1. Trends and Background:

What Is HDC:

A non-governmental organization founded in late 2019, get registered in Syria and based in Belgium that aims to empower various members of society and help them play an active role in building their community. It also embraces community initiatives and seeks to develop partnerships with individuals and civil society organizations to support humanitarian and development issues and to activate the community's role in planning and shaping the relevant decision. in addition to disseminating voluntary culture, building knowledge and abilities, and sharing them with individuals and other civil society organizations.

HDC Team:

HDC's board of management is comprised of the General Director with heads of departments beside many advisors those work in programs preparation planning, implementation, and monitoring, So they are in charge of the daily management of the organization. HDC's management team runs the organization, develops our policies and strategic plans, and ensures the program's/project's execution operations with all partners and networks that are part of it, and on the principles of dedication. expertise, passion.

How HDC Works:

The organization cooperates with local authorities/communities, universities, NGOs, charities, and the private sector through projects and programs in which development activities fall within the areas of humanitarian action and their development sectors. In these areas, it seeks to create opportunities for recovery. Building the capacity of affected communities, especially young people, expanding their individual choices to withstand crises and possessing tools and methods of development that enable them to recover and move towards growth and reconstruction.

Impact of planning on HDC performance:

Planning plays a crucial role in influencing organizational performance. Here are some key impacts of planning on organizational performance:

- **Goal Clarity and Alignment:** Planning helps organization define clear and specific goals. When employees understand these objectives, they can align their efforts and work towards achieving them. This alignment contributes to improved performance as everyone is working towards a common purpose.
- **Resource Allocation:** Effective planning involves allocating resources (such as finances, manpower, and time) efficiently. When resources are distributed optimally based on well-thought-out plans, it maximizes their utilization and can lead to improved productivity and cost control.
- **Risk Mitigation:** Planning involves assessing potential risks and developing strategies to mitigate them. By identifying and addressing risks in advance, organization can minimize disruptions and prevent negative impacts on performance.
- **Improved Decision-Making:** Planning provides a structured framework for decision-making. It allows organization to evaluate various options, consider their pros and cons, and make informed decisions that are aligned with their goals and objectives.
- **Time Management:** Planning helps organization set timelines and prioritize tasks. This results in better time management, reducing delays and improving efficiency in completing projects and tasks on schedule.
- **Performance Measurement:** Planning includes setting key performance indicators (KPIs) and benchmarks to measure progress. Regularly tracking and assessing performance

against these metrics enables organization to identify areas that require improvement and make necessary adjustments.

- **Flexibility and Adaptability:** Effective planning includes contingency planning and the ability to adapt to changing circumstances. This flexibility allows organization to respond to unexpected challenges and opportunities, ultimately impacting their ability to maintain or enhance performance.
- **Employee Engagement and Motivation:** Clear planning and communication of objectives can boost employee morale and motivation. When employees understand their roles in achieving organizational goals, they are more engaged and committed to delivering their best performance
- **Partners Sustainability:** Planning that extend to communities' service strategies. Organizations that plan for communities needs and prioritize responses and performance satisfaction are more likely to retain Partners and gain positive reviews and referrals, which can impact overall performance

In summary, planning is a fundamental process that influences various aspects of organizational performance, from goal setting to resource allocation, risk management, decision-making, and employee engagement. Effective planning can lead to improved performance and a better position in the competitive landscape.

2. Plan preparation and development methodology:

The strategic plan adopted for the 2024-2027 planning cycle will be launch from the values, vision and message of Humanitarian and Development Cooperation (HDC) Organisation, and will be based on the organization's core missions since the establishment.

HDC Foundation and Principles:

HDC Values:

1. We affirm our full respect for international law and develop our plans based on the Universal Declaration of Human Rights, the third Millennium Declaration Goals and the Seventeen Sustainable Development Goals and their one hundred and sixty-nine objectives, The plans are also guided by other instruments such as the Declaration on the Right to Development.

2. Belief in change and the inevitability of development and progress in light of a rapidly growing and developing world.

3. Moving towards cooperative partnerships to implement development projects on the basis of common development values and interests.

4. Seeking to increase the participation of the local community in the processes of development decision-making and implementation.

5. Consider the environment with its vital and physical components as the basis and leader of the development process, whose resources must be protected and their sustainability ensured.

6. Considering all members of society equally, focusing on the poorest groups and seeking to expand their options and empower their capabilities, in order to ensure a decent standard of living.

7. Commitment to the human right to live a life free from poverty, hunger, disease, ignorance and destitution.

8. Emphasizing the equality of members of society in the right to quality education, health care, adequate work and abundant income.

HDC Vision:

We dream of a future that ensures prosperity as it should be

We believe in efforts that make a better future and fulfill peace, hope, stability, prosperity, and opportunity, for all people who suffer and we work on:

1. All people enjoy a life shaded by prosperity and meet their aspirations for progress and prosperity.

2. Achieving economic, social and technological progress in harmony with the environment and its natural components.

3. Orientation towards stability and sustainability in the three dimensions of economic, social and environmental development.

HDC Message:

1. Aspiration to make an ambitious transformation in which all forms of life can live.

2. Building bridges of cooperation between the various parties in order to achieve the success of the development process and the continuation of the march of progress.

