

REMEMBERING THE ONES WE LOST (ROWL)



STRATEGIC PLAN

2019 - 2021

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List of Abbreviations

CAR	Central African Republic
CRM	Customer-Relationship Management
CS	Civil Society
CSOs	Civil Society Organizations
DRC	Democratic Republic of Congo
EU	European Union
G	Goal
ICT	Information and Communications Technology
NGOs	Non-Governmental Organizations
NL	Netherlands
NPA	Norwegian Peoples Aid
O	Objective
PoC	Protection of Civilian
R-ARCSS	Revitalized Agreement on the Resolution of the Conflict of South Sudan
ROWL	Remembering The Ones We Lost
SP	Strategic Plan
ToT	Training of Trainers
UG	Uganda
UK	United Kingdom
USA	United States of America

Acknowledgement

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Executive Summary

The strategic planning for Remembering The Ones We Lost came after the project already had already been in existence for more than four years. There was need to draw up a plan to guide the work of the organization. The directors of the organization and some resource persons met in Nairobi, Kenya from September 30 to October 2, 2018 to deliberate on strategic choices for the organization. With the help of an external consultant, the group identified five key areas for the project over the next three years (2019-2021). The areas identified include; reaching populations at local levels and helping them appreciate losses outside their communities across South Sudan, through staging campaigns using radios and other creative channels; Mapping of memorial sites and memorial initiatives across South Sudan; Re-develop, within a year, a website that is user-friendly, interactive, innovative and visualizes the scale of the losses; Train and deploy volunteers in various locations of South Sudan

and among refugees in Uganda and Kenya; In three years, equip 1,200 people with skills to spread knowledge of trauma healing and ensure the organization is fully-staffed with an office space at the end of the first year.

The estimated cost of implementing this strategic plan is US\$ 1,500,000 (USD One Million and Five Hundred Thousands). The strategic plan also developed a fund raising strategy to raise the necessary fund to implement it.

Introduction

South Sudan has experienced a series of violent conflicts that started in 1955. The first civil war ended with the signing of the first Addis Ababa Agreement in 1972. Although there was relative peace for 11 years, there were still some pockets of violence during that period, like the Anyanya 2 movement and Akobo incident in 1975.

Again in 1983, violence erupted in South Sudan which ended with the signing of the Comprehensive Peace Agreement in 2005. During that period of violence, there were many internal conflicts among South Sudanese. The case of the Bor Massacre of 1991 is an example. Notably, the fighting from 1955 to 1972 and from 1983 to 2005 had political causes, which were for freedom, equality and against the marginalization of South Sudanese by the ruling government in Khartoum. During these two wars, an estimated between 2 to 3 million lives were lost.

There is no single or official record of people who lost their lives as result of these politically motivated wars.

Unfortunately, two years after South Sudan gained its independence from Sudan, peoples' hopes were again shattered when violence erupted in the capital, Juba on 15 December 2013 and quickly spread to other parts of the country. There have been several estimates on the number of lives lost, from tens to hundreds of thousands.

It is still hard to get exact number of people who died and more challenging to identify the bodies of those killed.

At the beginning of 2014, we were all aggrieved when another scale of violence broke out following the December 2013 incident that started in Juba and spread all over the country. It was at this moment that we thought we should do something so that our people do not use violence to settle differences. Our objective is to count the dead to bring the shared suffering and a human face to the violence. Initially, the project was called "Naming The Ones We Lost". The focus was to document names of people killed or are missing as a result of armed violence.

A data collection tool was developed and a testimony form designed and with assistance from volunteers living in the PoC, documentation of names started with the people killed in Juba and other places like Bor and Malakal.

On 15 December 2014, ROWL organized a commemoration event in Juba and Nairobi where names of 568 victims of the conflict were read out in a candle vigil, with speeches.

In 2015, thousands of names were submitted as news about the project reached many. As the list continued to grow, the need to publish these names in a public memorial arose, hence came the idea of developing a website.

