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BIHAPH STRATEGIC PLAN OF ACTION 2020-2024.

- **WORKSHOP VENUE:BIHAPH's CONFERENCE HALL**
- **WORKSHOP PARTICIPANTS:15 (FROM VARIOUS PROFESSIONAL BACK GROUND)**
- **WORKSHOP FACILITATION:DEVELOPMENT CONSULTANTS**

- **DATE *1ST OF APRIL 2020 (14 INTENSIVE WORKING DAYS)**

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1. EXECUTIVE SUMMARY

BIHAPH's governing body (Board of Directors (BOD) seeks to embark on the organizations' first five years' strategic plan of action (SPA). This plan is meant to organize its stakeholders around common goals, articulate and prioritize strategies and secure the long term growth and health of the organization.

Planning a strategic plan of Action can help the organization to grow. The key elements of such a plan includes detailed goals and objectives and action plans and scorecards to help the organization track progress.

BIHAPH's main component of her (SPA) would be†

- Mission, Vision, and aspirations
- Core values
- Strengths, Weaknesses, Opportunities and Threats
- Objectives, strategies and operational tactics
- Measurements and funding streams.

Strategic plan of action is important to **BIHAPH** because it provides a sense of purpose and direction and outlines measurable goals. Strategic planning is an indispensable tool that is useful for guiding day to day decisions and also for evaluating progress and changing approaches when moving forward.

Effective strategic planning of **BIHAPH** is a process that would be broken down into three separate equally important components;

- Strategic thinking
- Long range planning
- Operational planning

What would make BIHAPH succeed in the strategic planning is the fact, strategic planning process is based on bottom –up and top-down communication approach. Senior management plus BODs would share the strategic plan with employees. They would communicate to all employees how their engagement will help ensure success in the execution of strategic priorities of **BIHAPH**. ‡

2. BIRTHING A VISION:

Currently in Cameroon in particular and Sub Saharan Africa in general, so many people still live on 1.25US$ a day and three- quarters of the population do not have enough food to eat. Extreme events and climate changes are causing widespread damage to humans and physical systems. Across Cameroon, women are still facing difficulties for their rights, and millions of women still die in child birth. The MDG's progress review clearly suggests that achieving environmental sustainability and human wellbeing is a major challenge especially while considering the emerging threats of climate change. The fossil fuel based economic growth, unsustainable consumption, gross income inequalities, unchecked urbanization, deforestations, and climate change remains barriers to ensuring sustainable development for all. The MDG's and the SDG's and targets are setting out a supremely ambitious and transformation vision which however, envisage a world free of poverty, hunger, disease and want, where all life can thrive. A better world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination of respect for race, ethnicity and cultural diversity, and of equal opportunity permitting the full realization of human potential and contributing to shared prosperity.

A world where there is improved hygiene, where food is sufficient, safe, affordable and nutritious. A world where human habitats are safe, resilient and sustainable and where there is universal access to affordable, reliable and sustainable energy.

We are striving for every segment of the world to embrace a development that has the element of dignity, people prosperity, our planet, justice and partnership.

It is against this back drop that a group of young talented women championed by **MRS. BIBANA MBEI DIGHAMBONG** saw the birth of Bihndumlem Humanitarian Association of Peace and Hope (BIHAPH) in the year 2011 for a holistic and sustainable rural transformation. All founding members of **BIHAPH** finally resolved to form an organization which poor people would be supported and empowered to address challenges facing them.[§]

3. THE FORMATIVE YEARS 2011-2014

Starting by little of financial resources and programming expertise, but with a desire to help disadvantage communities, **BIHAPH's** Founding members set out to create **BIHAPH** as a developmental organization. This meant legitimizing the organization existence through registration, drafting a constitution, locating operational premises, identification of their niche in development work, recruiting lean but competent personnel and mobilizing finances from the BODs and willing donors and forming an organization capable of planning and implementing her activities.

Daunting task indeed since none of the founders where rich by any standards and no donor was yet in sight. But through self-sacrifice, dedicated, proactive and resilience, the basics were done and **BIHAPH** was legally registered in Cameroon and work could actually start in earnest. Two offices were set up; Wum as the Head Office and Bamenda as a branch office.

Initial years meant a lot of floundering, in which **BIHAPH** did just about anything to include, sustainable livelihoods, farmer/graziers conflict, gender-based violence, conflicts transformation building, mother and child care protection.

Many of these initial activities met with some successes, while others were abandoned because of financial and logistical constraints. Despite the apparent lack of focus and diversity, it is from these that **BIHAPH's** core strategies of working with existing community structures, utilizing available community scarce resources and supporting communities in what they had already started have evolved and proved viable in bringing about sustainable community development.**

To fund all the **BIHAPH's** activities in the formative years meant a lot of sacrifice on the part of the founders. Most of the initial activities were funded from founders' pockets, and once in a while, through friends and other contacts and donations, mostly in kind, would come in.

MRS. MBEI BIBIANA DIGHAMBONG for instance saved her stipend as she attended both national and international conferences to buy office equipment (computers) with time concerted fundraising attempts and aggressive networking through friends and acquaintances started bringing in small donations. **BIHAPH** however, along the line, had several setbacks including material, financial and human setbacks.

Despite these initial setbacks, **BIHAPH'**s impact at community level remained impressive which in itself attracted other donors to including the United Nation Development Fund (UNDP) and local churches and institutions. These donors' partnered with **BIHAPH** cautiously at the outset. On seeing **BIHAPH**'s implementation performance at the community level, this had resulted in respect and confidence in **BIHAPH's** project implementation capacity as contributing partnership in development work.

Though with lean administrative staff, **BIHAPH** became adept at making great gains on the ground. Initially, work was done by founding members on voluntary basis and extra services being contracted out as need arose and finances allowed. In addition, utilization of available resources at community level has become not only a legacy but a strategy of expanding project coverage aspects that have been ingrained in **BIHAPH'**s Modus Operandi, though Board members have remained active in directing all organizational activities. As years gave way, some Board members come and go making the task of sustaining the initial vision of **BIHAPH** alive. Through a lot of striving and determination, the BOD of **BIHAPH** have

remained as **BIHAPH's** touch bearers and finally, since 2011 a well constituted and capable board has been in place to direct **BIHAPH** into its future.

4. DOWN MEMORY LANE

An affiliation of friends gets together to mobilize community groups to assist poor communities in dire need of basic social amenities, oblivious that one day, their efforts would result into establishment of an organization which people would be empowered to address development challenges facing them. The organization, **BIHAPH** has consolidated her initial formative and sporadic activities and has expanded her development mandate to encompass the whole concept of sustainable development livelihoods (food security and animal production and productivity, conflict transformation and peace building and humanitarian assistance, this consolidation of projects interventions has enabled **BIHAPH** to have a more integrative approach to projects that are holistic in nature. **MRS. MIH BIBIANA DIGHAMBONG** the founder and CEO of **BIHAPH** has been working since the inception of the organization to improve on the organization as a service provider and on the impoverished communities especially in Wum sub Division. She therefore has good grounding, proactiveness and resilience in development work.††

5. WORKSHOP OUTPUT SUMMARY:

BIHAPH's Vision

An empowered community: free from war, conflict, poverty, hunger, disease and want, where all life can thrive. A world where no woman, girl or man lives in poverty, fear or oppression, where all have access to a decent standard of living and the opportunities and choices essential to a long healthy and creative life.

BIHAPH mission statement.

To uplift the living standards of the poor and disadvantaged communities affect by war and conflicts in Cameroon and beyond through partnership, capacity building, development programmes by empowering communities to respond more effectively to their needs.

BIHAPH GOALs:

1. Empowerment of communities through capacity building for effective resource mobilization and utilization through neighbourhood assemblies and other focus programmes.
2. Assist communities improve food production and productivity through adapting appropriate technologies.
   - Zero grazing
   - Organic farming
   - Water development
   - Information technology.
3. Expand health and nutrition support programmes to include HIV/AIDS, COVID19 as a cross cutting challenge in all **BIHAPH's** activities.
4. To enhance partnership and collaboration with relevant government departments for improved sustainable development.
5. Strengthen National Assemblies and communities' peace clubs in order to build capacity of the communities' demand for resources and services from the Government and other Actors.
6. To continuously empower communities to advocate and lobby for positive changes through;
   i. Mainstreaming and promotion of gender equity at all levels.
   ii. Lobbying and advocating for affirmative actions at all levels.
   iii. Advocating and supporting women's property inheritance rights.
   iv. Empowering women with relevant skills to demand for decision making positions in Cameroon
   v. Promoting, encouraging and support of girl child education.‡‡
7. **BIHAPH** to continuously strengthen accountability standards and improve its resource base as well as inspiring mutual trust and partnership with donors and other stakeholders.
8. To work toward improving networking and co-ordination with both national and international collaborators.

9. To set up a resource center at the level of the community to ease flow of information from stakeholders and vice versa.