3. Developing decent livelihoods by promoting local development projects for urban and rural human communities.

4. Adopting sustainability as an approach to development in its economic, social and environmental dimensions.

HDC Mission:

We are here from relief to recovery

We support people who suffer from conflicts or natural disasters by helping them rebuild their homes and livelihoods and live peacefully together in stable communities.

1. Work to mobilize resources and coordinate advocacy efforts for needys.

2. Developing the business environment and enhancing the role of young entrepreneurs in society.

3. Seek to provide support channels by spreading the culture of donations using a right-to-development-based approach.

4. Building capacity and skills by providing learning services to members of affected communities.

5. Work to raise awareness of the public interest and promote the concept of social responsibility.

6. Contribute to the economic development processes of communities and improve their local production.

7. Support small and medium enterprises to create decent job opportunities.

Plan's pillars and directives:

Programme operations and project activities in the Plan are based on several pillars that take into account the various humanitarian and professional considerations and requirements for the proper implementation of the Organization's programmed projects and the increased orientation towards achieving the message vision, and mission of HDC.

Pillar 1: Cross-Cutting Themes:

There are multiple cross-cutting themes that have to be taken into account throughout all projects. Inclusion, environment, community, DRR, gender, conflict sensitivity and protection are just a few of them. Although all relevant, HDC Org has decided to give priority to three specific themes, namely conflict sensitivity, environment and protection.

Conflict sensitivity: HDC seek to works in many of the most fragile states in the world. This is a highly complex and conflict-affected context, where its presence and interventions can easily do harm, with (high) risks for the population and HDC's reputation. The work in WASH, FSL, and Education gives HDC a unique opportunity to contribute to more peace and less conflict, particularly when conflict sensitivity is integrated in its sectoral work.

Environment: Sustainable management, protection, conservation, maintenance and restoration of ecosystems and the services they provide are fundamental to HDC's work, as is the support and implementation of sustainable development pathways. HDC applies a precautionary approach to environmental protection and reviews its activities to ensure they do not cause unintended negative environmental effects, or where unavoidable, to minimize and mitigate potential impacts. HDC also promotes climate resilient and low carbon emissions activities in all projects program. HDC aims to ensure that environmental sustainability is systematically mainstreamed into programs and projects. Through its cooperation with partners, the organization seeks to support their environmental dimensions and strengthen environmental management and protection in operations. HDC contributes to knowledge on freshwater ecosystem protection for sustainable development by promoting environmental flow allocation and ecosystem-based adaptation.

Protection: HDC Org will incorporate protection principles throughout its projects based on its core policies and especially through Safety and Security manual that contain articles and procedures under many titles of protection themes like, Anti-sexual harassment and exploitation, Conflict of Interest Prevention, Counter-Terrorism and Anti-Money Laundering, Grievance Policy, Data Protection Policy, Child Protection Policy, environment Protection Policy in code of conduct as an annex of HR Policy. By doing so, HDC seeks to avoid exposing people to potential harm as a result of its actions as well as ensuring that people have access to impartial assistance.

Pillar 2: Core Humanitarian Standards:

HDC is committed to the Core Humanitarian Standard on Quality and Accountability (CHS). The CHS places communities and people affected by crisis at the center of humanitarian action. HDC's work is already in line with the CHS and we are committed to the standards as set out in the CHS. However, improvements are needed with regard to involvement of beneficiaries in the project design, implementation and evaluation, including feedback mechanisms. **In this strategic period, HDC will seek to obtain full CHS certification.**

Pillar 3: Sustainable Development Goals:

The Sustainable Development Goals (SDGs) are aimed at eradicating extreme poverty by 2030. Many of HDC's programs contribute in one way or another to the SDGs, especially in relation to the provision of basic services and peacebuilding and environment protection. **HDC will seek to demonstrate more clearly how it contributes to the SDGs by using HDC's standardized indicators.**
At the same time, HDC acknowledges that SDG's and humanitarian principles do not always align. The SDGs focus on long-term systematic change, whereas humanitarian action tends to be more short-term and focused on saving lives and alleviating suffering. Especially within fragile contexts in which it operates, HDC will focus on ensuring that humanitarian principles are adhered to.

Pillar 4: Working with partners:

HDC will continue to work through partnerships and cooperations and consortia and expects consortia to further increase in importance in the coming years. For this reason, HDC wants to further develop its capacity

to manage and successfully participate in consortia. Whether even closer collaboration might be required in future, is something that will be explored during this strategic period. Likewise, HDC will seek to actively involvement in networks and sees these as good platforms for lobby & advocacy, as well as for staying in touch with like-minded partners with whom closer collaboration might be sought in future. **In line with the strategic programs, the collaboration and capacity building of local partners will particularly receive attention.**

Pillar 5: Working with Institutional donors:

HDC will continue its strategy of donor diversification as it seeks to avoid dependency on a single donor. This was also one of the reasons why HDC get registered in Belgium and in this strategic period HDC expects to receive more institutional funding as part of its donor diversification strategy. Good donor and consortium management is another key aspect that will help HDC achieving this strategic plan goals.