With funding support from the World Peace Foundation, a website was developed and the project name was rebranded to "Remembering the Ones We Lost". The documentation was backdated to cover to previous violence from 1955. The website (<http://rememberingoneswelost.com>) was officially launched on 15 December 2015.

By the end of 2018, there were nearly 7,000 names on the website compiled with the assistance of 23 volunteers working in South Sudan, Kenya and Uganda. These volunteers, all South Sudanese, have at least completed senior secondary school education and have had prior experiences of working as civil society members. The volunteers were recruited after a thorough recruitment test was conducted. However, with the increase in the number of submissions and volunteers documenting names in South Sudan and in the East African region, the directors of the organization felt it was important to develop a strategic plan to guide its activities over the next three years.

Memorials in South Sudan

Memorialization and remembering the ones who died is part of South Sudanese culture. Families conduct memorial events every year to remember and honor their loved ones who have passed on. Communities have their own ways of remembering and honoring the lost ones, if any tragic event that affects the whole community occurs.

South Sudan is a country with many historical memorial sites that speak about peoples' struggles in their quest for freedom, equality and justice. In Eastern Equatoria, the mutineers of August 1955 were buried and memorialized at Imatong site. In Torit town, there is a site where remains of late Father Saturlino Ohure, whom Ugandan government force killed, were buried. Others are the Gogrial massacres of 1964 where dead bodies were piled up by the roadside to show others the consequences of rebelling against the government in Khartoum. The Wau massacre of July 1965 is another site where many South Sudanese intellectuals were massacred during a wedding.

Other massacres happened in other places like in Juba, where almost 600 South Sudanese intellectuals were killed on suspicion that they were associated with the Anya Anya I rebel movement. Another massacre happened in Nyamliel in early 1960s. These are all great memorials that can speak of histories at a particular time and inspire young people to learn from the past, although little or no attention is often paid to promote such memorial sites.

After the 21 years of civil war and following the death of the Late Dr. John Garang De Mabior, a memorial site was built in Juba where his remains from the helicopter that crashed were buried. There is also the Jebel Kujur memorial site, where the other six people who died in the same plane that carried Dr. Garang were laid to rest.

Remembering the Ones We Lost (ROWL)

The project was started in May 2014 by a group of concerned citizens who voluntarily decided to document names of people who were killed or are missing as a result of armed violence. The objectives of the project are:

1. To collect, document and publish the names of the people who have died as a result of South Sudan's conflicts in Sudan and South Sudan from 1955 to date.
2. To support the establishment of historical monuments and memorial sites to celebrate the lives of those heroes and heroines who sacrificed their lives fighting for freedoms and rights in South Sudan.
3. To promote the importance of documentation of the dead, and memorialisation as a path to lasting peace and reconciliation among the people of South Sudanese.
4. To create an inclusive narrative which preserves a depicted event significant to all communities, and fosters a holistic historical understanding
5. To work with the civil society, government, community organisations, and all stakeholders in South Sudan to recognise the shared suffering caused by such the massive loss of lives in South Sudan; and to acknowledge that lives of people lost forms an important part of the country's history and future
6. To champion advocacy with the slogan "Never Again" based on fact finding and research on the use of violence to settle disputes among the people of South Sudan.

Vision

The vision of the project is “A model to honor people who died in conflict related death in different areas of South Sudan and to remind the South Sudanese people to never again use violence to their settle political differences.”

Mission

The mission is “To document and preserve names of the ones we lost, memorials across the country to honour the ones we lost, and remind the people of South Sudan to never again use violence to settle political difference.”