BIHAPH Core Values:

- good Governance
- Accountability
- Honesty
- Gender sensitive
- Non-Partisan
- Participative
- Cooperation
- Integrity

Our passion includes:
Transformation, respect, empowerment, diversity, excellence and equality which serve as foundation for all that we do.

6. INTRODUCTION TO STRATEGIC PLANNING/ ORGANIZATIONAL DEVELOPMENT (OD)

The management of **BIHAPH** initiated an organizational development (OD) process of **BIHAPH.** This was planned in a process oriented approach to develop its capacity for self-diagnosis, learning and renewal and thus emerge as a strong, well-managed and dynamic organization, able to attain its objective effectively and with optimal efficiency.
This strategic planning workshop is one of **BIHAPH** planned OD processes. Prior to its commencement, it was realized that data was inadequate on precisely how and why the OD process should proceed. A pre-OD assessment of **BIHAPH** was therefore commissioned at the initial stages aimed at collecting data that would help determine:

- Reasons why **BIHAPH** should undertake an OD process.
- Establish the existence of relevant aspects necessary to undertake an effective OD process such as, leadership, resources, people information and strategic division. Leadership and other resource. This helped the Organizational Development Consultants (ODCs), familiarize themselves with the formal and informal aspect of **BIHAPH** thereby strengthening their facilitation process (skills and tools) for the given process.
- Nature, scope and timing of the process.
- Identification of key stakeholders, their roles and responsibilities.
- Possible obstacles and how they will be addressed.

- Use of end result.[§§]

A consultants' familiarization report of **BIHAPH** pre-OD Assessment Mirror in independent consultants March 2020, was documented and information therein mirrored back to **BIHAPH's** management team. The aim was for establishing the way forward in this process. **BIHAPH** realized that there was need to look deeper into **her** developmental issues and suggested the need for a forum that would assist **BIHAPH** establish her strategic plan of action.

"Where are we coming from and where are we going? Are we going where we intended to go? And how shall we get there? What are the inputs we require to get there and what obstacles do we expect on the way?"

This deeper examination of **BIHAPH,** it was agreed, was best undertaken in a workshop where all the relevant stakeholders would bring their thinking together. This was the background upon which this strategic planning workshop was based upon.

In her opening remarks, the chairperson to the Board referred this as an important workshop in **BIHAPH's** history in that it will map out the start of yet another stage in **BIHAPH**'s growth process as an organization.

She pointed out that **BIHAPH** has come a long way in their establishment with humble provision of many services to the current structural development undertaking in many districts with a branch in Bamenda Cameroon, whose objectives are to address the problems of the disadvantaged, poor and marginalized communities.[***]

In her speech, the **BIHAPH** chairperson set the workshop mood by challenging the workshop participants to consider the workshop as an opportunity for stock taking of ourselves and reflect on our strengths and weaknesses that we have encountered in our growth process in order to assist **BIHAPH** to develop its future strategic planning and hopefully enable the organization to achieve its objective more effectively and efficiently as well as making **BIHAPH** more responsive to the challenging issues in socio-economic development and to the donor requirements.

She pointed out on the need for all to participate objectively during the workshop without reservations.

She expressed her expectations with regards to the workshop's enhancement of the participant understanding of **BIHAPH's** Vision, Goal and its operations.

7. METHODOLOGY:

Visualization in participatory planning was the main approach used during this workshop. Tools that encouraged participation and are capacity building oriented were adopted during facilitation as a strategy to facilitate discussions and strengthened skills needed in the OD process by **BIHAPH** and planning thereafter the workshop. These included use of cards, charts, group discussions, conscientization and SWOT analysis tools etc.

During the whole process, the OD consultants assumed a non-directive facilitator and catalyst role while at the same time ensuring effective human and dynamics. The OD consultants further assumed the role of a joint problem solver by helping in the selection of alternative actions needed to create the desired change.

Use of cards provided an opportunity for everyone to provide their ideas also on sensitive matters. Cards and board enable the ideas into clusters and present them to the plenary. Cards contain one idea per card allowing different ideas to be shifted and moved by participants and organized clusters. Visualization combined with participation and group discussions enhances what is remembered. This report contains picture to remind everyone that it was their collective work.

Why participation?

Psychology has researched how we learn. Highlight of learning and memory[†††]

Learning	**Remembering**
1% through taste	10% of what we read
2% through touch	20% of what we hear
3% through smell	30% of what we see
11% through hearing	50% of what we see and hear
83% through sight	80% of what we say and do

Workshop participants participating in a group discussion on analysis of Donor needs.

Some of the sessions such as stating the mission elicited so much contributions from the participants to a level where one of the facilitators **ASONGWE** was overwhelmed with their input and experiences.

1) Why This Workshop :(Workshop Goal)

The purpose of the workshop was to map out **BIHAPH'**s strategic position, our history, experience, understanding both our internal and external environment and with such knowledge and understanding, develop strategic plans that build on our strengths with which to enhance our performance and ensure our survival and growth in a rapidly changing environment.

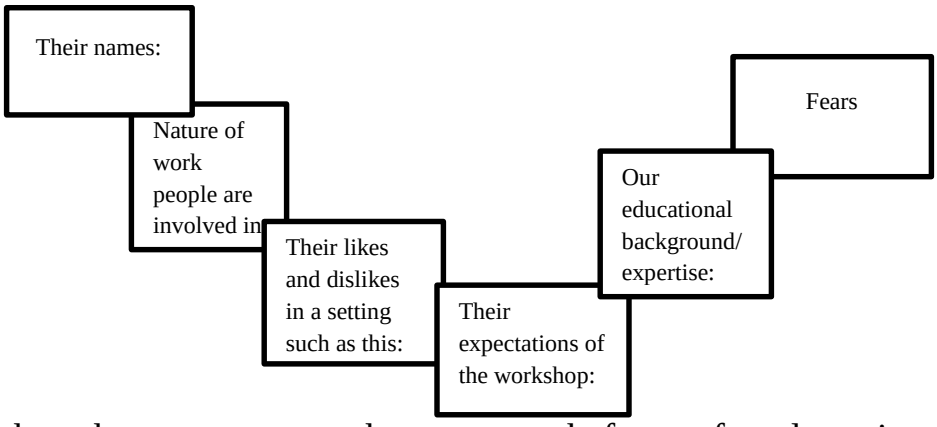
Specific workshop objectives:

Map out current position of **BIHAPH** vis-a-vis external and internal environment with a view of bringing out our common understanding of,

i. Our external environment both (Macro and Micro) socio political and economic in order to identify threats and opportunities in our development arena.
ii. Our internal environment, our history, our strengths and weaknesses.
iii. Review and redefine mission statement to ensure that it is relevant, appropriate and effective under prevailing and expected trends. In doing this the following questions will be answered.
   - What business are we involved in?
   - What business should we be in?
iv. Develop organizational goals with which to attain our mission objective.
v. Determine our overall organizational strategies.
vi. Rationalize **BIHAPH's** organization structure, formulate **BIHAPH's** product portfolio interventions and determine which to build, which to hold, which to harvest and which to leave.
vii. Develop framework upon which **BIHAPH's** strategic plans for the next 5 years would be based on.

2) Setting a Conducive Working Climate for the Workshop:

In plenary, we agreed that there were certain things we need to know about the people participating in this workshop in order for us to be able to work together better; we identified theses as:



We then chose a partner we have not met before or for a long time and introduced each partner in line with the above aspects later to share in plenary (see overleaf)‡‡‡

Workshop Participants

No	Names	Sex	Function	Contact
1	Mme. Dighambong Bibiana Mbei	F	CEO BIHAPH	+237-677802134
2	Prof Mendi Grace	F	Board chair BIHAPH	+237-677539417
3	Mr. Asongwe Barnabas Nkazi	M	Consultant	+237-672989303
4	Donatus Fung Mua	M	Ass. CEO BIHAPH	+237-678920698
5	Nueh Anita Chuo	F	Programmes Director BIHAPH	+237-674300229
6	Njuh Marie-Goretti Bei	F	Communication Officer	+237-679932827
7	Vukwusi Lawrence	M	Project Manager	+237-670495575
8	Buo Ephraim Amuh	M	Volunteer	+237-674628609
9	Echambohnui Madeleine	F	Health Coordinator	+237-680543112
10	Tegha Juliette	F	Volunteer	+237-679741898
11	Neng Dieudonne Tem	M	Volunteer	+237-671295400
12	Sarlynoel Ndzei	F	Public Relation Officer	+237-679345166

The workshop was subscribed to, by **BIHAPH** management, **BIHAPH** representative from Wum community, community representative and government/ non-governmental collaborators. This improved and enriched the process and outcome of the workshop as cross-sectional idea from all stakeholders were possible to generate.

Expectations of the Workshop

We shared among each two of us, two main expectations we had as a result of this workshop. These were shared further in plenary and a summary made clustered our expectations as follows.