Pillar 6: Organizational progress:

HDC Progress within the strategic plan is a critical aspect of achieving its long-term goals and objectives. To effectively measure and drive progress, HDC often use a combination of key performance indicators (KPIs), milestones, and regular assessments. through continuous Improvement of internal procedures and policies, and risk management of institutional or operational activities, staff training and development, and ensure sustainability, **HDC strategic plan should be a dynamic document that adapts to changes in the internal and external environment. and its progress is an ongoing process that requires commitment, adaptability, and a focus on data-driven decision-making.**
Regularly revisiting and refining the strategic plan helps HDC to stay agile and responsive to changing conditions while working toward its ultimate objectives.

HDC's plans guided by the course of its commitments:

Commitment 1: Humanitarian relief

HDC's relief projects are implemented in response to conflict and/or natural disasters, and aim to address short-term needs. In the context of a sudden unset crisis, the first phase is that of 'search and rescue' and medical care. We position ourselves in the phase(s) that follow(s) immediately after that and we concentrate on providing food, clean water, non-food items, cash and shelter. In addition, we will give more attention to psychosocial well-being of beneficiaries within our interventions, recognizing that many suffer from traumas as a result of the conflict or disaster.

Although HDC's relief projects are not primarily focused on institutional reform and capacity building, efforts are made to adopt a longer-term perspective as soon as this is possible. HDC also seeks to plan and monitor in a conflict-sensitive way in order to prevent 'doing harm' to long-term development processes.

When HDC provides relief after a natural disaster in a non-conflict setting, the involvement will be as brief as possible. The length of intervention depends on the nature and the magnitude of the disaster, the availability of local follow-up capacity and the time needed to make a proper connection with longer-term reconstruction/recovery processes. However, HDC's involvement in natural disaster response programs will normally last no longer than three years. Many of the countries which HDC will operates are characterized by chronic or recurring crises. This means that it can be expected that many of HDC's country programs implement both relief and recovery projects at the same time.

For any new relief intervention (i.e., outside existing Program areas), HDC's Humanitarian Response Team (HRT) normally takes the lead and is positioned to respond at short notice. As with any other intervention, such response will often be done in collaboration with both international and local partners in order to maximize the impact of the response and avoid duplication of effort. In that regard, we want to uphold the commitments of Core Humanitarian Standards (CHS) of which we are a committed of. Over the years, and following an in-depth review, HDC will strengthening its disaster response capacity through the Humanitarian Response Team (HRT) and will carry out more relief activities in existing country programs. In response to the increased needs in the world, HDC wants to further develop and strengthen its position as an effective and reliable implementing partner in relief and aims to increase the relief component of its work to around 30%.

Commitment 2: Socio-Economic recovery

HDC's recovery programs are planned and implemented in conflict-affected and fragile settings. Groups targeted include all conflict-affected communities among which are refugees, IDPs, returnees and host communities. HDC aims to be inclusive and conflict-sensitive in the programs its implements, supporting all people affected by a conflict irrespective of race, ethnicity, religion, disability, or gender.

In addition to addressing short-term needs, HDC's recovery efforts endeavor to encourage processes of structural change, such as institution building and the tackling of vulnerability and social inequality and socio-economic resilience, as these contribute towards improved livelihood conditions. HDC believes these are foundational for resilient and peaceful communities. **As we move forward, HDC wants to retain its core strength and expertise in early recovery.**

Commitment 3: Working in fragile contexts

HDC focuses particularly on countries, and areas within countries, categorized as 'fragile.' Such fragility is often caused by conflict. For HDC's recovery programs, 'conflict-related fragility' is an essential characteristic of the context in which it chooses to operate. The underlying causes of conflict are often related to access to livelihood assets, such as land and water and energy. It also has a strong negative

effect on the peoples' livelihood strategies, resulting in a further increase in the number of people affected.

We recognize that not all responses will be within a fragile context. A response to a natural disaster, for instance, could be in an area that is normally considered as stable. However, people living in conflict-affected areas are often more severely impacted by natural disasters.

Commitment 4: Serving the most vulnerable

HDC seeks to help the most vulnerable. This includes women, children, elderly, female headed households, disabled, minorities, refugees and IDPs who need protection. The most vulnerable are not necessarily the poorest people. In the context of violent conflict, relatively wealthy people may be among the most vulnerable.

While HDC focuses on the most vulnerable, it does not exclude beneficiaries that are less vulnerable or better off economically. By strengthening entrepreneurs or even the middle class, the whole community – including the most vulnerable – can benefit. However, for HDC it would never be a stand-alone purpose to set-up businesses. When undertaking such projects, it would be with the aim of benefitting the most vulnerable.