SWOT Analysis

Environment	Helpful	Harmful
Internal	Strengths <ul style="list-style-type: none">• Committed and passionate people• Organically founded voluntarily• Innovative• Direct contact with South Sudan citizens• None political, about humanity• In-house expertise (human rights lawyers, Transitional Justice, communication etc.)• Good networks• Memorialization practice is part of South Sudanese culture• The project documents names of civilians, armed forces, nationals and foreigners• Having a detailed questionnaire (use of volunteers who use smart phones)• Information is available on public domain• A public owned and led organization• Broad temporal framework, 1950s till now• 23 volunteers recruited already (six in South Sudan, six in Kakuma refugee camp and 11 in Northern Uganda)• The name remembering the ones we lost is in itself a strength	Weaknesses <ul style="list-style-type: none">• Absence of a standardized way/protocol to verify information on those said to have been killed• Weak organizational structure• No office space• No presence in South Sudan currently makes it difficult to attract donor funding• Understaffed organization• Website not easy to navigate• Perception that this organization works to implicate people for purposes of prosecution• Not yet able to reach all South Sudanese (unable to reach those in CAR, DRC)• Not easy to consistently access those in the rural areas

External	<u>Opportunities</u> <ul style="list-style-type: none"> • Lots of gaps still exist for this kind of work • Remembrance is an important part of the South Sudanese culture, a normal thing across all community settings • Our work is welcomed by communities • South Sudan's long history of violence gives a lot of opportunities for documenting politically sensitive incidents • Goodwill from individuals/foundations in an opportunity for crowd funding. • Internet (South Sudanese use social media a lot and are already sharing info) • Signed peace agreement has a clause that provides for the need for memorialization • Making good use of government documents in national archives 	<u>Threats</u> <ul style="list-style-type: none"> • Bureaucratic tendencies in Uganda makes it hard to operate • Financial burden, too much taxes levied on NGOs • Close relations with South Sudanese authorities • Wrong perceptions about ROWL's work • Jealousy from other entities • Infiltration into our work • South Sudan still a hostile environment to civil society activists • Lack of accessibility –geographically, illiteracy • There are possibilities the recently signed peace agreement may collapse • Threats and harassment by national security personnel (“exile from exile”) • Possible misuse of the data we provide
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Objective and Goal of the Strategic Plan

This strategic planning document is meant for the period from 2019 to 2021. The main objective of the plan is “To humanize conflict related losses in South Sudan since 1955 by documenting, publishing and remembering the names of the either killed or missing men, women and children to provide space for healing.”

The main goals of the strategic plan are:

1. To collect at least 100,000 names of people who were killed or are missing as a result of violence in the next three years;
2. To reach populations at local levels across South Sudan on the importance of memorialization;
3. To partner with other memorialization initiatives in South Sudan;
4. To deploy three major campaigns of ‘Never Again’ over the three years;
5. To construct at least one memorial site in the three years (like the ones in Wau, Torit, etc.);
6. To help people appreciate losses outside their communities;
7. To help people deal with trauma through truth telling and reconciliation;
8. To equip 1,200 people with skills to spread knowledge and skills of trauma healing;
9. To have a fully staffed office in Juba by the end of the first year;
10. To ensure the strategy is 50% funded by the end of the first year.

The Strategy

- 5.1 Beneficiary strategy is to acknowledge and honor all victims of the conflict by keeping the public informed and responding to people's need by listening and interacting with them.
- 5.2 Internal strategy is to develop internal systems and procedures with clear roles and responsibilities to serve the objective(s) of the organization.
- 5.3 Leadership strategy are:
 - By setting good/inspirational examples by directors;
 - To inspire volunteers and employees about the organization's vision, mission and objectives by building their capacities;

- By being clear about what is expected and holding people accountable;
- Through team building to keep staff motivated;
- To create a conducive working environment.

5.4 Financial strategy is to build partnership with a few trusted donors by developing a strong financial system, meeting reporting deadlines and by keeping a lean organizational structure.

5.5 Innovative strategy is to be open to new ideas by establishing ICT department and development of strategies to reach the majority of the population who are illiterate.