- **More focused BIHAPH in her approaches to development.**
- **Renewal of BIHAPH in her growth into a strong organization with long term future action plans and marketable in the development Arena**
- **Open thinking and working hard on BIHAPH's objective for a positive change.**
- **Help BIHAPH chart her path and develop into a national organization**
- **To come up with a clear vision, mission and goals of BIHAPH.**
- **Developing potential for BIHAPH to operate professionally and in collaboration with other partners.**
- **Objective workshop and process, that entail active participation, provision of information freely and efficient facilitation and a good outcome.**
- **Commitment by BIHAPH management to workshop output/plans.§§§**
- **Certificate at the end of the workshop.**
- **Examination of BIHAPH Operational manuals, staff appraisal and monitoring systems.**
- **Including a theory of change in all BIHAPH's strategic priority.**

Expectation of this workshop were high, as captured from this section of the workshop participants

Desired Behaviour: In order to set a standard behaviour for the workshop and which **BIHAPH** may want to achieve, plenary sharing established the following as participants' likes:

Likes
➢ Sincere people. ➢ Harmony. ➢ Understanding. ➢ Patience. ➢ Honesty. ➢ Sharing ideas. ➢ Openness ➢ Working with communities, transparency. ➢ Team work. ➢ Respect. ➢ Co-operation. ➢ Criticism. ➢ Collaboration. ➢ Hard working. ➢ Time consciousness. ➢ Open discussion.****
Establishment of a conductive climate setting upon which participants expectations are clarified against the workshop objective, and the likes of the participants established, result into a strong working relationship as trust and confidence builds among the participants and facilitators. Consultation, openness etc. get to be realized during the process.

Fears of the Workshop

An OD exercise involves Diagnosis i.e. going into the way the organization functions. A climate of trust has to be established for the process can be threatening at times. At the initial stage of **BIHAPH** OD process, there has been a continuous focus on building trust and confident. This was carried forward as well during this workshop. A card collection of participants' fears was done and these pasted on the boards. Groups were assigned several fears and requested to establish their validity with regards to this workshop and to suggest how the workshop was to deal with them as per the table below

fears	Is it valid?	How can it affect the workshop?	What we to do about it?
1. Will it be a waste of time?	Valid	➢ Poor concentration ➢ Slow the process	➢ Be positive ➢ Accept feedback
2. Misunderstanding	Valid	➢ Lack of genuine outcome ➢ Low level of participation	➢ Free participation ➢ Open and objective

3. Will anything be done	Valid	➢ Apathy	➢ Build confidence
4. Can we make a good plan	valid	➢ Participants losing focus	➢ Sensitize participants for the objective of the workshop and ensure full participation.
5. Level of participation	Valid	➢ The product may not be what we want††††	➢ Encourage full participation and ensure conducive climate that allows participation.
6.Waste of time	Valid	➢ Objective may not be achieved and it may cause poor participation as well as lack of interest.	➢ Emphasize the seriousness of the workshop.
7. subjectivity	Valid	➢ Hold back information	➢ Encourage participants to open up.
8. Risk of damaged relationship	Valid	➢ False information and failure to open up.	➢ Amnesty to be ensured by BIHAPH management. No person should be victimized as a result of their contribution during this workshop ➢ Participants to give their best.
9. Wrong mission	Valid	➢ It can motivate or cripple.	➢ Best participation, facilitation to do a good job.
10. intimidation	Valid	➢ Lower confidence ➢ Affect transparency and freedom. ➢ Withdrawal.	➢ Facilitation to help such cases ➢ Value everything said, workshop

		➢ Position at work is affected. ➢ Relationship is a barrier.	discussion to be carried out.
11. Who chose the Board of Directors(BOD) and how		➢	➢ Ex-Director presentation could shed light.
12. Failure to be open	Valid	➢ Can fail to organize our problem take longer to understand loose end result and can failure to develop strategic plan	➢ Provide an enabling environment. ➢ Everybody's contribution is important.

Workshop participant expertise

When we shared the nature of work we have been involved in, our experiences and educational background, we realized we had all the expertise needed to undertake the strategic planning workshop. We felt we needed to listen to each other and that everybody's contribution was thus important. This was a strength, the represented expertise is summarized here below;‡‡‡‡

Demystifying fears.

From fear to ⟶ confidence and sharing of ideas.

In an effort to further demystify fears, certain words of wisdom were shared to promote further a conducive environment for dialogue:[§§§§]

- Dialogue cannot exist without humility!
- How can I enter into a dialogue if I always imagine that others are ignorant and never become conscious of my own ignorance?
- How can I get into dialogue if I see myself as a person apart from others- if I see them only as 'it's' not as another 'I'?
- How can I enter into dialogue if I consider myself a member of an "ingroup" the owners of truth and knowledge, "pure people"?
- If I am closed to and even offended by the contribution of others; if I fear being displaced, how can I hold a dialogue?
- At the point of encounter, there are neither utterly ignorant people, nor perfectly wise people. There are only those who attempt together to learn more than they know.
- He who talks incessantly, talks nonsense.
- Listening is an art, a skill and a discipline.
- Cross the river in a crowd and the crocodile won't eat you.
- The kingdom of God is present wherever people are striving to making it present.
- Two eyes see better than one.
- No matter how full the river, it still wants to grow.
- The only way forward is to take one step back!

8. THE STRATEGIC PLANNING PROCESS:

The workshop was facilitated among other objectives, to strengthen the capacity of **BIHAPH** in planning and other related aspects. This was done by providing some inputs and allow the participants to undertake related exercises.

Before going further into the actual diagnosis of **BIHAPH**, we discussed briefly what strategic planning is all about and a documented handout was provided to the participants for future reference.

2.1 Strategic Planning

Improving organizational capacity and performance of an existing organization such as **BIHAPH** calls for effective analytical and diagnostic mechanisms from which problems can be identified and solutions designed.

Why?

Because non-governmental organizations (NGOs) are playing an increasing role in the development arena, as responsibility to service provision continues shifting from the public sector. This has made delivery capacity improvement to be seen as a prerequisite strong civil society and often as the missing link to development.

Then what?

As **BIHAPH** embarks on an organizational development process the strategic planning process is proposed as an effective approach or framework with which to diagnose and plan for **BIHAPH's** future direction.

So what is a strategy?

- A strategy, very simply put is a plan for winning. We can think of strategic planning as planning with success or winning in mind.
- Put in another way, planning that helps an organization succeed in attaining its objective in a given situation or environment. as such strategic planning or thinking calls for an organization to clearly define / understand what its definition of success is; what it wants to achieve (goal/aim) what it will take to meet its objectives, understand environment, then map out the most effective ways of attaining its set objective (strategies).*****

But!!!

- As simple as this may appear, it calls for very careful analysis and planning. Firstly, there is need to have clear goals that are attainable; the best amongst other options vis a vis the organization's aspirations and capabilities. The goals should also be measurable (otherwise how will the organization know it has attained them).
- Secondly, planning strategically requires the organization to understand the environment or terrene within which the objective is to be attained in order to identify threats or opportunities. Understanding of these will help the organization take advantage of the opportunities and undertake measures to ward off threats or be prepared for them with the right arsenal.

- Thirdly the organization must seek at understanding itself, know itself, strengths and weaknesses, in order to take optimal advantage of its strengths. Be aware of weaknesses to either addressee them or avoid strategies that expose the weaknesses.
- Finally, the organization thus equipped is in a position to make the cause of action or path to take in order to succeed in the most effective way. A plan is then developed, implemented and evaluated; this is strategic planning.

Technically: Strategic planning can be define as:
A managerial process of development and maintaining a viable fit between organizations, objectives, resources and changing environmental opportunities in organizations pursuit for success or optimal benefit.[†††††]

Trends indicate increasing competitiveness as the NGO sectors growth combines couple with diminishing funding as donors fatigue sets calling directly for improve competitiveness .Additionally the NGO role as essential players in the development sector , make it more vibrant and effective , without which public confidence and thrust will diminishes all these demand for prudent and serious organization the re –examination of their strategic position benefit plan and according with the following as some of the possible benefits.

In doing so the following benefits will accrue;

- Enhance clarity on people's roles and how these fit into the wider organizational task.
- People's commitment and motivation will been hence.
- Organization resources will be more effectively used.
- Users' needs will be better understood and therefore met.
- Organization can better understand ways and means of maintaining or increasing their independence and strategic freedom (freedom to make choices).
- Organizations can develop new conception of them and revise their own views of their purpose.
- Process can help build new coalition and unity around new priorities e.g. Between board members, service management, and staff among other benefits.