Commitment 5: Supporting populations affected by crises

There is an ongoing debate in society about refugees and (economic) migrants. There are those who portray refugees as fortune hunters. On the other side of the debate, there are those who have a very inclusive view and want to include people migrating for economic reasons ("fleeing poverty") or climate change in the definition of refugees. HDC does not agree with either side and upholds the refugee definition as given in the refugee convention of 1951 and which includes people fleeing from violence. Within the broader context of support given to people impacted by conflicts and disasters, **HDC continues its focus on providing support in the region.**

There are two reasons for this choice. First, the most vulnerable are mostly those staying in the region. They do not have the means and/or the physical condition to undertake the long journey to another countries. Secondly, according to HDC's experience, refugees and IDPs in general have one main desire, which is to return home as soon as circumstances allow. Therefore, they are better off if they can be offered protection and basic needs in their region of origin, and return home as soon as the situation allows. HDC will always determine independently, but together with the beneficiaries what is best for them. If the interest of the beneficiaries happens to coincide with the interest of politically motivated donors that is fine, as long as HDC is confident that it can adhere to the humanitarian principles.

Commitment 6: Programmatic approach and outcome measurement

HDC will continue to work from a thorough context analysis for specific geographical areas. The analysis will determine strategic choices made at country level. Although HDC receives finances based on specific projects, HDC is committed to be faithful to communities it serves, taking a holistic view of the needs within those communities. Where local needs go beyond HDC's areas of expertise, HDC will advocate for other organizations to respond. HDC will define standardized indicators that will provide insight in the state of affairs within an entire program area. **This coming strategic period HDC will focus on implementing these standardized indicators.**

3. Strategic Plan: Plan priorities:

Introduction:

HDC operates in a fast-changing humanitarian environment. This provides both short-term and long-term challenges. The choices HDC is making for this strategic period are aimed at addressing some of the

more immediate challenges, whilst keeping the eyes firmly focused on the longer-term future. In short:

1. 1. HDC will place people at the center, both in our service delivery and within our organization.
2. 2. HDC will improve the quality of its program implementation as it seeks to reach out to the most vulnerable people.
3. 3. HDC will focus on improving its innovation capacity and more proactively share its expertise and experience with others (including policy makers).
4. 4. HDC will grow and increase the engagement of its constituency with the plight of refugees, displaced people, and their host communities.
5. 5. HDC will continue to explore and prepare for its long-term future through the use of a broad-based strategy group and through the use of scenario planning.

All these choices are further worked out in detail in the paragraphs below.

1. Placing people at the center:

HDC wants to put people at the center of its service delivery. Driven by its values, HDC wants to ensure that its services are meeting the needs of the people it seeks to assist and that its interventions are aimed at improving peoples' self-reliance. Beneficiary participation, measuring impact and beneficiary satisfaction form an integral part of the approach. While the CHS self-assessment generally showed positive results, it also revealed the need for more work on beneficiary response mechanisms. This will be addressed in the coming period. Having the right, well-trained staff is key to providing good services. In recent years, HDC has regularly struggled to find the right people for the job, particularly for senior management roles. Of course, the locations where HDC works has an impact on the ability to find staff. Moving forward HDC wants to explore alternative ways of finding quality staff and new HR channels for recruitment are expected to be part of the solution.

Once staff have joined the organization, it is important that they receive the right training to equip them for their work so that they can thrive and contribute optimally to the purpose of the organization. This includes instilling HDC's values and making sure that the HDC way of working is well embedded. In short, both recruitment as well as learning & development will receive special attention during this strategic period. HDC recognizes that many of its staff work in very challenging environments. Care for staff therefore will receive extra attention and HDC will explore how it can best provide a level of care that takes into account the fact that staff work in conflict areas, regularly face insecurity and work in isolated areas.

2. Improve the quality of program implementation:

Humanitarian interventions must be relevant to the context in which HDC operates Understanding the local context and people's needs as well as good cooperation with local authorities, international institutions and other (local and international) NGOs remains key for successfully reaching and supporting the most vulnerable.

However, and partly in response to ever tightening donor expectations and auditing requirements, there is a need to improve the underlying systems, policies and procedures that support HDC's interventions. Some are outdated, while others are not consistently applied across HDC country programs. This means that a more standardized HDC way of working will be developed, backed up by a well-functioning Quality Management System (QMS) and supported by the right software. Where possible processes will be simplified.

Furthermore, HDC wants to harness the quality of its programming by growing the country project portfolios to 1 M€ million euro per country. This will provide more financial flexibility allowing all key country roles to be filled with quality staff. Included in this, will be a thorough review of how direct and indirect costs are applied.

The aim is also to strengthen the role of HDC headquarter board (HQ). Headquarter board will continue to focus on its five key roles:

1. 1. Providing overall direction and setting the HDC strategy.
2. 2. The place where standards and good practices are developed and rolled out.
3. 3. Ensuring compliance with agreed practices and policies.
4. 4. Raising of private funding.
5. 5. Providing professional input and expertise.

The aim is for HQ-departments to become more strategic in their role and more pro-active in supporting and advising country programs. This reinforcement in approach can best be characterized by the key question departments should ask when interacting with country programs. Whereas this question used to be, how can I help you? this question should change to how can I come alongside you? or how can we achieve this goal together? This strengthening does not require the existing organizational structure to change, but rather will require a change in attitude or concept or culture.

There is a need to improve data processing and information management to ensure outcome and impact is measured more consistently This is what HDC is consolidating through the activities of the Information Management Unit (IMU). Not only do donors require more evidence-based interventions, but HDC also has an obligation to show the results of its interventions to those it serves. For this purpose, standardized indicators will be used to collect data on the consequences of HDC's interventions.