Organizational Structure



The Action Plan

1. Reach populations at local levels and help them appreciate losses outside their community across South Sudan through staging campaign through radios and other creative channels
1.1 Development of short messages
1.2 Printing of billboards
1.3 Conduct at least six radio talk shows in a year
1.4 Conduct at least two nationwide rallies to educate people on losses of South Sudanese
2. Conduct mapping of the memorial sites and memorial initiatives across South Sudan
2.1 Design instruments such as mapping guidelines, questionnaires and assessment tools
2.2 Contact local leaders, religious leaders, CSOs on issues of the memorial sites as well as events at their local levels
2.3 Create database of events and memorial sites
2.4 Regular review and update database on more newer findings
3. Within one year, redevelop the website that is user-friendly, interactive, innovative and visualizes the scale of the losses
3.1 Revamping of the website so it becomes user friendly
3.2 Creating of the IT department to monitor and help ease the uses of technology in ROWL

3.3 Development of a research manual which will help in modification and invention of new ideas in regard to use of technology in ROWL
3.4 Develop a data collection mobile app
4. Train and deploy volunteers in various locations within South Sudan and among refugees in Uganda and Kenya
4.1 Recruit and train 30 volunteers to be deployed in the former 10 states of South Sudan and within the refugees camps
4.2 Development of user friendly questionnaire which the family can fill in by themselves concerning their lost loved one
4.3 Deploy data collection volunteers all over South Sudan as well as in refugee camps in the neighboring countries
5. In 3 years, equip 1200 people with skills to spread knowledge of trauma healing
5.1 Development of training materials for trauma and healing with community and or community leaders
5.2 Production of T-shirts and caps for psychosocial trainings and commemoration events
5.3 Identify and train 400 persons every year with skills and knowledge on psychosocial aspect, trauma and healing
5.4 Deploy the 400 trained persons every year to conduct nationwide trauma healing
6. Strategy is fully funded by the end of the first year
6.1 Development of a financial policy
6.2 Carry out mapping of potential donors and create partnership with willing donors
6.3 Development of funding strategy
6.4 Development of clear, context specific concept notes based on the activities planned in the strategic plan
6.4 Continue with crowd funding strategy as one of the fountain of funding strategies of ROWL
7. Fully staffed with office space by the end of first year
7.1 Development of a human resource policy
7.2 Recruitment of additional volunteers
7.3 Recruitment of an administration and finance officer and creation of an ICT department
7.4 Establishment of fully functional offices in Uganda and South Sudan

Monitoring and Evaluation

The directors and project staff will conduct periodic monitoring of project implementation every three months. Reports generated from this monitoring and evaluation shall inform the directors on progress made and the recommendations therein will be used to influence quick decision-making processes for improvement.

Mid-term evaluation shall also be conducted after 15 months and the final one will be at the end of the period.

See Annex 2 for more details.

Risk Management

The violence in South Sudan has divided people along ethnic lines. Lack of trust and fear from other people from different communities are the most difficult, but critical issue to overcome. Besides that, documentation is new to most people and memorialization is a practice often done at family levels.

Another risk is the fear that the public and the authorities may misunderstand the intention of the project for being justice purposes, rather than the actual intention, which is the memorialization aspect of transitional justice. Additional memorialization can also be politically charged and contested. To overcome these risks the key

is to engage all the stakeholders whether governments or communities on the need to bring healing and restoring the broken relationship among different communities. Bringing the fact that all have suffered hence there is need to acknowledge other losses to help in clearing any misconception and doubts about intentions of the project.