1) Organizational development cycle:

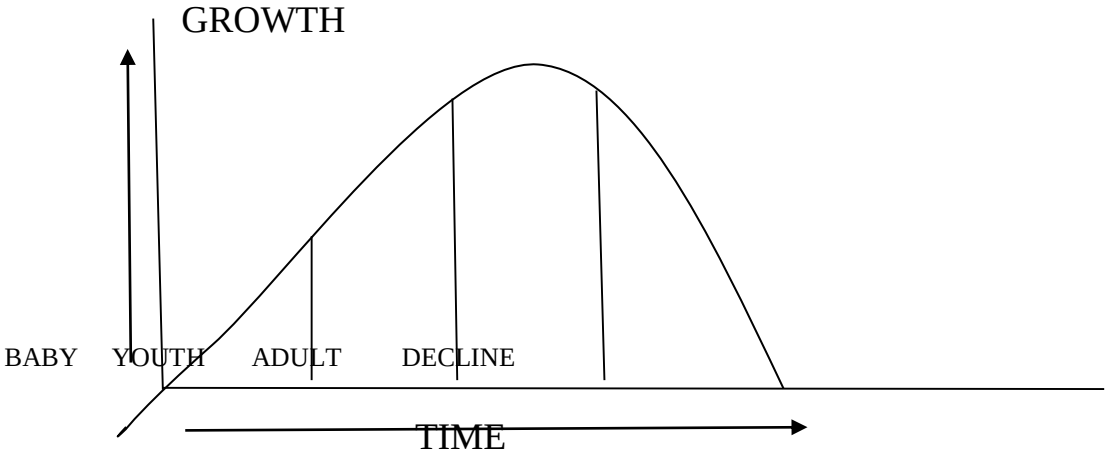
The workshop discussed organizational growth cycle of organizations and made efforts to establish where **BIHAPH** is in this development cycle

Why establish stage of growth??

This would help **BIHAPH** and her stakeholders understand their development and issues they experiencing in broader context, as issues being face may typically for the growth stages of the organizations which may not lead necessarily due to failure.

Organizational undergo development changes.‡‡‡‡‡

Organization evolve and develop in stages from when they are newly founded, to young , youthful organization, mature organizations , and eventually they could become old stagnant and on the decline and may even die off (see diagram below



This spectrum of growth is found to be true of most organizations but not necessarily all. It is however a valuable model in helping organizational stakeholders understands their development and issues they are experiencing in a broader context as issues being faced may be typical of growth stage the organization is at and not necessarily due to failure.

Some common characteristics of the various stages include:-

Birth stage:

Organizations are founded by visional entrepreneurial founders able to identify a worthy started and grows.§§§§§

Initially, founders will also be the first workers of the organization. Others will join as the organization grows.

The organization goes through a lot of struggles and only survives through determination skill.

Generally, organizational structures and system in this stage yet to be in place-the organization being informal and opportunistic in its operation.

With time work of the organization expands coupled with that of its human and other resources.

Growth requires that the organization starts putting in place more formal management structures and system with the leaders in the organization becoming less entrepreneurial and more of manager with more delegation. Without which effective management of the organization will be constrained.
Organizational growth may be constrained by founders, dominant to until this point who may be unable to "let go" and change from role of entrepreneur to manager.
Founders able to adapt and growth with the organization can steer the organization to greater heights particularly because they are the true visionaries of the organization.

Youth stage:

This stage is often characterized by many new staffs in addition to some old staffs.
The organization still has a lot to learn- particular about itself- its identity who it is, what it exists to do.
Start examining strategic issues at this time-in order to determine their identity.
The organization starts seeing need for better planning, better information system, more formal decision making etc.
The board where previously may have constituted friends and well-wishers now starts being continued by more professional board members.

Challenges of this stage include:

Making strategic decision on who the organization is and what it exist to do, without which the organization will become unfocused spread its resource too thin and not be strong enough therefore in improving its performance.
There may be conflict between old and new staff. Old staff wanting to do things as they always have and new staff have different ideas particularly drawn from previous work experience.

Adult organization:

The organization attains full maturity of its systems and operations. With an established course, with clear purpose and strategy, financial source.
Fully functional governance body
Management system fully professionalized and able to make staff perform at optimal potential.

Key challenges include:-[******]

To keep the organization at optimal performance therefore efforts are made to keep track of system in place and ensure they are functional not too bureaucratic.

Mature/decline organization.

Stage often characterized by a faded vision. People no longer fired up or very enthusiastic about the cause.
Management system may be stale also with the risk of cumbersome red tape:
Performance declines due to low motivation and lack of enthusiasm.
Inefficiency creeps in and there is risk at this stage of death or take over organization may be on the decline unless a new vision is identified.

Where in its growth cycle is BIHAPH?

Participants responded to two questions with regards to where **BIHAPH** is at her growth:
Where do you think **BIHAPH** is in its growth circle?
Where would you like **BIHAPH** to be in the next seven years from now? Vision.
From the analysis of participants' responses, a majority of them felt **BIHAPH** was at youth stage (9participants). Only three participants were of the opinion that **BIHAPH** was at **ADULT STAGE.**

Discussion on vision statement and with an input from the facilitators pointed out that;
Vision is concerned with the organization view of an ideal world for its beneficiaries. Defined as a desirable future situation the organization would like to see. Defined in the way they want the world to be. Vision are powerful motivating factors on people. Founders and leaders often bring the vision and need to ensure it is sustained. Vision only change when they have been attained.

A summary of participants' responses indicated the following as the vision of **BIHAPH**

BIHAPH's VISION	**BIHAPH 's VISION**
National progrmmes	International organization
Self-sustaining	Sound functional basis from which to run
Vibrant with respect	Financially established
International donor	Renewed **BIHAPH**
Leading NGO at national level	

The vision as well from the output was limited to **BIHAPH** as an organization. Whilst it ought to embrace the ideal world wished of the target group **BIHAPH** serves.

Upon a summary of these responses, the workshop evolved the following as BIHAPH's vision statement;

AN EMPOWERED SOCIETY:††††††

- National progrmmes
- Self-sustaining
- Vibrant with respect
- International donor
- Leading NGO at national level.

2) Examination of BIHAPH's Existing, Mission, Goals, Values and Strategies:

To kick off the strategic planning of **BIHAPH**, we together had to establish the clarity of BIHAPH's vision, the mission, value as well as goals. This was important in this workshop for it assisted us in coming out with a clear direction for **BIHAPH** and ensure as well a clear focus on what we wish to do.

Organizations are more effective when they have a clear vision and a strong sense of mission. There are powerful motivation that people make sense of the organization and ensure clarify in direction the organization is going and encouraging achievement of purpose.

With cards, participants each individually responded to the following questions:

1. Who is **BIHAPH**, why does **BIHAPH** exist?
2. What service does **BIHAPH** offer?
3. Whom does **BIHAPH** serve, who are **BIHAPH's** clients/stakeholders/ end users?
4. What processes and values does **BIHAPH** keep in mind while carrying out her mission?

2.4.1. BIHAPH'S MISSION:

Mission- these define what the organization exist to do. Often NGO's have a strong sense of mission. What the organization feel it can do to attain its vision. Purpose closely related to mission describing why an organization exists and what it does.

Using cards, participants were asked to each state who is **BIHAPH** and why **BIHAPH** exists? The output was as follows:

- Registered NGO.
- Provides service to communities and has goals, finance human resource and good leadership.
- Christian value.
- Target poor and marginalized communities.
- Inter-denominational.
- Uplifting standards of the poor, marginalized communities through collaboration and partnership.
- A non- profit making NGO/ CSO working with the local communities.
- A non -profit NGO working with all denominations to uplift the living standards of poor and disenfranchised.
- An NGO that exists to help the poor of the poorest.
- An NGO based/founded on Christian values of caring and helping others in humanitarian scale and needs.
- Exists to assist create development to improve lives.
- A non-profitable organization existing on donor who help with funds to make **BIHAPH** continue existing.

- Is a non-profit, non-political organization established as a development organization.
- **BIHAPH** exists so as to help the people by giving them clean water in the program, sanitation, civil education by educating.

NB: from the workshop output above, it was clear that **BIHAPH's** mission was not clear and neither was it shared by all the stakeholders participating in the workshop. There was need therefore to clarify the existing mission of **BIHAPH**.‡‡‡‡‡‡

BIHAPH GOALS:

Goals are statement of aim for the organization that help different parts of the organization focus on achieving the mission. They concentrate on people attention and guide their actions.

Needs and opportunities to help in development work are so vast and varied that without clearly defined and selected goals to guide action, it is very easy drift away from primary purpose or to scatter scarce over too many activities and be ineffective in so doing.

Using cards, the participants elaborated the following as **BIHAPH** goals.

To improve the quality of life among communities targeted under **BIHAPH's** assistance.
Awareness on poverty alleviation & fight hunger.
Improved health.
Increase food productivity.
To educate people on their rights.
To alleviate/eradicate poverty.
To provide clean water.
Alternative leadership for peace building & conflict transformation.
Empowerment of farmers and marginalized groups.
Improve people standards of living holistically and in a sustained way.
To advocate for proper governance.
Improve on gender-based violence.

NB: an observation of **BIHAPH** goals from the workshop output were indicative that these were too broad and there was need to come up with clear and specific goals upon which to measure the organization's achievements and to monitor progress towards their achievements.

BIHAPH ACTIVITIES:

These are broad categories of actions which indicate how resources will be deployed in order to achieve agreed objectives.