The strategic and annual planning cycle will be both improved and simplified, whereby the focus will be on monitoring performance through the introduction of key performance indicators (KPI). With regard to financial information, HDC will move towards monthly financial reports, with a greater emphasis on forecasting.

3. Develop innovation capacity:

Innovation is defined as the introduction of something new. Humanitarian work and recovery work as carried out by NGOs is typically not very innovative. Firstly, this is inherent to the nature of the work. Especially relief work implies rather straight-forward interventions, e.g., the distribution of handouts or cash, the restoration of shelter, etc. Secondly, the lack of innovation has to do with the context in which humanitarian organizations operate. In both post-disaster and in a conflict-setting, infrastructure such as power supply and communications are often only partly working and the availability of resources and commodities is limited. Thirdly, the ever-urgent nature of relief and recovery work often leaves little room for reflection by humanitarian actors. For HDC, this has not been any different. However, in this strategic period, HDC wants to develop its capacity for innovation.

As the needs continue to increase and the environment in which HDC operates remains volatile and fast changing, only the biggest organizations and those organizations that are able to adapt and apply new solutions to their work are likely to survive. Innovation for an NGO like HDC can apply to one or more of the following: products, processes, and paradigms. Product innovation can apply to the sectoral interventions, e.g., in the WASH sector, one could apply new water pumping, treatment, conservation and distribution technologies.

Innovation of processes could apply to internal, organizational processes such as the use of apps to support existing processes as well as to external processes, e.g., the way field data is collected.

The last innovation area concerns the paradigms that are used. As a learning organization, HDC needs to review its concepts and models constantly. Do the interventions used lead to the desired outcomes and change? Are they fit for the ever-changing context? For example, how can one be more effective in urban areas where more than half of HDC's target group lives? How can interventions lead to more peace and stability within a society?

For this strategic period, innovation will receive greater attention and HDC will seek to create an innovation environment within the

organization. The sharing of ideas within the organization will be encouraged and existing platforms will be used for that purpose. **In addition, an innovation fund will be created for piloting and testing innovation in each of the three above-mentioned areas.**
Besides utilizing existing innovation power within the organization, HDC can also benefit from innovative ideas from other organizations in the sector. HDC will strive to become an early adopter of new ideas. This will be done by encouraging a culture of learning and through networking with others. In order to stay up-to-date with innovations in the sector HDC will become a member of at least two innovation networks, visit trade fairs and seek cooperation with the private sector.

Lastly, HDC wants to be more proactive in sharing its own learning and expertise with others, including policy makers. As such, it wants to become more visible as a professional organization that contributes to alleviating the needs of the most vulnerable in effective and efficient ways as well as an organization that is able to adapt to changing circumstances.

4. Increase constituency engagement:

Because of increased needs, HDC wants to respond and become more proactive in speaking up for those 95% of refugees and displaced people that stay in the region. They represent some of the most vulnerable. As an organization, HDC wants to continue to be constituency-based and aims for at least 20% of its funding to come from private funding, primarily from its supporter base in the Syria or abroad. As the aim is to grow country programs towards 1 M€ million-euro project portfolios, private funding will therefore need to increase significantly as well. HDC sets itself the ambitious target of growing Fundraising and Donations department income by 10% annually.

HDC will particularly focus on increasing and engaging its Syrian constituency, whereby HDC will focus on attracting new supporters, particularly among those groups and denominations that are already supporting its work. This will be done in such a way that people are touched by the plight of those HDC serves, as well as becoming engaged and inspired by HDC's story and its ability to respond. As such, HDC is seeking to improve the connection between those in need and

those who want to respond, resulting in an increase in HDC's constituency in terms of both size and commitment. Part of this plan includes an increased presence in the local community, in schools, needys centers and at targeted societies events.

As technology has influenced the way information is communicated and received, special attention will be given to new online ways of interacting with supporters. In a similar way, HDC will seek to expand its engagement with companies, trusts and foundations.

A new legacy strategy will be developed and rolled out, with the aim of achieving a significant and systemic increase in income in years to come. Finally, HDC will also seek to improve its general profile by having a greater presence in the public domain. As a specialized humanitarian and development organization, HDC wants to inform the public debate and wants to do more to become the voice of the voiceless.

5. Explore HDC's future and prepare for it:

As mentioned before, the humanitarian space in which HDC operates is complex and changing rapidly. Many factors are at play, several of which are pulling in different directions. HDC therefore needs to adapt to ensure that it stays relevant in a changing world and humanitarian system and can deliver meaningful contributions to people impacted by conflicts and disasters.

HDC's primary driver is the need, which is higher than ever. We deeply care about those impacted by conflict and disasters and want to respond by providing relief,

hope and recovery. At the same time, the humanitarian space is shrinking. Increased insecurity, the politicization of aid and restrictions from host governments make it difficult to operate as an NGO. Secondly, Institutional Donors increasingly appear to favor bigger NGO's as they seek partners that are able to implement large-scale projects. For HDC, this means that working through consortia remains of strategic importance. It also highlights the importance of innovation in order to find new ways of addressing large-scale humanitarian crises.