Annexes

Annex 1: The Strategic Plan Activities

#	Activity	Time Frame												Responsible
		2019				2020				2021				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	Reach populations at local levels and help them appreciate losses outside their community across South Sudan through staging campaign through radios and other creative channels													
1.1	Development of short messages													Amanya
1.2	Printing of billboards													Daud and Amanya
1.3	Conduct at least six radio talk shows in a year													Daud , Amanya, Awak and Anyieth
1.4	Conduct at least two nationwide rallies to educate people on losses of South Sudanese													Daud , Amanya, Awak and Anyieth
2	Conduct mapping of the memorial sites and memorial initiatives across South Sudan													
2.1	Design instruments such as mapping guidelines; a questionnaire; and assessment tools													Daud and Amanya
2.2	Contact local leaders, religious leaders, CSOs on issues of the memorial sites and memorial events at their local levels													Amanya
2.3	Create database of events and memorial sites													Daud and Amanya
2.4	Regular review and update database on more newer findings													Daud and Amanya
3	Within one year, redevelop the website that is user-friendly, interactive, innovative and visualizes the scale of the losses													
3.1	Revamping of the website so that it becomes user friendly													Daud and Awak
3.2	Creating of the IT department to monitor and help ease the uses of technology in ROWL													Awak

3.3	Development of research manual which will help in modification and invention of new ideas in regard to the use of technology in ROWL													Awak
3.4	Develop a data collection mobile app													
4	Train and deploy volunteers in various locations within South Sudan and among refugees in Uganda and Kenya													
4.1	Recruit and train 30 volunteers to be deployed in the former ten states of South Sudan plus refugees camps													Daud and Amanyanya
4.2	Development of user friendly questionnaire which will help the family to fill in by themselves about their lost loved ones													Daud and Amanyanya
4.3	Deploy the data collection volunteers within South Sudan and in refugee camps in the neighboring countries													Amanyanya
5	In 3 years, equip 1200 people with skills to spread knowledge of trauma healing													
5.1	Development of training materials for trauma and healings													Anyieth
5.2	Production of T-shirts and caps for psychosocial trainings and commemoration events													Anyieth and Daud
5.3	Identify and train 400 persons every year with skills and knowledge on psychosocial, trauma and healing													Anyieth, Daud and Amanyanya
5.4	Deploy the 400 trained persons every year to conduct nationwide trauma healing													Anyieth, Daud and Amanyanya
6	Strategy is fully funded by the end of the first year													
6.1	Development of financial policy													Daud and Amanyanya
6.2	Carry out mapping of potential donors													Daud and Amanyanya
6.3	Development of funding strategy													Daud , Amanyanya, Awak and Anyieth
6.4	Development of clear, context specific concept notes based on the activities planned in the strategic plan													Daud , Amanyanya, Awak and Anyieth
6.5	Continue with crowd funding strategic as one of the fountain of funding for strategy of ROWL													Awak
7	Fully staffed with office space by the end of first year													

7.1	Development of human resource policy													Daud and Amany
7.1	Recruitment of additional volunteers													Daud , Amany, Awak and Anyieth
7.3	Recruitment of Administration and finance officer and creation of an ICT Department													Daud and Amany
7.4	Establishment of a fully functional office in Uganda and South Sudan													Daud and Amany

