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Welcome to STAD

Support Trust for Africa Development Strategy 2025-2030

This strategy outlines STAD's vision and commitment to transforming the lives of the most vulnerable and underprivileged across Uganda, South Sudan, and beyond by 2030. Building on the successes of the 2020-2024 strategy, it strengthens and sustains past achievements while expanding STAD's reach and impact.

STAD's long-term vision is a future of sustainable peace and development beyond Uganda and South Sudan. Every day, the organization works toward this goal by empowering communities by helping individuals achieve self-reliance through skills, resources, and opportunities for growth.

As the world evolves, it brings both new challenges and opportunities. This strategy lays out how STAD will adapt, grow, and expand its impact in over the next 5 years, work hard to ensure that those in need receive the support necessary to build a brighter future.

Context: A changing world shaping STAD 2030

As of September 2024, Uganda hosts approximately 1.74 million refugees and asylum-seekers, with the majority originating from the Republic of South Sudan (55%) and the Democratic Republic of Congo (DRC) (31%). (reporting.unhcr.org)

In South Sudan, the country is hosting over half a million refugees across 30 locations, primarily from Sudan. This figure has nearly doubled since 2023 due to ongoing conflicts in the region. (unhcr.org). Additionally, South Sudan has approximately 2 million internally displaced persons resulting from conflict, insecurity, and climate change impacts. (unhcr.org)

These figures underscore the immense humanitarian challenges both nations face in supporting displaced populations. Yet, amidst these hardships, **hope prevails to create a better future** thanks to the resilience of affected communities and the unwavering commitment of governments, organizations, and individuals providing aid, opportunities, and care.

Through dedicated efforts, funding, and prayers from compassionate institutions and individuals, **light emerges on the horizon**. STAD, alongside countless NGOs and organizations, remains relentless in its mission—to create the conditions for the most vulnerable to one day live in peace, dignity, and prosperity.

STAD since 2000: 25 years of impact

Over the last 25 years STAD is driven by the motto:

'Feed a hungry man today, he will be hungry tomorrow; teach him how to fish, he can have food tomorrow; educate his child(ren), you have given him a future'

This ambition comes to life through hands-on work with the most vulnerable and underprivileged—focusing on women, orphans, refugees, youth, and the elderly—empowering them with skills and self-development opportunities so they achieve self-reliance through sustainable growth.

Looking ahead, STAD remains committed to expanding its reach and impact, ensuring that even more people can build lives of peace and prosperity beyond Uganda and South Sudan

Creating a future of peace and prosperity demands unity.

Improving the livelihoods of the most vulnerable and underprivileged is no simple task—it requires collective effort and collaboration. While STAD leads the way in realizing its vision, true impact is only possible through strong partnerships and shared commitment.

This strategy draws inspiration from and aligns with key strategic documents from leading NGOs and organizations working beyond Uganda and South Sudan. Each thematic focus, initiative, and action is designed to complement national and international development efforts, amplifying impact and momentum.

To ensure long term success STAD prioritizes sustainability and remains deeply committed to the Sustainable Development Goals (SDGs 1, 2, 3, 4, and 5) and the humanitarian–development–peace nexus.

Creating a future of peace and prosperity demands unity. No single organization can achieve this alone. Therefore, STAD is proud to collaborate with partners daily, working together towards a shared goal: a future of sustainable peace and development beyond Uganda and South Sudan.

From vision to action through focus

STAD as an organization drives impact through 4 thematic focus areas:

1. **Education, Economic Empowerment & Infrastructure**
   Providing access to learning, skills development, job creation, and the infrastructure needed for economic growth and opportunity.

2. **Health, Well-being & Food Security**
   Focusing on healthcare, nutrition, mental and physical well-being, and infrastructure for clean water, sanitation, and healthcare access.

3. **Peacebuilding, Migration & Social Stability**
   Focusing on conflict resolution, refugee integration, migration policies, and the development of stable, self-sufficient communities.

4. **Climate & Environmental Sustainability**
   Focusing on climate adaptation, environmental protection, and sustainable resource management.

The ambitions, initiatives, actions and goals listed in this strategy have been developed around these areas. Whilst this strategy takes a five-year perspective it is supported by annual action plan 2025-2026 (can be found here). Whilst the long-term is essential, it is in the here and now that true difference is made.