Thirdly, charitable giving is decreasing and traditional ways of fundraising are become less effective. This requires HDC to focus on identifying who its key supporters are, engaging them better, and convincing them why supporting HDC is a worthy cause and can make a real difference in the lives of some of the most vulnerable people. Lastly, increased levels of protectionism and the resultant looming trade-war will potentially have worldwide impact in both economic terms as well as security. Such impact will inevitably be felt more by poorer countries and is likely to result in greater inequality. In light of all this, it is of key importance that HDC continues to explore the long-term impact of such trends in terms of its ability to reach out and fulfil its mandate. **The key question that needs to be answered is what space one can expect there to be in the long-term for mid-sized need-based organizations, such as HDC, that are constituency based, but very dependent on programmatic funding at the same time**.

As the future looks uncertain and there are an increasing number of factors at play, such exploration can best be done through scenario planning. Through such methodology, HDC will explore different plausible future contexts and evaluate their impact on the work of HDC. This should help to make further strategic choices, particularly when it comes to determining the extent by which a closer alignment with likeminded organizations will be required in the future. One way or the other, HDC will to continue to reach out to the most vulnerable victims of natural disasters and armed conflict. Because we are convinced that there a **Better Future For All**.

Plan Programs:

Program 1: Community Peace Building

Peace is more than the absence of violence. While the period following the cessation of hostilities coupled with a return to normalcy is essential, the most necessary is social stability in its broader sense, which often conceals the fact that grievances or other causes of conflict have not been addressed and may resurface. At this point, we seek to promote what is described as "positive peace".

Main Goal:
Strengthen positive peace and community stability

Objectives:
- Everyone lives safely, without fear or threat of violence, and no violence is permitted by law or practice.
- Everyone is equal before the law, justice systems are reliable and fair, and effective laws protect people's rights.
- Everyone can participate in the drafting of decisions concerning them, through effective and systematic participation.
- Everyone has equitable and equal access to basic needs, such as food, clean water, shelter, education, health care, and a decent living environment.
- Everyone has equal opportunities to work and earn a living, regardless of gender, race, or other aspects of identity.

Sectoral interventions:
The Community Peacebuilding Program's sectoral interventions are a series of projects, activities and initiatives aimed at promoting positive peace and understanding in communities This program contains several elements and principles, including:

Outreach: This part of the program includes awareness-raising campaigns and dissemination of information about the importance of peace, tolerance and values of cooperation in society.
Education: Offering educational courses and workshops on tolerance, conflict resolution and negotiation skills for individuals and communities.
Negotiation and Conflict Resolution: Providing tools and training to individuals and groups to understand how to resolve conflicts in peaceful ways and build bridges between different individuals and groups
Strengthening cooperation: Promoting cooperation and understanding between different groups and groups in society through joint projects and events
Promoting human values: Promoting shared human values such as justice, equality and human rights as foundations for building a peaceful society

Community participation: encouraging citizens' active participation in decision-making processes and developing local policies.

Promoting peaceful culture: supporting arts, culture and social activities that promote mutual understanding and peace.

The community peacebuilding program can be implemented at a local or international level and can be adapted and adjusted to the specific community's needs This program aims to achieve tolerance and understanding between individuals and communities and contribute to the creation of a peaceful and sustainable environment.

Program 2: Socio-Economic Resilience

To move from dependence on humanitarian relief to recovery, these responses focus on helping communities and individuals recover from the immediate effects of the crisis, rebuild their lives and restore their livelihoods Resilience should be strengthened, capacities should be rebuilt or strengthened, and long-term problems that cause or result from crises should be resolved.

Main Goal:

Contribute to the economic recovery processes of societies and improve their local production

Objectives:

- Build individuals or groups ability to adapt well and recover quickly after stress, distress, trauma or tragedy.
- Improving women and youth livelihood opportunities, by empowering them with physical production tools or enhancing the skills and science needed to recover from the aftermath of crises of conflict areas.
- Alleviating poverty among young people and providing decent and beneficial employment opportunities to ensure them access to sustainable sources of income.
- Provide an enabling working environment for young people and girls and enhance their role and economic empowerment to advance their communities.

Sectoral interventions:

Support Essential Services: Contributing to restore essential services such as healthcare, education, and clean water supply.

Developing local production: Supporting inputs to the productive process or perceived improvements in factors of production, especially the development of local agriculture such as climate-based agriculture, to increase agricultural production that can improve local food supply and reduce dependence on imports.

Strengthen Livelihoods: Assisting individuals and communities in developing their income-generating activities.

Empowering Vocational Training: Providing training and skills development programs to help people acquire new skills or enhance existing ones, making them more producible.

Promoting entrepreneurship: Promoting the creation of small enterprises and supporting youth entrepreneurial initiatives that can generate income and employment opportunities and solve social problems in economic ways of general benefit.