Annex 2: Financial and Funding Strategy

O	To humanize the conflict-related losses in South Sudan since 1955 by documenting and publishing the names of men, women and children killed or missing during conflict, remembering them and providing space for healing.							Measures		Action			Budget in USD
								Results	Instrument	What	When	Who	
G	1. Deploy at least three major campaigns that humanize the losses in 3 years	2. To collect 100,000 names in 3 years	3. Within one year, have a website that is user-friendly, interactive, innovative and visualizes the scale of the losses.	4. Construct memorials at least one site in 3 years (e.g. Wau, Torit, etc.)	5. In 3 years, equip 1200 people with skills to spread knowledge of trauma healing	6. Strategy is 50% funded by the end of the first year	7. Fully staffed with office space by the end of the first year			1. 2019: use April meeting to design campaign, with input from volunteers	1. Feb 2019	1. All Directors	1. \$10,000
										2. Continue collection names using beneficiary strategy and refined documentation protocol with add 7 volunteers	2. Continuous	2. Amanyaa	2. \$150,000
										3. Develop concept for revamped website, revise text website, recruit/procure web-designer, revamp, keep updated	3. March 2019	3. Julius	3. \$30,000
										4. Research and consultations in Torit, Wau (2019): desk research on sites (understanding of existing and symbolic power), consultations communities and authorities are consent, content and arrangements for management of sites, could also restore existing sites. - Depending on consultations, (inside: photos/artifacts), procurement construction (can be 'light' memorials such as plaques, painted walls), construct, launch (2020), follow-up with events (2021)	4. consultations 2019, construction 2020	4. Anyieth, Amanyaa, Daud	4. \$250,000
										5. ToT: Recruit trainers, organize trainings	5. A staff session during April 2019 retreat; ToT (community leaders, pastors): June 2019; develop program.	5. Anyieth, Daud, Amanyaa	5. \$200,000
										6. Active fundraising (see financing/ fundraising	6. See fundraising strategy	6. See fundraising strategy	
										7. Identify HR needs (7 volunteers, Head Finance & Admin), develop vacancies, post	7. Before Mar 2019	7. Daud and Amanyaa	7. \$210,000

										vacancies, recruitment, contracting, induction; find safe office space, furniture and IT equipment strategy)			
								Result	Instrument	Action	When	Who	Budget
S	Beneficiary strategy -Reach populations at local level and help them appreciate losses outside their community across South Sudan through radios and other creative channels - Start with locations with volunteers in South Sudan, Kenya and Uganda - IEC materials: T-shirts with (first) names, age and messages (“We remember...”), profile photo add-on / banner on the bottom - Listening to beneficiaries and help them hear others and acknowledge name and honor all victims through feedback mechanisms (short questionnaire, comment section on website). - Research into the types of commemoration dates, events to have a calendar of commemoration events and be able to offer solidarity and stimulate acknowledgment - Partnerships with other memorialization initiatives in South Sudan; attend and engage with other memorialization events							- 1mln people reached through radio, social media, through volunteers, website - Research product on memorialization in SS	-Feedback mech. (simple feedback Q for each engagement, engage volunteers in this) - number of people visited website - event attendance - statistics of readers - research product	1. Plan radio use 2019 2. Design IEC materials (incl FB, twitter) 3a. Research design, Desk research, phone interviews. 3b. field research (i.e.. mapping à see TJWG mapping) 3c. Analysis, report-writing and dissemination, Development of calendar	1. By Jan 2019 2. March 2019 3a. Jan - May 2019 3b. Jun 2019 3c. Oct 2019	1. Julius 2. Amanyanya 3. Amanyanya	1. \$100,000 2. \$50,000 3. \$50,000
S	Internal strategy -Develop internal systems procedures with clear roles and responsibilities to service objectives of the organization - Documentation systems: research manual with standardization procedures to verify information, revise consent form to give consent for public campaigns and memorials, options for safe storage and preservation of the data - Financial systems: manual, accounting system, procurement policy - Human resource (staff and volunteer): remuneration and expenses (e.g. airtime for volunteers) policy, revise volunteer agreement (non-political affiliation, declaration, statement of impartiality), hiring strategy, develop ToRs and job descriptions for directors and staff, include self-care arrangements in the HR policy - Security: Digital and physical security policy and systems: what is response in case someone gets arrested, etc.							1. Research manual and database 2. Financial manual and accounting system 3. Human resource manual	All manuals and policies in place; and chose database; purchase accounting system	Develop all manuals	March 2019	1a. Amanyanya 1b. Amanyanya 1c. Amanyanya 2. Daud/Finance &Admin Manager 3. Daud/Finance &Admin manager 4. Daud	1a. \$10,000 1b. \$10,000 1c. \$10,000 2. \$10,000 3. \$10,000 4. \$10,000