To learn more about STAD please visit www.s-t-a-d.org and or read the STAD description document.

STAD 2025-2030: Strengthening Lives, Sustaining Change

Vision 2030

To empower the most vulnerable and under-privileged through self-development initiatives to become self-reliant

This ambition will be achieved through the provision of a range of coordinated, accountable and sustainable support services provided by STAD in collaboration with its many honourable strategic partners.
Self-development means:

- Providing trainings, education, network/community, empowerment, and resources to develop become resilient as an individual in safety.

Self- reliant meant:

- To be able to sustain a basic livelihood through one's own skills and resources whilst intricately connected to a friendly and reliable network/community in safe environment.

Goal 2030

To inspire and increase the livelihood of 4,000 of the most vulnerable and under-privileged individuals in Uganda and South Sudan and beyond.

This is measured by the number of individuals graduated from trainings, programmes, classes, schools, universities, internships, apprenticeships and obtaining employment (See Performance indicator per thematic actions)

Securing accountability and implementation

As part of the STAD culture, the staff and its board of directors are committed to meeting regularly to ensure the excellence in everyday operations and the realisation of everything listed in this strategy.

To secure accountability and implementation of this strategy, each thematic action is assigned to a STAD staff member and will be regularly followed up and monitored in team meetings.

Precondition for success

For STAD to strengthen lives and sustain change over the next five years, sustainable financing and strategic partnerships are essential. Additionally, continuously improving STAD's operational foundation will ensure professional, consistent, and scalable ways of working. These priorities necessarily strategic yet more a precondition for success and therefore an essential part of everyday work and focus at STAD.

1. Funding & Strategic Partnerships

- **Proactively apply for funding**
- **Secure regular and reliable income streams** to support staff salaries and fund strategic initiatives from private, public, or institutional sources.
- **Establish and maintain strategic partnerships** that fund, promote, and support STAD's mission.
- **Strengthen existing partnerships** through regular communication and engagement (e.g., newsletters, social media, and direct collaboration).

- **Prepare monthly, quarterly, and annual performance plans** and reports to ensure accountability and transparency and to easily be able to demonstrate STAD's accountability in implementing its plans, pursuing its goals, and measuring its outcomes.

2. Publicity & Awareness

- **Continuously promote STAD's work** through proactive communication, marketing, and partnerships.
- **Organize workshops, seminars, and awareness activities in the Netherlands** to raise awareness, seek support and highlight the status of children in Africa, particularly in Uganda and South Sudan.
- **Strengthen & nurture existing partnerships.**
- **Actively network and partner with NGOs and institutions** that share STAD's mission to support the welfare of children, women, and youth.

3. Sustaining Operational Excellence

- **Organize and coordinate regular administrative and management meetings.**
- **Establish a comprehensive risk management plan** to safeguard STAD's operations.
- Stay up to date and informed about the environment in which STAD is conducting its activities to be able to adapt and make evidence-based decisions.
- **Create and document administrative and management policies, procedures, and regulations** (e.g., Co-workers Handbook).

What will happen from 2025-2030?

Thematic Focus Areas

From 2025 to 2030, STAD will focus on four key thematic areas to expand its impact and create sustainable change. Each area is designed to strengthen lives, build resilience, and foster long-term development beyond Uganda and South Sudan.

1. Securing Education, Economic Empowerment & Infrastructure

Ambition statement :

Secure greater access to basic + higher education, work and the necessary infrastructure for the most vulnerable and under-privileged groups (such as women, orphans, refugees, youth and the elderly) to achieve long-term self-reliance through education and economic empowerment.

By 2025:

Change the lives of 1,000 individuals through access basic + higher education, jobs and supporting infrastructure.

Thematic initiatives= 6

1.1 Support training of youth in vocational and market-oriented skill at technical institutions.

Thematic Actions:

- Identify youth target segments and institutions.
- Continuously define and improve trainings to offer Continuously revise vocational and market skills taught.