Strategies are not static they may evolve from experience, and learning that comes thereof.§§§§§§
They can also be from a political process of bargaining and negotiation and trade comes between people with competing influence over an organization's overall strategy.
Strategy may also result from an analytical process of the organization's environment and current activities. The alternative leadership program is a good example of a strategy **BIHAPH** has adopted to attain its organizational goals.
The participants provided the following as the services (activities) offered by **BIHAPH:**

- Water and sanitation
- Food security.
- Civic education.
- Gender and governance.
- Alternative leadership.
- Rehabilitation of street children.
- Awareness of people's right through national assemblies.
- Health and nutrition.
- Advocacy.
- Capacity building.
- Gender empowerment and mainstreaming.
- Mobilization and organization.
- Capacity building in leadership skills.
- Civic education.*******

NB: observing this list of activities indicates that **BIHAPH** is involved in quite a number of activities. In the absence of clear goals therefore, there would appear to be an inadequate focus of these activities and this workshop endeavored through the diagnosis process discussion here below to initiate and ensure further focusing of these activities.

BIHAPH's values:

Values- these are behind the briefs that hold the organization together. Underlying beliefs that the organization holds in conducting itself, establishing policies and making decisions.
From clustering of cards provided by the workshop, the following were identified as **BIHAPH's** values:

- Proper governance
- Accountability
- Honesty
- Gender sensitivity.

- Equal opportunity employer
- Nonpartisan.
- Participative.
- Co-operation.
- Godly-centered

9. BIHAPH'S STRATEGIC REVIEW:

This involves a process of monitoring changes in the external environment and development within the organization so as to gain a deeper understanding of the organizations strategic position.
Involved is a process of collecting data about the world around the organization and assessing the impact on these changes. Key strategic information is often not collected or is not available in a clear or appropriate format fuel use in decision making. This call for the need to have effective information gathering and management system couple with networking and collaboration effort and others aimed at keeping the organization updated on environmental trends. Additional effective internal monitoring system are needed to keep track of changes within the internal environment

Review of strategic plan strive to draw attention to strategically significant trends – those few things happening with potential to drive change, with this understanding an organization can assess its standing vis a vis its environment. The managers can then be able to identify key strategic issues that need addressing or be responded to and plan made.†††††††

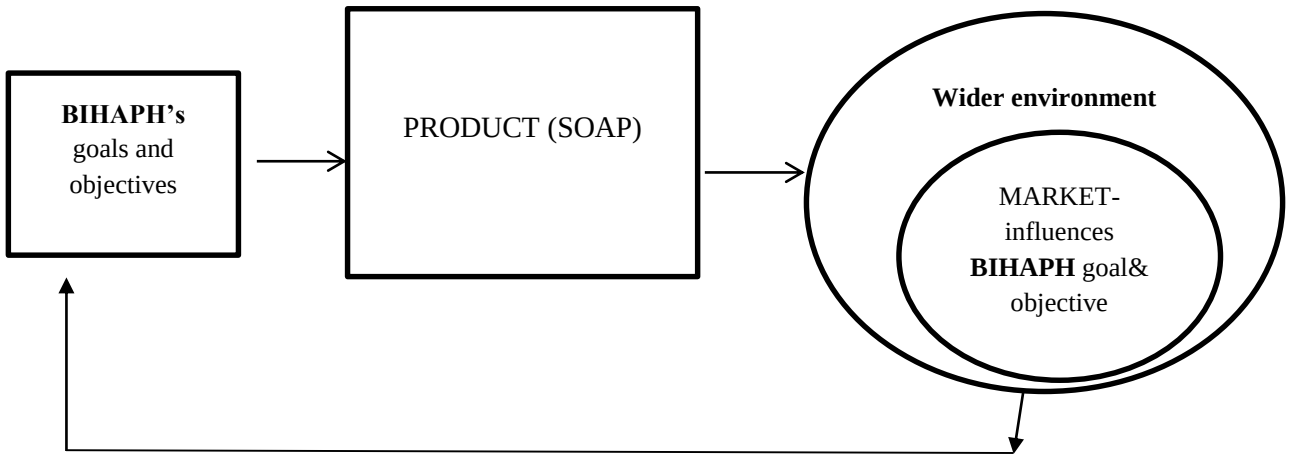
Such reviews
In order to help the organization, react effectively and appropriate in the environment.

such reviews may generate vast amounts of information which then ends to be distilled and focused to those that are most relevant to the future development of the organization.

In undertaking the strategic review of **BIHAPH**, we endeavoured to map out trends within **BIHAPH** internal and external environment and identify Opportunities, Threats, Strengths and Weaknesses in order to position **BIHAPH** strategically and **BIHAPH** improve her performance toward achievement of her mission and goals: We undertook this form of steps as follows

3.1 **Understanding the trends of our environment**
3.1.1 **Understanding our stakeholders**

Step 1: We stipulate **BIHAPH** in figureb1 below, as profit making organization in a market set up. We agree that as uplift making organization, BIHAPH has a product (call it soap) that she wishes to sell, to put in the market



Step2: We asked ourselves this question: suppose **BIHAPH** with her specific goals and objectives of selling this product- ideally to make money had her product in the market to her clients, what kind of feedback would she expect?‡‡‡‡‡‡‡

- The following were the feedbacks from plenary.
- Whether the commodity is in demand.
- Its quality.
- Aspects about pricing (cost).
- Whether it is competitive against other products.
- Who the clients are their preferences/needs.
- The client's purchasing power
- The packaging in form of quantities etc.

We were in agreement therefore that the satisfaction of our clients is important if we are to remain in business of selling soap as well as competitive in the market.

Step 3: We then asked ourselves the second question: is **BIHAPH** as development work who is buying **BIHAPH's** product? Who are **BIHAPH's** clients? Who is she operating very closely with? (people or organization within the immediate interaction)

In plenary, we listed them as follows:

- The target group (community)
- Government.
- Collaborators.
- Donors.

These are **BIHAPH's** stakeholders: the key to **BIHAPH's** success is the satisfaction of her key stakeholders, clients. If an organization does not know who its stakeholders are, what their needs are, how will it judge its performance and what it should do to satisfy its stakeholders?

A stakeholder therefore is a person, a group or organization that can place a legitimate claim on **BIHAPH's** attention, time resources, and output or is affected by that output. There is benefit of paying attention to stakeholder for they are:§§§§§§§

- Key to **BIHAPH's** success.
- Key to **BIHAPH's** resource mobilization.
- Key to **BIHAPH's** mission validation.

Step 4: In group we undertook to identify the need of **BIHAPH's** clients and came up with the following;

Community Needs	Government Needs	Donors Needs	Collaborators Needs
➢ **BIHAPH** service support technological support material. ➢ Transparency and accountability guidance. ➢ Facilitation process for resource identification. ➢ Involvement in project cycle empowerment.	➢ Recognition by registration- at local level. ➢ Reports on activities carried out for complementary relationship. ➢ Facilitation (resource constraints). ➢ Courtesy call/dialogue even for donors. ➢ Innovative ideas. ➢ Awareness creation on planned activities by the NGOs. ➢ Donor funds accountability to the government by NGOs.	➢ Strategic plan prioritized areas of intervention. ➢ Sustainability Community participation. ➢ **BIHAPH's** responsiveness of donor requirements. ➢ **BIHAPH's** contribution to donors' goals i.e. Food security, farmers' organization, market access, freedom of speech. ➢ Education and monitoring tools in place. ➢ Established performance standard i.e.	➢ At local level. ➢ Better Communication channels. ➢ Clear roles Contribution. ➢ Teamwork. ➢ At national level. ➢ Sharing materials. ➢ Joint ventures. ➢ Using structure Information sharing. ➢ At international level Contribute to international process and link **BIHAPH**

		Transparency in donors funds and other donor monitoring.	Sharing dissemination of information.

1) The key to BIHAPH's success is the satisfaction of her key stakeholder/clients' needs

Analyzing trends in our external and internal environment.

Step 5: We then asked ourselves another question. Within **BIHAPH's** operations in the wider environment of **BIHAPH** operations, the factors that are likely to affect **BIHAPH's** operations, her clients, and the product itself: which factors are these?

In plenary discussions, we listed these factors as follows:

Political changes.
Economic changes.
Socio-cultural changes.
Technological changes.
Environmental changes.

In our plenary discussions, we were in agreement that these changes would have a bearing on our market and the needs of clients as well as our goals, objectives and operation as **BIHAPH.**********

In plenary discussions , we listed factors as follows

Political changes.
Economic changes.
Socio – cultural changes.
Technological changes.
Environmental changes.

