

SOS Sahel International UK

**Strategic Plan
2008 – 2011**

Introduction

SOS Sahel UK exists to find meaningful solutions to the poverty experienced by millions of people across the semi-arid lands of the African Sahel. We believe that this poverty has its roots in the historical neglect of dryland areas, and particularly in discrimination against pastoralists and nomadic groups. These challenges are deep-seated and call for significant change in the priorities and actions of both state and civil society

SOS Sahel UK is a small, specialist organisation that does the following:

- Finds innovative ways to help groups in the Sahel challenge marginalisation and discrimination and secure their rights.
- Brings the facts about poverty in the Sahel to the attention of those with the power to act on them.
- Strengthens the quality of development practice in the Sahel, by encouraging collaboration and experience-sharing and by building the capacity of African institutions.

All its work is driven by the views and priorities of its long-term partners and contacts in Africa.

Strategy and outcomes

The strategy has been rationalised into three strategic objectives to reflect a three-pronged approach to the issues of poverty and marginalisation in the Sahel:

- Building from the bottom up by supporting people to secure and advocate their rights (this may include running projects directly ourselves, through the Sudan programme or working with partner organisations and individuals)
- Influencing from the top down by providing information to those with the power to supply rights (through research and advocacy projects)
- Maintaining a specific interest in building better development practice, both by ourselves and within civil society, to support the above two approaches (capacity building)

Each of the strategic objectives has outcomes to be achieved by the end of the three year period, and current projects or activities planned to achieve these outcomes. The projects / activities will be reviewed and expanded on as these strategic objectives are developed over the period.

Strategic objective 1: To help dryland groups in the Sahel challenge marginalisation and secure their rights.

Outcomes:

1. A programme in Sudan that responds effectively and appropriately to the current challenges facing the country and that confirms SOS Sahel UK's reputation as an NGO in Sudan recognised for its leadership in rights-based approaches to bring about sustainable natural resource management in drylands.
2. A tested methodology for facilitating scenario analysis and planning with pastoral institutions that is valued by those institutions and starting to be adopted by other practitioners and policy-makers.
3. A solid network of contacts established with key pastoral specialists across the Sahel, and new relationships developed with dryland groups in strategic countries.
4. Strategic dryland initiatives, designed and implemented by SOS Sahel UK's existing or future partners, and which contribute towards the above objective, are supported with funds from Northern donors.

Projects/activities:

- Scale up the programmatic areas in Sudan working on conflict reduction and rural recovery: Red Sea State, North Kordofan, South Kordofan, Kessala, Broader Civil Society.
- Scenario analysis and planning with pastoralists (The pilot project in Kenya should be tested more widely both within Kenya and in other Sahelian countries, and potentially scaled-up to influence pastoral development planning at national levels).
- Community consultations with nomads which lead to community engagement with national level policy processes around nomadic education in Kenya.
- Other programmes to be developed in line with this objective, for example small research projects such as those supported by key existing donors.

Strategic objective 2: To build greater understanding among policy-makers, donors, the development community and the UK public about pastoralism in the Sahel

Outcomes:

1. Long-term programme (minimum five years) to promote and secure livestock mobility across the Sahel designed, funded and operational in collaboration with a core group of African pastoral civil society organisations.
2. Long-term programme in Sudan to enable the pastoral civil society body to be vibrant, representative and effective in articulating and implementing their members' vision of their own development.
3. A programme in Kenya that supports the Government of Kenya's initiative to prioritise the delivery of education to nomads.
4. A short-term programme of applied research to establish the risks and opportunities to pastoral lands, in the push for biofuel development by Northern countries and the fuel industry.
5. At least one substantial action research and/or advocacy initiative designed and funded each year which addresses cutting edge or neglected aspects of pastoral development.

6. The UK general public, specifically within Oxfordshire, are increasingly aware of the Sahel and pastoralism, and recognise and rely on SOS Sahel UK to keep them updated on this region.
7. Establish an annual forum within the UK for key donors, academics and practitioners primarily concerned with pastoral issues within Africa.

Projects/activities:

- Nomadic education (first phase to June 2010) in Kenya, with scaled-up intervention in the region over the next three years.
- Supporting Pastoralism – developing a training model aimed at policy-makers in Sudan (based on models from both West Africa and East Africa)
- Livestock mobility (a multi-year programme, following on from the first phase ending April 09)
- ‘Opportunistic’ private lobbying of government/donors
- Public events whose primary objective is public education (annual public meeting)

Strategic objective 3:

To strengthen the quality of development practice in the Sahel

Outcomes:

1. SOS Sahel UK’s obligations with respect to the organisational development of CRAC-GRN in Niger, Sahel ECO in Mali and SOS Sahel Ethiopia are fulfilled in a way that is valued by those organisations.
2. The secretariat function for the Sahel Alliance is carried out until April 2009.
3. Registration of the Sahel Alliance as a formally recognised regional/international body.
4. A long-term strategy to enhance the calibre of leadership among civil society groups in the Sahel is developed and funded in partnership with key organisational development practitioners in the South.
5. SOS Sahel UK is recognised by its peers and other stakeholders for its commitment to promoting shared learning and collaboration between practitioners in the Sahel.
6. SOS Sahel UK is respected as an authoritative, lean and sustainable organisation capable of achieving its objectives.

Projects/activities:

- Capacity building of existing SOS Sahel UK partners in Niger, Mali, Ethiopia and Sudan.
- Capacity building support to emergent African organisations.
- Carry out Sahel Alliance secretariat in conjunction with Niger Chair (until April 2009).
- Leadership work, engaging with senior African practitioners to develop the leadership of key Africans influencing the sphere of work that fits with SOS Sahel UK’s mandate.
- Sahel Forum – providing a forum for practitioners to engage with their peers
- Internal capacity building for SOS Sahel UK to ensure the appropriate skill set is obtained for delivering the strategy.

Strategic Review

The activities of SOS Sahel UK’s strategic objectives are reviewed on an annual basis.