- Plan and implement Student community placement for professional practice i.e. industrial training, internships and apprenticeships.
- Develop organizational policies and guidelines for managing programs on training of the youth and literacy education for women programmes.
- Document and share youth testimonials.
- Continuously collaborate with strategic partners to secure success

1.1 Performance Indicator							**Total TARGET**
	2025	***2026***	***2027***	***2028***	***2029***	***2030***	
# of youths' males & female trained	50	50	50	50	50	50	**250**
STAD responsible	Programme officer+ Education coordinator+ officer + Community mobilizers + M&E officer						
Key partnerships	SUIDAC (The Sustainable Urban Integration of Displacement-Affected Communities (SUIDAC) in Sub-Saharan African Cities Action) War Child Canada and STJSTP church, the Hague						

1.2 Improve literacy rates in basic and higher education schools through resource allocation and appropriate methods, and tools.

Strategic Actions:

- Secure resources for education i.e. desks, books, library
- Identify, agree and acquire relevant tools & methods to improve literacy.
- Define organizational policies and guidelines for sustainable ways of working.
- Continuously collaborate with strategic partners to secure success

1.2 Performance Indicator							**Total TARGET**
	2025	***2026***	***2027***	***2028***	***2029***	***2030***	
# Literacy classes	4	4	4	4	4	4	**20**
# students in secondary school/university	20	20	20	20	20	20	**120**
# of refuges supported in education	70	70	70	70	70	70	**350**
STAD responsible	Education coordinator+ Education officer						
Key partnerships	Individual donors						

1.3 Build capacity of Literacy classes particularly for women and other vulnerable.

Strategic Actions:

- Develop, implement and continuously improve training programmes for staff and other stakeholders facilitating capacity building.
- Create awareness of literacy classes available amongst women and the vulnerable through publicity.
- Secure funding to sustain initiative.
- Define organizational policies and guidelines for sustainable ways of working.
- Develop a comprehensive publicity/marketing approach for awareness.
- Continuously collaborate with strategic partners to secure success

1.3 Performance Indicator							Total TARGET
	2025	*2026*	*2027*	*2028*	*2029*	*2030*	
# women literacy classes	2	2	2	2	2	2	**10**
# women graduating from literacy classes	50	50	50	50	50	50	**250**
# other graduating from literacy classes	40	40	40	40	40	40	**200**
STAD responsible	Education coordinator+ Education officer						
Key partnerships	Individual donors						

1.4 Empower teachers to support vulnerable children in basic (and higher education) schools.

Strategic Actions:

- Empower STAD teachers with new materials and lessons.
- With teachers define needs and ways of working for empowerment
- Define STAD policies and guidelines for sustainable ways of collaborating with teachers.
- Continuously collaborate with strategic partners to secure success
- Secure regular revision and development of teacher support and ways of working

1.4 Performance Indicator							Total TARGET
	2025	*2026*	*2027*	*2028*	*2029*	*2030*	
# teachers empowered	20	20	20	20	20	20	**100**
STAD responsible	Education Coordinator, Programme officer + Education officer + M&E officer						
Key partnerships	Learning for All Foundation, Biblionef + individual donors						

1.5 Support refugee children, especially Orphans and the host community in basic and higher education schools.

Strategic Actions:

- Define and partner with high education institutions. Together secure sustainable ways to collaborate.
- Develop a comprehensive publicity approach for awareness and funding.
- Continue to work with strategic partnership for long term (financial) success.

1.5 Performance Indicator							Total TARGET
	2025	*2026*	*2027*	*2028*	*2029*	*2030*	
# of individuals in higher education through STAD support	50	50	50	50	50	50	**250**
STAD responsible	Education Coordinator, Programme officer + Education officer + M&E officer						
Key partnerships	Learning for All, ETWA, STJSTP church, We play						

1.6 Continue construction of education facilities on the Ayimini terrain.

Strategic Actions:

- Secure self-sustaining energy source for schools i.e. Solar panel + funding
- Complete construction of Kindergarten with 3 classrooms
- Finalise construction of primary school with 6 classrooms.
- Continuously seek sustainable financing for maintenance and operations of kindergarten & primary school
- Construct safe play space (children's playground)

1.6 Performance Indicator							Total TARGET
	2025	*2026*	*2027*	*2028*	*2029*	*2030*	
# of kindergartens built	1						**1**
# of primary schools built		1					**1**
# of solar pannels	1				1		**1**
STAD responsible	Education Coordinator, Programme officer + Education officer + M&E officer						
Key partnerships	Learning for All, ETWA, STJSTP church, We play						

2. Enabling Health, Well-being & Food Security

Ambition statement :

Provide accessible healthcare, nutrition, mental and physical support to the most vulnerable and under-privileged groups (such as women, orphans, refugees, youth, and the elderly) through reliable and adequate clean water, sanitation, education, and infrastructure.