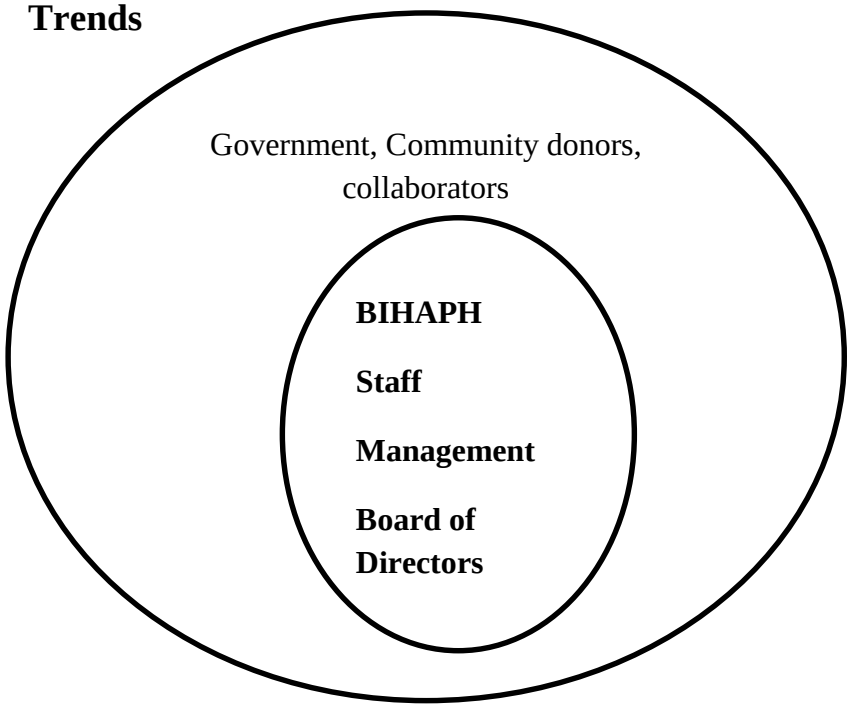
In our plenary discussion, we were in agreement that these changes would have a bearing on our market and needs of client well as our goals, objectives and operations as **BIHAPH**

Step 6: We then asked ourselves another questions for **BIHAPH** to remain competitive and to be strategically positioned in this market and to operate with minimized risk arising from her wider environment (Macro), What would she need to do? This led to the analyses of the trends in the wider environment as well as trends that are taking place within our market (Micro) stakeholders, in order to enable us focus on environmental trends that may affect our mission and strategy.

In doing so, this will help **BIHPH** management to identify and clarify the **BIHPH** operations, and in ensuring that her clients' needs are being met, Strategies etc. so to remain in the market and remained in it competitively.

Diagraming the Environment

Technical Change **Trends** **Economic**



Socio-cultural trends ††††††††**Economic Trends**

Analyzing Our External Environment

In group, we undertook to analyze what is happening within **BIHAPH** external environment both in the macro level and micro (internal). In other words, the analysis of trends that are taking place. SWOT analysis is conducted first with respect to the external environment before proceeding to analysis of the internal environment. The logic here is that the organization must respond to the external environment and not vice versa.

In group, we came up with the following changes as taking place in the **BIHAPH's** external environment (opportunities and threats):

Environment	Major trends (changes taking place)	Impact on BIHAPH	Proposed solutions by BIHAPH
1. political	• Party affiliation • Succession debate • Voter registration • Registration of person (identification cards) • Hand outs • elections	• disintegration of the communities • hindrance to participation on development activities by the community • disruption of planned activities • slow down productivity at community level • lack of commitment and dependency syndrome • retrogresses gains made by **BIHAPH** on self-reliance	• civic education geared toward community empowerment and national building • voter registration should be continuous • confident building and psychological liberation • opportunity to strengthen dependency • Repackaging alternative leadership.
2. economic	• a poor performing economy‡‡‡‡‡‡‡‡	• The government does not have the resources to play its role so it has left service delivery to NGOs which means NGOs have to look for a lot of funds to help communities	• Encourage government to account to citizen money they collect from taxes, donor and partners to be able to attract more fund from donors.

		• overburdening of NGOs • NGOs can get donor funds	
3. Social cultural	• Gender advocacy/equity • Affirmative action • Women empowerment • Human rights (property inheritance) • Education (girl child education) • Technological change (new innovation/agriculture) • Women involvement in leadership • Population growth (affecting people survival) • Land fragmentation. • Production burden still on women • Increased HIV/AIDS related deaths and covid19.§§§§§§§§	• **BIHAPH** to be relevant has to adapt to the current trends. • Increased clientele (demand on B**IHAPH**). • Negative impact on **BIHAPH's** agricultural approach due to land fragmentation. • Shortage of able manpower to undertake the activities.	• Mainstream gender within its activities • More training to build on to existing capacity • Increase funding base • Alternative leadership programme to be up –scale to address issue beyond governance democracy • Engender HIV/AIDS component in its programs
4. Technological	• Communication technology Information technology is advancing e.g., the mobile phones, computers, internet. Roads and air transport medical changes i.e. modern medical equipment to help treat diseases • Advance technology	• **BIHAPH** is base to get access to other institution through the internet. • The world is reducing to a global village. • Ease mobility of goods and services • Generic drugs that are able to cure diseases.	• Train trainers 'on information technology. • Network to be enhanced and protected from proliferation. • **BIHAPH** to sensitize the communities to push the government to address the bad.

5. Government	change in agriculture. • Institute have come up i.e. community base institute cybercafés, common initiatives • Fear of reduce power. • Dwindling resources • Constitutional reforms. • Change in leadership	• Redundancy in job opportunities • Rural world completely left out • It has caused untold damage to human race. • End products of technological gadget are dumped in the third world. • Hacking of information • Strengthening of communities • Disempowerment • Increase demand for **BIHAPH** for resources • Discriminative laws • Instability (killer assumption • Lobby for communication needs in the constitution (an opportunity)*********	• Draft sustainable project on IT for **BIHAPH** network. • **BIHAPH** to sensitize farmers through community groups to use organic fertilizers • Strengthening of communities • Encourage partnership and collaboration • Involve and sensitize the Government on the objective of the organization • Dialogue and facilitation • Communities – strengthening • Provision of essential services • Lobby for the discriminative laws to be repelled through neighborhood assemblies • Adaption to change and environment • Special needs research and studies on pediments and studies on pertinent community needs

6. donor	• Donor funds being directed towards Eastern Europe as opposed to Cameroon or Africa	• It affect **BIHAPH** whereby it will not have funds to sustain its projects	1. Expand/improve resource base through: I. Improved Communities mobilization/utilization. II. Establishing local fundraising strategies and sourcing for other donor sources. III. Seek long term financing with an investment component that will ensure income to **BIHAPH** to strengthen its resource base overtime.††††††††
	• Donor preference to work through NGOs as alternative delivery mechanisms for development assistance as opposed to government	• More donor funds available • Hostility from the government • Lack of enabling working environment by the government • Weakness by donor in physical monitoring	2. Work toward improved relationship and renewal with donors and the government
	• Donor conditions becoming more tight • Donor reporting requirement on the increase • Donor funding priority areas emerging • Reduced funding as more NGOs evolve	• Implementation of programmes will be affected if the conditions are not flexible	3. continuous strengthening of accountability through: I. Development and implementation of proper monitoring system and tools II. Refining financial manual and

			transparency in the use of donors' fund 4. Better utilization of available resources through: I. Utilization of Communities resource. II. Explore for more undertaking in implementation of activities and supervision through neighbourhood assemblies (NAs)
7. Collaborators • Mutation as far as the rural world is concerned • Competition for common joint ventures • Use of consultancy service to improve effective management	• A lot of competition in the rural world • Farming is no longer professional • Information pilfering leading to backstopping • Way forward assured‡‡‡‡‡‡‡‡‡	• Identify and train farmer according to their level of reasoning and interest and try to professionalize them. • Allow only sufficient exposure. • Plan together (participatory plan of action)	• Improve networking and coordination effort through; • Common joint ventures • Promoting joint planning • Set up technology databases through: • Set up a resource center at community level.
8. Community	Increasing population. • High death rate due to HIV/AIDS/ covid19 • More orphans • Increase poverty • Unemployment • More sub-division of land. • Early pregnancies.	• Increase demand of **BIHAPH's** interventions/ services. • Increase clientele. • Decreased productivity/food production.	• Assist communities build an internal capacity for development with knowledge through: I. Strengthening neighbourhood

	• High rate of school drop outs. • Sustain abuse • Reduced manpower. • Age taking care of the young. • Multi-partism. • Increased civic right awareness • Increase dependency • SAPs increased§§§§§§§§§poverty.	• Decreased health care at household level. • Negative effect on **BIHAPH's** self-reliance approach	assemblies beyond government issues. I. Focus on HIV/AIDS/ covid19awareness- a cross cutting topic in all **BIHAPH** activities. I. Expanding existing health and nutrition improvement support to the aged and care takers of orphaned children. • Food security improvement through: I. Promotion of new and innovative/ appropriate agricultural technologies II. Research on marketing channels. III. Promoting organic farming/fertilizers • Draft sustainable project on IT for **BIHAPH** network Promotion of community reliance through; I. Confident building and psychological liberation. I. Ensuring community contribution in kind and in cash in all **BIHAPH's** activities.**********

NB: it is the view of the consultants that the output of economic trends as analyzed by one of the groups was not comprehensively undertaken and the proposed Taskforce will have to undertake this

further. We suggest reference to be made of the consultants mirror report and additional threats and opportunities identified/solution to be made by BIHAPH.