Program 3: Environment and Climate Change

Main Goal:
Environmental protection and mitigation of climate change impacts

Objectives:
- Raising environmental awareness: Raising awareness on environmental and climate change issues is important to stimulate action to protect the environment, and achieving this objective includes education and guidance for the public.
- Reducing greenhouse gas emissions: This objective aims to reduce greenhouse gas emissions such as carbon dioxide and methane by improving energy efficiency and increasing the use of renewable sources of energy.
- Biodiversity conservation: This objective aims to preserve a variety of organisms and ecosystems, reduce species extinction and conserve important ecosystems
- Conservation of natural resources: This includes preserving fresh water, arable soil and forests and contributing to avoiding unsustainable depletion of natural resources
- Promoting sustainable development: This objective aims to promote development methods that take into account environmental, economic and social factors together, with a view to meeting the needs of present generations without affecting future generations' ability to meet their needs

- Infrastructure adaptation: Developing and strengthening infrastructure to adapt to expected impacts of climate change, such as strengthening sanitation systems, water supply and sanitation systems, development of irrigation and agricultural drainage systems and energy supply systems.

Sectoral interventions:

HDC Will play a crucial role in environmental protection efforts by advocating for policies, raising awareness, conducting research, and implementing on-the-ground initiatives. Their interventions often complement government actions and provide a more agile and flexible approach to addressing environmental challenges. Here are some interventions and activities will focus on by HDC:

Advocacy and Lobbying: Lobbying for the adoption and implementation of environmentally friendly policies and regulations at local, and international levels. Influencing decisions related to environmental issues through advocacy campaigns.

Public Awareness and Education: Running educational programs and campaigns to inform the public about environmental issues and solutions. Organizing workshops, seminars, and public events to promote environmental awareness and action.

Wildlife and Habitat Conservation: Establishing and managing conservation projects and wildlife reserves. Protecting and restoring critical habitats for endangered species.

Reforestation and Afforestation: Initiating tree-planting campaigns to combat deforestation and restore ecosystems. Promoting sustainable forestry practices and responsible land use.

Waste Reduction and Recycling: Implementing recycling initiatives and waste reduction campaigns. Organizing community clean-up events and litter prevention programs.

Climate Change Mitigation and Adaptation: Promoting renewable energy sources and energy efficiency. Supporting climate-resilient agriculture and sustainable land use practices.

Community Engagement and Empowerment: Working with local communities to involve them in environmental protection efforts. Empowering communities to address environmental challenges in their regions.

HDC often collaborate with universities, other NGOs, private sector, and communities to create synergistic efforts aimed at preserving the

environment and promoting sustainability. Their work is essential in addressing complex and interconnected environmental challenges.

4. Strategic Plan Implementation Methodology:

The implementation of the strategic plan requires a precise and structured methodology to ensure the successful achievement of the targets. The following is a general methodology for the implementation of the strategic plan

Identifying potential partners:

HDC will seek out and communicate with other organizations, relevant entities or individuals interested in the Organization's area of work for cooperation and partnership, as well as with the international donor community interested in the areas/countries in which HDC will work with a view to bringing together views and coordinating the humanitarian or dragon response

Environment and Context Analysis:

HDC's external and internal environment needs to be assessed to understand the challenges and opportunities it faces, as well as to analyse contexts that will give an understanding of the nature of the region, people in the region, the complexity of the crisis and preferred response pathways, depending on local administrative structures and response mechanisms.

Development of country projects portfolio plan:

Organisation is developing a country projects portfolio plan that identifies actions and initiatives to achieve the targets in a specific geographical area Which must be compatible with the programs of the HDC Strategic Plan and oriented according to its foundations and pillars, and based on its core obligations and commitments.

Distribution of responsibilities:

The responsibilities, duties and tasks of different individuals and departments are defined within HDC's overall organizational structure to ensure that the plan is effectively implemented in accordance with its key business policies and operational procedures to emphasize the quality of operations, administrative activities and good project performance.

Allocation of resources:

The necessary resources, such as budget, employment and technology, and the necessary administrative and logistical materials and services, should be allocated for the successful implementation of the plan's project activities, supporting HDC initiatives and events under the heading of supporting innovation and institutional development and enhancing mobilization and advocacy efforts for the issues of the affected communities.

Implementation of the plan:

Implementation of the plan and implementation of the planned project activities and processes in the country-specific response plan shall be carried out in accordance with the specific timetable and logical framework of the project and within the budgets and resources allocated after alignment with donor and implementing partners

Monitoring and tracking progress:

The progress of implementation of the plan should be monitored periodically and performance assessed based on the performance indicators set for each project's activities and drafted in accordance with the HDC Monitoring and Evaluation Manual in order to assure

partners of the smooth functioning and operational activities in accordance with the plan.

Evaluating and improving performance:

Results and analyses must be evaluated in accordance with performance indicators designed to serve performance appraisal and track correction purposes, that is, used to make the necessary improvements in the executive team's performance of strategic plan projects or in the plan's program structure itself

Communication and Learning:

HDC should communicate effectively with all members of the executive team, encourage continuous learning and stimulate interaction between executive and administrative departments to ensure effective human resources in the implementation of current projects and are eligible for the planning and implementation of future projects

Adaptation and adjustment:

In the event of a change in circumstances or the emergence of new information that may affect the implementation of the plan within its logical framework and the achievement of the established performance indicators, HDC must be prepared to modify the strategic plan and adapt to changes through effective communication, targeted dialogue to resolve the issue, address risks and luck.

