the institutional performance to improve organization competitive position, according to results of environmental analysis with the strategic objectives to be



achieved, after analyzing the gap and identifying the needs, it was concluded (a system based on individual ability and giving, innovation and creativity) as follows:

- a. Need to develop organizational and administrative structure, moreover linking with the structures of similar organizations operating in the same field, in addition to the importance of reviewing and supporting existing administrative structure ,with a focus on detailing clear tasks for the technical supervision of programs, supply management, services, human resources, evaluation, follow-up, accreditation, and quality.
- b. Need to formulate mechanisms for professional and ethical practices in the organization as well identify similar mechanisms for professional and ethical practices.
- c. Enhance of administrative and technical skills developing and identify training needs to develop the capabilities of the organization current and future leaders.
- d. The urgent need to raise the efficiency of organization administrative and accounting system performance.
- e. Need to develop unified integrated information network system linking head quarter with various departments and sub- offices, in addition to focusing on generalization of electronic mail services system. E- - mail for all employees.

9 - Applying quality standards and evaluating institutional capacity as well effectiveness periodically, by analyzing the current situation in comparison with the strategic goals to be achieved, the gap was analyzed and the needs identified, according to the following:

a. The Necessity to review administrative and financial regulations to be approved so as to establish clear relationships between existing departments and the Department of Evaluation, Follow-up, Accreditation and Quality on the one hand and the specialized and administrative committees on the other hand.

b. The need to link the strategic plans of the organization with the national strategic plan and the plan of the National Landmine Center and international treaties to achieve the required compatibility.

c. Develop an action plan to achieve comprehensive quality assurance for the organization with the aim of obtaining a quality certificate and accreditation to achieve sustainability in development, progress and advancement.

10 - Strengthening partnership relations and programs with civil society, environmental and development organizations as follows:

a. The need to increase the participation of community institutions in programs and activities regarding the strategic plan, by increasing the number of volunteers and supporting networking means with other organizations and grassroots organizations (CBOs).

b. The necessity to sign cooperation agreements and understanding memorandums with civil society institutions and organizations, in order to increase opportunities for organization's competitive activities and programs.

c. Encouraging and motivating communities of a special nature that are distinguished, more interactive, and harmonious in serving activities and programs of organization, and surrounding community, with concentrate on projects of a developmental and social nature.

11 - The Methods of achieving the objectives of the strategic plan:

- a. Raising efficiency of institutional performance to improve NUMAD competitive position as follows:
 - b. Developing and updating the organizational structure in light of laws and regulations governing the work.
 - c. Strengthening the principle of leadership, with commitment to applying the rules of good governance, by developing a method of industry and decision-making to raise the efficiency and effectiveness of organization's institutional performance.
 - d. Establishing a program to qualify organization's leaders experienced in strategic management, enabling them to develop NUMAD infrastructure and optimal employment of material, human resources and intellectual capital.
 - e. Raising efficiency by developing skills and capacity building of organization's administrative system in headquarter and sub-offices. With intensification of training courses in foreign languages, especially English and computers skills, and also specialized courses in various fields, which in turn contribute to performance promotion.

12 - Strengthening partnership relations and programs with civil society organizations to

preserve and develop the environment as follows:

- a. Strengthening partnership relations with community institutions and organizations.
- b. Increasing the number of volunteers participating in organization's programs and activities.
- c. Signing agreements for cooperation with civil society institutions and organizations (such as associations, federations, civil society organizations, United Nations development programs, and social funds for development) in order to develop programs to increase opportunity of pervasion and marketing organization's projects..
- d. Encouraging and motivating communities of a special nature that are distinguished, more interactive, and harmonious in serving activities and programs of organization, and surrounding community, with concentrate on projects of a developmental and social nature.

13 - Risks and challenges:

There are a number of previously identified risks and challenges that may impeded the implementation of the organization's strategic plan, which can be represented in the following:

a. Competitive risks.

It consists of the following:

- Increasing expectations regarding the services provided quality, and diversity of programs, as intense risks of competition will appear through national organizations operating locally, regionally and internationally, especially international organizations operating in Sudan.
- Increasing expectations for information technology quality in the field of information and data on mine action activities in Sudan.
- Threats resulting of globalization system facing voluntary and humanitarian work.

b. Labor market risks.

- It is represented in increasing the labor market orientation among organizations, to pay attention to specialized vocational education, transformational education and training, and competition from training and education centers in addition to competition from training and education centers as well as the business community that plans to establish educational and training institutes to meet its needs of rare specializations.

c. Financial risks:

- It means the scarcity of material and capabilities resources to finance projects and activities, competition on the part of the business and industry sectors, as well as the scarcity of self-financial resources. Hence competition on business and industry sectors, as well as insufficiency of own financial resources.

d. Internal Risks:

- Non-acceptance of change, development and application of quality systems
- The lack of a qualified human cadre trained to implement the objectives of the plan

- Failure to exercise rational administrative powers
- The need for more disclosure and transparency to achieve organization's governance.
- Activating a broad database to govern the organization's activity
- Accountability and responsibility

Implementation risks

It's summarized in:

- The necessary to strengthen decentralization in taking decisions at the level of NUMAD head quarter, various departments, and sub-offices.
- The difficulty of identifying performance indicators for the expected outputs of the strategic plan. Also emergence of many national issues that gained attention of NUMAD leaders, taking into account the priorities of NUMAD strategic plan implementation schedule.

14 - Elements of the strategic plan success:

The strategic plan success depends on a number of elements, which summarize as follows:

- Entire belief that current plan is not a response to a manifestation of modern management, As much as it is a real response and a firm desire from organization's management, to maintain its position among counterparts organizations at the local, regional and global levels , to reach a better future.
- The greatest effort of strategic plan should focus on creating future image instead of defining the current reality of organization.

- The ultimate goal of strategic plan is to create a clear roadmap to achieve organization's goals during the strategic plan period, moreover to identify ways to achieve them according to a clear and agreed-upon scientific vision.
- Commitment from NUMAD all departments and sub- offices and confirm their desire to implement organization's vision and mission.
- Holding seminars and meetings for administrative leaders and employees, which aim to create awareness about organization's strategic plan and its importance within the framework of what is known as labor culture?
- Commitment to issuing an annual report for strategic plan achievement.
- Providing the necessary financial support to complete the strategic plan in a manner worthy of NUMAD and its historical background in the field of mine action in Sudan.

15 - Monitoring Evaluation of the Strategic Plan:

- Ensuring the implementation and continuous development of the plan requires formation of a supreme committee to evaluate implementation of the strategic plan and follow it up under the chairman of NUMAD general director in addition to the strategic plan work team. The role of the supreme committee is concentrated in semi-annual periodic evaluation of the plan's outputs and continuous follow-up of implementation quality assurance of NUMAD strategic goals and objectives as well making required adjustments in timing appropriate provision of funds from internal and external sources to ensure the implementation of the strategic plan.

- The technical committee for the strategic plan preparation holds periodic monthly meetings to monitoring and evaluation the strategic plan milestone, based on the set of standards in addition to compare actual achievement with planned activities, take corrective measures and submit appropriate recommendations to NUMAD General Director, also prepare a semi-annual report for the higher committee.
- Establish a technical administrative unit belonging to NUMAD technical advisor, in order to following up the implementation and evaluation of the strategic plan. Its membership includes members from the main departments responsible for implementing NUMAD strategic plan.