By 2025:

Change the lives of 1,000 individuals through access basic through reliable and adequate clean water, sanitation, education and infrastructure.

Thematic initiatives = 4

2.1 Create awareness to the vulnerable groups on health issues HIV/AIDS, Hepatitis, including sanitation and environment and offer counselling programmes.

Strategic Actions:

- Develop HIV/AIDS, Hepatitis, Corona Virus prevention messages and communication through music, dance & drama.
- Define counselling programme approach.
- Proactively promote sanitation and environment messages that vulnerable groups can learn, adopt and integrate into everyday lives through workshops, seminars +
- Develop and implement training programmes for staff and other stakeholders to secure relevant and up to date information on health topics for awareness creation.
- Continuously provide information (in various formats) to most vulnerable
- Raise awareness of issues.
- Secure funding to sustain initiative.
- Define organizational policies and guidelines for sustainable ways of working with topic.
- Continuously collaborate with strategic partners to secure success

2.1 Performance Indicator							Total TARGET
		2026	2027	2028	2029	2030	
# of awareness workshops hosted		20	20	20	20	20	**80**
# of attendees		100	100	100	100	100	**400**
STAD responsible	Programme officer + M&E officer						
Key partnerships	t.b.d						

2.2 Establish accessible basic health care clinics to support the vulnerable

Strategic Actions:

- Define need, vision and feasibility of future health care clinics in Ayimini.
- Secure strategic partnerships to implement and sustain health care clinics.
- Develop and implement training programmes for staff and other stakeholders in relevant health issues.
- Develop a comprehensive publicity/marketing approach for awareness of clinics.
- Secure funding to sustain initiative.
- Define organizational policies and guidelines for sustainable ways of working with topic.
- Continuously collaborate with strategic partners to secure success

2.2 Performance Indicator							Total TARGET
		2026	2027	2028	2029	2030	
# of health clinics established				1			**1**
# of staff equipped to work in health clinics				2			**2**
STAD responsible	Programme officer + M&E officer						
Key partnerships	t.b.d						

2.3 Continue to offer referrals for counselling in government designated centres.

Strategic Actions

- Secure governmental partners to secure success
- Secure healthcare partners to provide service and work to maintain relationships.
- Collaborate to promote service to more of the vulnerable through communication and events.

<Details to be further defined in later years. Currently undefinable due to market conditions>

2.3 Performance Indicator							Total TARGET
		2026	2027	2028	2029	2030	
STAD responsible							
Key partnerships							

3. Contribute to peacebuilding, Migration & Social Stability

Ambition statement :

Contribute to peace and prosperity across the region (Uganda, DRC, and South Sudan) through increasing awareness and understanding of peaceful cohabitation through programmes, activities and discussions on conflict resolution, policies, resource sharing and unity; with particular focus on Refugees, youth, and women.

By 2025:

Reach, inspire and educate 500 individuals to live in culturally diverse, stable and self-sufficient communities.

Thematic initiatives = 3

3.1 Build the capacity of vulnerable persons especially women, girls, youths and children through training and awareness creation.

Strategic Actions:

- Continue create awareness of peace and more at key annual events in Ayimini on: Christmas, Easter, International peace day, international refugee day, international women's day.
- Continue to explore partnerships with local partners, in particular: Youth and Women Community Development Organization (YWCDO), **women organisations** in Koboko, Uganda and Women Agency for Progress Organisation [WAPO], East Bank Women's Agency (EBWA) to advocate for women rights in the Eastern Equatoria State and **other States.**
- Seek and collaborate with new programmes to promote peace building.
- Seek new partnerships to promote peacebuilding.
- Develop a comprehensive publicity/Marketing programme.