S	Communication strategy <ul style="list-style-type: none"> - Periodical updates, issue press releases, use website as communication tool, write articles / op-eds, use AV materials, have commemoration calendar in order to engage with other South Sudanese commemoration events across the country and region, tweet a group of names each day and use that tweet to stimulate people to submit names. - Short animated clip about ROWL - Inspirational videos - Key messages, communicate policy standpoints (e.g. regarding R-ARCSS, transitional justice) manage perceptions - IT: Arrange ROWL e-mail addresses (directors and staff) - Get Contact Relations Management (CRM) System to systematically store contacts (e.g. partners, people who submitted names, media, donors), support maintenance of relations and enable handover of contacts if need be along with history the relationship (e.g. how has ROWL collaborated with the contact) - Express appreciation of volunteers 	Communicati on plan in place; CRM system in place		1. Develop communication plan 2. Chose and purchase CRM system	March 2019	Julius and Awak	1. \$90,000 2. \$30,000
S	Leadership strategy <ul style="list-style-type: none"> -Inspire volunteers and employees about ROWL’s vision, mission and objectives - Attend annual meeting in person: Present strategic plan, receive feedback (can be connected to team-building, self-care, and capacity-building) - Quarterly meetings of directors (and staff): conference calls to review progress and plan for next quarter - WhatsApp/phone contact as needed to address any urgent issues. - Offer capacity building (online and off-line, trainings and mentorship): use of smartphones and applications, accurately and impartially documenting the names of lost ones, self-care - Set good/inspirational example by directors and managers - Being clear about what is expected and holding people to account - Build a team - Create a conducive working environment 	- 4-day meeting where volunteers are updated about SP and internalize it, further trained (i.e in self-care skills), inspired and feel part of a team - Quarterly meetings in 3 years – Capacity -building program for volunteers	1a. Meeting took place with majority of volunteer attending 1b. Feedback from volunteers	1. Organize the first large meeting in 2019 2. Organize quarterly meeting 3. Conduct needs assessment, motivation, their stories 4. Implement capacity building	1. April 2019 2. First one in March 2019, then subsequent quarters	1. Finance & Admin Manager 2. Daud 3. Awak & Finance & Admin Manager 4. Finance & Admin Manager	1. \$ 40,000 2. \$80,000 3. \$30,000 4. \$50,000

S	Financial/funding strategy: <ul style="list-style-type: none"> - Building partnerships with a few trusted donors - Develop timely proposals using strategic plan - Develop strong financial and accounting system (See above) - Meeting deadlines for reporting - Keep lean organizational structure - Stress unique selling points of ROWL - Alternative sources of funding: crowd funding, charity event, church collections in diaspora - Keep option to register ROWL in other countries (e.g. UK, USA) open. 	SP is 90% funded	Donor contracts	1. Donor mapping in Excel database: deadlines, criteria, importance of memorialization 2. Contact donors, develop ROWL proposal to be used as 'master' for specific donor proposals 3. Develop and implement crowd-funding campaign 4. Register ROWL in SS	1. Jan 2019 2. Feb 2019 3. Feb 2019 4. Jan 2019	1. Lead: Amanyah. Awak: foundations in UK, Anyieth: foundations in USA, NL embassy and EU in Juba (CS Facility) Daud: donors in UG, Amanyah 2. See division above. Lead on development proposal: Anyieth 3. Awak 4. Daud	4. \$10,000 1. \$30,000 2. \$30,000
S	Innovation strategy <ul style="list-style-type: none"> - Be open to new ideas - Establish an IT department and use technology for innovation develop mobile app - Find creative ways to reach the majority of South Sudanese who are illiterate (Also see strategy 1) 			1. Develop application 2. Comparative research on memorialization projects in other context (for ideas and to inform campaign and future SP)	1. Mid 2019 2. Aug 2019	1. Amanyah 2. Amanyah	1. \$30,000 2. \$30,000
	TOTAL						\$ 1,500,000