3.1.2.2 Analyzing our internal environment:
Step 7: with the knowledge of the opportunities and threats in our external environment, we proceeded to the analysis of our internal environment (strengths and weaknesses within **BIHAPH** the SWOT:
SWOT is the strategic planning acronym for Strengths, Weaknesses Opportunities and Threats. The word SWOT embodies the conceptual and methodological core of strategic planning by focusing attention on environmental trends that may affect the mission, strategy of an agency
We were careful:

Warning!!!! SWOT analysis can degenerate into superficial list generating exercise that produces four unconnected lists Strengths, Weakness, Opportunities and Threats:

Using flash cards, we establish the following as Strengths and Weaknesses of **BIHAPH**.

Step:8††††††††††

STRENGTHS

Values and culture

- Transparency and accountability culture
- Openness and transparency to each other at organizational level
- They are transparent to their stakeholders
- Non-partisan relation of stakeholders.
- Respect for useful traditional institutions culture and practices.
- Fostering environment friendly approaches to development.
- Promote principles of honesty and integrity in all undertakings.

Staff

- Qualified and lean committed personnel.
- A dedicated young staff with adequate skills
- Qualified staff
- Professional staff

Finance/physical facilities

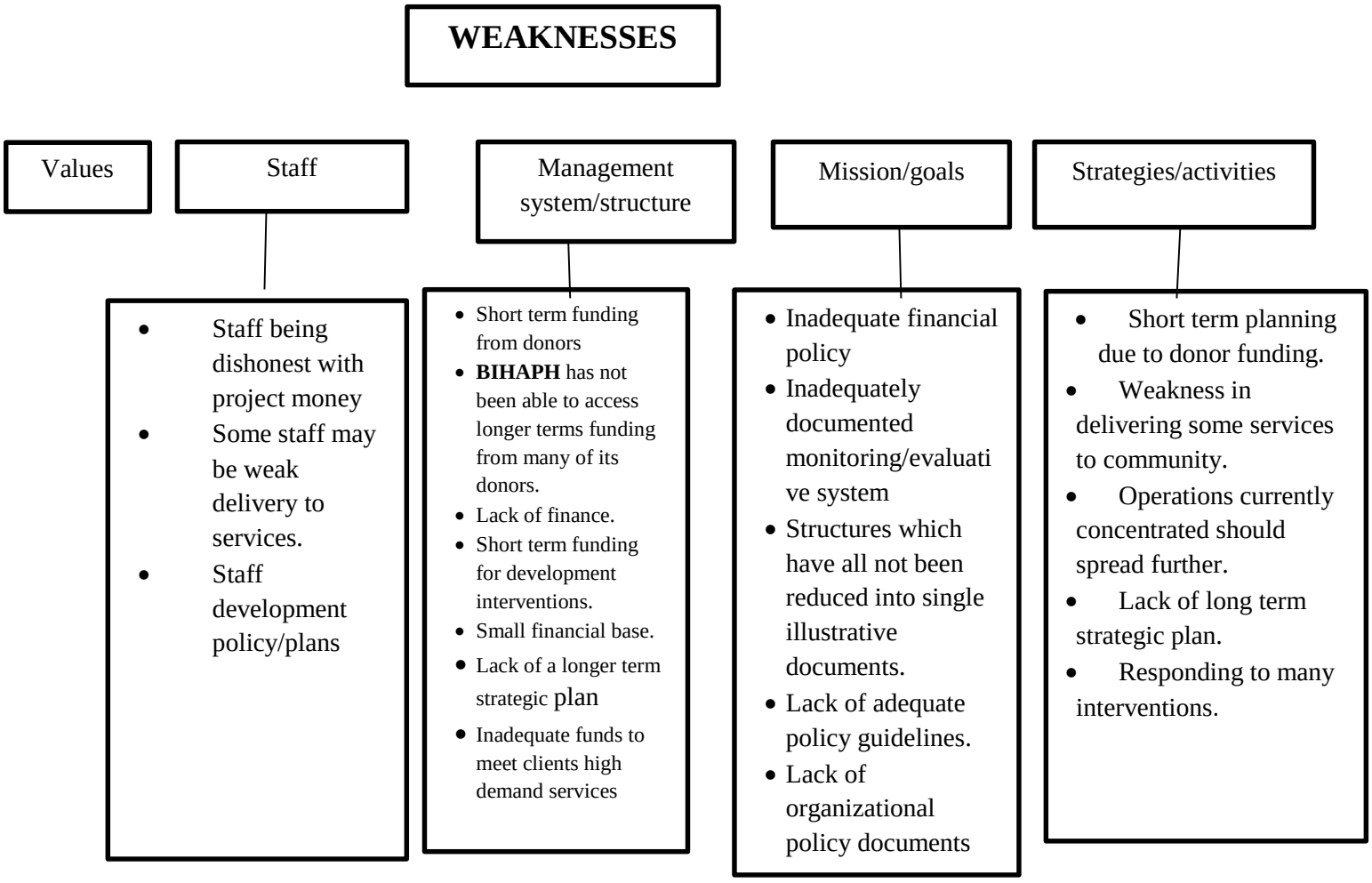
- Manager overhead.
- Accountability
- Good financial management

Management systems/structures

- Good management systems

Mission goals

- BIHAPH has managed to contribute to its mission to some external
- Strong visionary leadership.



This is a distillation or summary of the key issues concerning an organization's position that need to be addressed i.e. critical factors likely to impact the long term success of **BIHAPH**. It is on these strategic issues that a strategic plan is developed. ‡‡‡‡‡‡‡‡‡‡
To generate strategic issue requires comparing the organizational mission and objective against strategic review findings.

10.WHERE DOES BIHAPH GO FROM HERE?

BIHAPH aspires as an organization to grow in its coverage regionally and even nationally. An organization has been pioneered with potential to make a vital impact in development work. **BIHAPH** concentrates in a small area and this result in impact. The use of **community participation** and community leadership in project implementation, planning and monitoring couple with collaboration with government front line extension support severs to show potential for extension for project coverage and the amount capacity building that is necessary for the project sustenance. This has enable **BIHAPH** to maintain a small but effective staff members, and when need arises for more human resources; the organization has tapped on her wide network to recruit consultants/expertise.

BIHAPH currently requires professionalizing its management, which will ensure continued survival of a focused and effective organization with a capacity to grow. There is additionally, a fundraising efforts. Currently there is over-reliance by the organization on donor funding and local fundraising strategies are hardly exploited. Lack of **BIHAPH's** own administrative blocks for example, and inadequate source to fund other overheads costs not possible among some of the funding donor has meant that the institution overhead cost have been kept high. Major saving can be realized if **BIHAPH** develops her local fundraising strategies to generate income that see the organization invest in their own administration work to enable in optimal use of available resources and opportunities.

To end this, **BIHAPH** has embarked on Organizational development process with which to start addressing these strategic issues to ensure growth and survival.§§§§§§§§§§

1) STRATEGIC CHOICES:

It may be impractical to address effectively and at the same times all the strategic issues the organization may be facing. This means that they require prioritizing to identify fewer issues, as attempts to attain all emerging strategic issues may be impractical. Those selected from the many constitute the organization strategic choices/priorities.

Some pitfalls exist in making strategic choices. Some organizations may make choices based on opportunities, particularly where funding is available, a direction that exposes the organization that gain control over their strategy begin to determine their own future.

Other pitfall includes selecting a strategic brief that is so wide to the point of being ineffective. Others define their strategies in ambiguous and general ways in an effort to avoiding making hard choice and therefore reduce the value of the strategic management process.

Systematic review of options against the mission, to provide a rational basis to identify priorities by importance in relation to mission. This method on its own is not foolproof as sometime the mission may be irrelevant and itself need reviewing. Attach a weight to option competing for limited resources e.g. rating option against, critical strategic importance, important but not essential, pursue when funds become available.

Scheduling: similar to weighing where projects with greater priority are selected to take place before these with less priority importance.

Making choices based on organization recent experience of things that worked and which didn't.

As markets for funding becomes more competitive, organizations can compare themselves with competitors and choose strategies that give greatest competitive advantage.

Firstly, before final choices are made they can be tested by consulting relevant stakeholders for views.

In practice making strategic choices is a highly judgmental. Techniques can help structure the problem but ultimately their experience and wisdom are needed to make effective choices.**********

From the above trend analysis, the workshop came up with the following **BIHAPH** strategic choices referred as **BIHAPH's** goals:

1) Empowerment of communities through capacity building development for effective resource mobilization and utilization through neighbourhood assemblies group, dynamics and other focus programmes.
2) Assist communities improve food production through adaptation of appropriate technologies.
   - Zero grazing
   - Organic farming.
   - Information technology.
3) Expand health and nutrition support programmes to include HIV/AIDS, covid19 as cross cutting challenges in all **BIHAPH** activities.