3.1 Performance Indicator							**Total TARGET**
		2026	***2027***	***2028***	***2029***	***2030***	
# promotional events hosted		5	5	5	5	5	**25**
# attendees at events		25	25	25	25	25	**125**
STAD responsible	Youth and Children Coordinator						
Key partnerships	t.b.d						

3.2 Continue to collaborate with refugee settlement and host communities for outreach communities.

Strategic Actions:

- Identify need of outreach.
- Identify strategic partners in refugee settlements and urban communities.
- Train Staff for activity
- Secure resources & funding for activity
- Create publicity/marketing approach for activity.

<Details to be further defined in later years. Currently undefinable due to market conditions>

3.2 Performance Indicator							Total TARGET
		2026	*2027*	*2028*	*2029*	*2030*	
STAD responsible							
Key partnerships							

3.3 Build capacity of local women in advocacy and lobby for universal human and women rights, women in leadership decision-making positions etc.

Strategic Actions:

- Identify need and strategic partnerships to make it happen!

<Details to be further defined in later years. Currently undefinable due to market conditions>

3.3 Performance Indicator							Total TARGET
		2026	*2027*	*2028*	*2029*	*2030*	
STAD responsible							
Key partnerships							

4. Promote climate & Environmental Sustainability

Ambition statement :

Promote awareness of climate adaption for the adoption of better environmental protection and sustainable resource management by sharing best practices to achieve long-term resource self-reliance and sustainability.

By 2025:

Teach 1,000 vulnerable people about climate adaption practices through activities and workshops.

Thematic initiatives = 3

4.1 Increase climate adaption outreach activities in Refugee settlement and host communities.

Strategic Actions:

- Develop activities around climate adaption for activities.

- Train staff in knowledge and skills of climate adaption practices
- Develop a comprehensive publicity/Marketing programme for promotion of activities.

<Details to be further defined in later years. Currently undefinable due to market conditions>

4.1 Performance Indicator							**Total TARGET**
		2026	***2027***	***2028***	***2029***	***2030***	
# community/villages trained in best farm management practice		2	2	2	2	2	**10**
STAD responsible	Programme officer, Agricultural and Community leaders (+ M&E officer)			Community Mobilizer and			
Key partnerships							

4.2 Create/establish a good example centre in Ayimini where people and organisations can gather to learn and be inspired by climate adaption best practices.

Strategic Actions:

- Buy / Acquire more land for expansion.
- Establish funding model for centre: Consider what can be produced and sold to sustain centre.
- Train staff in knowledge and skills of climate adaption practices
- Develop a comprehensive publicity/Marketing programme.

<Details to be further defined in later years. Currently undefinable due to market conditions>

4.2 Performance Indicator							**Total TARGET**
		2026	***2027***	***2028***	***2029***	***2030***	
Land acquired				1			
STAD responsible							
Key partnerships							

4.3 Continue to teach women and others about sustainable farming practices.

Strategic Actions:

- Define counselling which practices teaching i.e. Goat & poultry rearing.
- Define training approach.
- Train staff in adequate skills
- Seek & secure strategic partners for trainings.
- Proactively promote trainings through publicity/marketing programmes

<Details to be further defined in later years. Currently undefinable due to market conditions>

4.3 Performance Indicator							**Total TARGET**
		2026	***2027***	***2028***	***2029***	***2030***	
STAD responsible							
Key partnerships							

Resources

Staffing plan

STAD has identified and created board members and technical advisers to provide oversight and leadership for the organization.

STAD will continuously engage volunteers and interns to support the organization and as well build their skills for the workforce.

Income projections

STAD operates mainly on funding from institutions and donations from individuals. Therefore, the income for the period of this strategic plan could not be fully ascertained. The projections made are based on the previous five years.

The total income projection for 2025 to 2030 is +/- EUR 300,000. This income is based on the projection of the last five years. See table below for details.

Source	Amount (EUR)	Status
St. John & St. Philip Church, the Hague	20,000	Funded
EU	21,000	Funded
ETWA	8,500	Funded
Oxfam	9,000	In pipeline
Donations	13,250	Funded
Individual contributions	17,500	Funded
Fund raising	12,000	Funded
project proposals	198,750	Being Developed
Total	**300,000**	

Monitoring & evaluation

Approach to M&E

To secure that this strategy is followed up the following will be undertaken:

1) **Standard monitoring:** Regular monitoring will be done on quarterly, mid and annually basis (after every three, six and 12 months) to assess the extent to which the required inputs are being procured, the compliance to activity work plans, progress in achieving the outputs, and how the outputs are geared towards the desired goals and outcomes.