This methodology helps ensure the effective implementation of the strategic plan and the successful achievement of the goals and objectives.

Implementation mechanisms:

Professional project design:

Professional project design requires a range of steps and skills. Here are some HDC tools that help it improve the quality of its project design:

Setting goals: Before you start designing a project, you must clearly define the goals. What problem are you trying to solve? What are the expected results?

Feasibility study: Conduct a feasibility study for the project to assess its feasibility and financial viability. Can the desired return be achieved?

Planning: Develop a detailed project plan that includes timelines, required resources and specific tasks.

Search and collect information: Collect the information and data needed for the project from reliable sources.

Technical Design: Start designing the project based on specific goals and requirements. This includes technical drawings, charts and calculations.

Selection of materials and equipment: Identify the materials and equipment needed to implement the project and ensure its availability.

Build and implement: Implement the project and regularly monitor and evaluate progress to ensure compliance with specifications and timelines.

Project management: Use project management methods to monitor work progress and manage risks and problems.

Review and evaluate: after the project are completed, review and evaluate the results and the extent to which the objectives are achieved.

Documentation: Accurately document all aspects of the project, including photos, reports and meetings.

Provision of funding:

HDC will seek and engage with other organizations, relevant entities or individuals interested in the Organization's area of work and services to collaborate and partner with them, as well as to the international donor community interested in the regions/countries where HDC will work with a view to mobilizing and advocating the causes of those in need and affected by conflicts.

Institutional funding:

The necessary administrative business costs are provided to ensure that HDC continues to move towards its objectives through private financing, i.e., funding from the imports of **SERVICES IT PROVIDES TO OTHERS IS:**

1. **Strategic studies and reports:**

Our studies and reports, which are based on diagnosing the current actual situation in the targeted development sectors, focus on coming up with objective, integrated and applicable solutions that take into account the various circumstances and operational challenges. It seeks to be in the service of achieving sustainable development goals through advice and projects, some of which are strategic, and others that are tactical.

Specialized study: It is specialized in demonstrating a phenomenon in its various aspects without extensively addressing other phenomena associated with it in the sector; it is the study of a specific section within the industry.

Sectoral study: deals with the sector with all its sections and details but without the total integration between it and other sectors with mutual and overlapping influence.

Integrative study: is a study that deals with the phenomena studied in its various sectoral aspects and the integration of each other to understand the identity of the place and the different characteristics of the activities involved in it.

Developing projects: involve planning and allocating resources to develop a project from concept to going live entirely.

Support decision-making: Linking and analyzing data on demand to support administrative and organizational decision-making activities by filtering and purifying large amounts of data to facilitate understanding and analysis for decision-makers.

2.   **Data Processing:**

By working on Geographic Information Systems (GIS) applications and software, HDC seeks to secure the ingredients for enabling this knowledge in the scientific and administrative community, which aims to build spatial databases that would predict the problem before it occurs to find preventive rather than curative solutions.

- **Data collection:** The procedure for collecting and measuring accurate data for research using approved standard techniques. In most cases, data collection is the primary and most crucial step for scientific research and decision-making processes.
- **Validation:** This is a method for checking the accuracy and quality of data, typically performed before importing and processing. It can also be considered a form of data cleaning. Data validation ensures that data is complete (no blank or null values), unique (contains distinct values that are not duplicated), and that the range of values is consistent with what you expect.
- **Analysis**: Data analysis is examining, purifying, transforming, and modeling data by applying a logical relationship according to a methodology that aims to exploit it to discover helpful information, give conclusions, and support decision-making.
- **Mapping:** It is the process of producing maps that include information and the relationships between them to display them.
  Thematic maps: a map dedicated to one purpose and only one subject through which this topic is presented: A thematic

map focuses on the spatial variability of a specific distribution or theme (such as population density or average annual income).
Reference maps: a map dedicated to several topics and can be used for different purposes at the same time.

3. **Consulting:**

The planning background of HDC enables it to provide effective development consultations in the fields of environment and climate, urbanization and infrastructure, and economy and society. Which will provide real support to guide the development decision-making towards the right and feasibility.

- **Environmental:** technical support for environmental projects (solid waste management, water supply, wastewater treatment, environmental impact).
- **Urban:** Preparing studies and engineering solutions to urban problems such as housing crises, congestion, services, slums, and pollution, based on sustainability in urban planning through optimal use of available resources.
- **Infrastructure:** preparation of studies that will develop infrastructure grids and improve the performance of their facilities to obtain adequate operationally and functionally appropriate services, which are the main component of the various diagnoses of the status quo, from which the various development plans are launched.
- **Economic and social:** empowering projects by raising their economic and social feasibility and small and medium enterprises by integrating them according to the principle of distributed and integrated generated for the economy. Developing economically viable forms of investment and giving consultations regarding the availability of sustainable job opportunities.

Programmatic funding:

HDC will network and engage with donors and implementing partners to advocate for issues of need and categories of beneficiaries of the organization's sectoral interventions under its three programs and country project portfolios designed to achieve the goals and objectives of the Plan, which is allocated to support specific projects or programs rather than for institutional purposes, It is a means of ensuring that funds are directed towards priorities, specific objectives and projects that have a positive impact on society.