2) **Mid-term Review:** A mid-term review of the strategic plan (after two and half years) will be done to assess the attainment of the Strategic Goals and objectives.

   At the end of the fiscal year 2025, the local partners shall internally conduct a mid-term evaluation of this strategic plan implementation to track the extent to which the Strategic Plan objectives have been achieved.
   External expertise shall be sourced to support the assessment of level of compliance (relevance, validity, efficiency, effectiveness, cost benefit analysis, sustainability, and feasible alternative strategies and immediate outcome) of the plan implementation. Through the output of the mid-term

review, STAD shall be able to gauge the strategic direction and provide alternative to achieve the Goal.

3) **Outcome and Impact Assessment/end of plan evaluation:** At the end of the Plan period, a terminal evaluation will be conducted using external experts to thoroughly assess the level of success arising from the plan implementation.

To achieve the above , STAD shall ensure that all Performance Indicators have been fully integrated into its ways of working and meeting as mentioned in the preconditions for success section.

Past performance

Education, Health, and Economic Empowerment & Infrastructure

- 15 students supported in various vocational training skills (2002-2005)
- Supports yearly 50 South Sudanese and Congolese refugees' and Ugandan students in Imvepi settlement , Terego District Uganda. (2018 – date)
- 11 Urban University and Diploma students (8 graduated - 1 in master's & 4 degree and 3 in diploma) 2 still pursuing University & 1 diploma (undergraduate)
- 10 urban students: 3 finished "O" lever and 3 A level education.
- 5 urban students: 4 are still pursuing O level &1 Primary education programmes.
- Constructed a house for St. Mark Parish Church; drilled water bore holes at PPHCC and St Mark Parish church, Yei River County, Central Equatoria State, South Sudan (2009 – 2013)
- Youth and Women Community Development Organisation (YWCD0) centre, VIP and canteen as well as drilling a borehole, Koboko District, Uganda (2003 – 2019).
- Contributed 90 desks for Boroli Junior Primary School at Adjumani refugee's settlement, Adjumani District Ugandan (2019)
- Constructed a teacher VIP toilet in Boroli Jr primary school, Adjumani Refugee Settlement Adjumani District, Uganda (2020- 2022),
- Trained sixty-four women and men in 0rganic farm management and maintenance at Ayimini Village, Degiba Parish, Midia sub-county Koboko, Uganda
- Established St. Andrew nursery and Primary school (Early Childhood Development (ECD) constructed a hall, library , kitchen and drilled water borehole and a well etc. Village, Degiba Parish, Midia sub-county Koboko, Uganda (2020 – 2024) projects ongoing
- Constructed office and an IVP toilet , kitchen and store building, dug water well at Abele premises Koboko 2023.

Health, Well-being & Food Security

- Mother and Children Care Unit, Payawa Primary Health Care Centre (PPHCC).
- Renovated the old Primary Healthcare Centre (PPHCC).
- Drilled water bore hall at PPHCC

Peacebuilding, Migration & Social Stability

- From (20211- 2022) Organised Community sensitization for one hundred seventy-two (172) refugees in nineteen (19) villages at Imvepi Refugee settlement on human rights and dialogue, peace and conflict management and resolution, peaceful co-existence, resource sharing, between and among the refugee and host community.
- Organized and conducted Inter-communal learning exchange of thirty-five (35) community leaders visit to eighteen (18) village in Imvepi Refugee settlement to enable identifyy gaps which causes conflicts among themselves, shared experiences on how to manage and resolve such cases among themselves.
- Conducted two (2) days training of forty (40) women counselors on trauma healing and reconciliation in Imvepi secondary school to manage cases in the communities.
- Conducted two (2) days training of thirty-six (36) youth leaders on conflict mediation, negotiation, resolution and management in Imvepi secondary school.

Climate, & Environmental sustainability

- Trained sixty-four (64) people on organic manure and Farm management and maintenance at Ayimini, Koboko (2021-2022)
- Two hundred eighty (280) women in sustainable goats/poultry rearing (2005)

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