4) To enhance partnership and collaboration with relevant government departments for improved sustainable development.
5) Strengthen neighbourhood assemblies in order to build capacity of the communities to demand for resources and services from the government and other actors.
6) To continuously empower communities to advocate and lobby for positive changes through:
    i. Mainstreaming and promotion of gender equity at all levels.
    ii. Lobbying and advocating for affirmative actions at all levels.
    iii. Advocating and supporting women's property inheritance rights.
    iv. Empowering women with relevant skills to demand for decision making positions in Cameroon.
    v. Promoting, encouraging and support of girl child education.
7) **BIHAPH** to continuously strengthen accountability standards and improve it resources base as well as inspiring mutual trust and partnership with donors and other stakeholders.
8) To work toward improving networking and coordination with both regional, national and international collaborators.
9) To set up a resources Centre at the level of the community to ease flow of information from stakeholders and vice versa.

Lawrence, one of the facilitators assists in summarizing the strategic choices made by the workshop for better articulation and further discussions:

2) Redefining BIHAPH's mission

In developing an organization's mission there is need to pay attention to characteristics of good vision and mission statement.
They should have been developed through a participative process of discussion and debate if not they will have little support.††††††††††
Good mission statement should tell the reader:

- Who the organization exists for.
- What the organization ultimate purpose is.
- What the organization stands for.
- How in the broadest sense it goes about achieving its purpose.
- Where it operates.

The statements should be:

- Short and easy to communicate.
- Understood throughout the organization.
- Broad enough to last for a long time.
- Specific enough to differentiate the organization from others.

With this understanding, we revisited the existing **BIHAPH** mission as stated:

BIHAPH's existing mission statement:
To uplift the living standards of the poor and disadvantaged communities in Cameroon and beyond through partnership, capacity building, development programmes, empowering the communities to respond more effectively to their spiritual and economic, social and material needs.

By reverting back to our strategic choices above, we asked ourselves, are the goals we have prescribed to ourselves likely to fulfill our mission?
It was therefore felt that **BIHAPH** is not actually engaged in spiritual aspects of development and the mission of BIHAPH as it is, does limit our operations to material needs yet we are even involved in psychological aspects. **BIHAPH** mission was thus redefined in the following statement:

BIHAPH's current mission statement
To uplift the living standards of the poor and disadvantaged communities in Cameroon and beyond through partnership, capacity building, development programmes, empowering the communities to respond more effectively to their needs.

Once the mission has been identified there is need to keep it alive and relevant to every one's work. e.g. annual general meeting can be occasion to celebrate achievement and plan further development. Managers can draw staff attention to link between the mission and daily activities and remind people how their work is part of achieving mission.‡‡‡‡‡‡‡‡‡‡‡

6.0. the what and how after the strategic workshop:

- We agreed that **BIHAPH** identify a taskforce to move the strategic planning forward and against the identified **BIHAPH** goals, issues identified and solutions.

NB: the task force with support from the consultants will elaborate further the issues to be addressed and the specific solutions (strategies)

- To ensure that the taskforce has the needed political will, we suggested that some **BIHAPH** senior management staff need to be members of this task force.
- We further suggested as and when the OD consultants are needed **BIHAPH** call upon them. However, the consultants encouraged **BIHAPH** to take on the planning and learn in the process.

6.1. **Recommended Format for the Strategic Plan:**

- For each strategic choices (goals) made, the taskforce is expected to elaborate more strategic issues where needed and solutions (strategies).

NB: remember key strategic issues is a distillation or summary of the key issues concerning an organization's position that need to be addressed. i.e. critical factors likely to impact the long term success of the organization. It is on these strategic issues that strategic plan is developed. To generate strategic issues require comparing the organization mission and objectives against strategic review findings.

- In undertaking the planning, **BIHAPH** has revisited her strengths and weaknesses identified in this workshop and has to ask herself the following questions in finally deciding on the overall strategies:
  1) What strength of **BIHAPH** will help capitalize on which opportunity or avert the threat?
  2) What weaknesses of **BIHAPH** will prevent her from capitalizing on which opportunity or averting which threat?

This can be done by making a preliminary assessment through generation of a preliminary list of strengths and weaknesses that flow directly from the preliminary list of opportunities and threats.

11. STRATEGIC PRIORITY ONE
CONFLICT TRANSFORMATION AND PEACE BUILDING

OPERATIONAL CONTEXT:

Over four Years of acute conflict in the North West and South West Regions of Cameroon is disrupting the economic and social state of the region, during this prolonged conflict the entire population lived in an environment of total insecurity and violence, abject poverty, weak government and social service institution are characterized by collapsed community and family structure. With the possible return of relative structures. With the possibility of relative stability the post conflict period shall remain bogged with many talent and open conflicts, the most common issues being land ownership and farmer/grazer problems especially in Menchum Region, competition over scarce water and grazing land, armed cattle raids and theft. Sexual and gender-based violence and violence arising as a result of strained relations are equally having a negative impact on the communities **BIHAPH** aims at refocusing intervention with different stakeholders in conflict transformation in the region and will inter alia, act as a guide to coordination of peace building actions in the region and beyond.

Inclusive effort in peace building and conflict this picture, along with diversification in conflict transformation holds the key to priorities, the sharing of success stories of people building peace and accumulation of skill traumas and mediator available for bottom, middle and top level peace building well designed peace building conflict transformation programmes can shield vulnerable communities from recurrent violence, conflict and the cycle of violence.§§§§§§§§§§

Target Groups.

BIHAPH works in different parts of North West region and gather groups from different social religious, political and economic backgrounds **BIHAPH** target groups include both programme beneficiaries and strategic partners. In this theoretic priority of conflict transformation and peace building **BIHAPH** works directly with communities affected by conflict as well as organizations involved in conflict resolution and peace building.**********

Programme Beneficiaries

BIHAPH works primarily, but not exclusively with women and youths aged 16 to 34 and farmer and grazers. This is done through a participatory approach in community dialogue, research, trauma awareness and conflict transformation training. During that strategic period, **BIHAPH** plans to target the following local national and regional **CBO**'s

- Capacity development building organizations
- Development and relief workers.
- Faith based institutions.

- Human right workers.
- Humanitarian organizations.
- Organization working with women and youth in conflict areas.
- Peace building organizations.
- Researchers.

GOALS: The goals of the conflict transformation and peace building strategic priority are to strengthen the capacity of rural communities to transform and mitigate local conflicts.

1) Strategic Objectives: Workshop

Participants brainstormed and arrived at the following eight strategic objectives for BIHAPH as an organization.

- Strategic objective 1: to support the development of skill, knowledge and attitude change in local communities in the NWR for a period of five years 2020-2024.
- Strategic objective 2: To support community peace dialogues and reconciliation activates in affected communities in the seven Division of NWR from 2020-2024.
- Strategic objective 3: To consolidate community peace and security by supporting peace activities of security and rule of law institution in the seven Division of the NWR from 2020-2024.
- Strategic objective 4: To support activities aimed at empowering the youths and peace building in all the seven Division of the NWR of Cameroon from 2020-2024.
- Strategic objective 5: To promote women engagement in conflict transformation and peace building in the seven division of the NWR of Cameroon from 2020-2024.
- Strategic objective 6: To support the revival of community livelihood as peace dividend to the affected communities of the NWR of Cameroon from 2020-2024.
- Strategic objective 7: To strengthen peace advocacy education and communalizes process in the NWR of Cameroon from 2020-2024.
- Strategic objective 8: To improve coordination, collaboration and networking in conflict transformation and peace building activities in the seven divisions of Cameroon from 2020-2024.

Implementation of strategy of conflict transformation and peace building.

The strategic plan of action for five years is a BIHAPH owned document that is produced following a week-long consultation with stakeholders, partners and BIHAPH workers. BIHAPH will use this document to guide peace building activities in the communities (focused areas) through strengthening coordination mechanisms at divisional level and lower communities in BIHAPH area of work and focus.††††††††††††

This would be an overarching framework that will help focus all interventions in the area of peace building and conflict transformation in the seven divisions of NWR and beyond.

Partnership will be entered into with relevant peace organizations and a clear modality will be agreed upon. BIHAPH will also engage with the various youths and women's groups to enhance their capabilities in carrying out sustainable livelihood activities to address the persistence issues of providing peace dividends to the communities across the seven divisions of the NWR of Cameroon. The women, men and youth (boys and girls) will hence be engaged in peace building activities through capacity development, participatory training in conflict transformation and peace building dialogue meetings. BIHAPH will also support cross-divisional peace building initiatives and strategies to develop instruments that will enhance cross-divisional security and interactions.

12.WORKSHOP SUMMARIES ON CONFLICT TRANSFORMATION AND PEACE BUILDING STRATEGIC OBJECTIVES AND ACTIVITIES PRESENTED IN LOG-FRAME FORMAT.

Strategic objective1: Support the development of skills, knowledge and attitude change in conflict transformation and peace building.

Programme intervention	Expected results	Indicators	Conflict transformation and peace building activities
Community training of trainers in conflict transformation and peace building	• Community skills and knowledge in CT enhanced. • Improved behavior and attitude towards peaceful coexistence. • Enhanced presence of civic leadership (churches, traditional etc.).‡‡‡‡‡‡‡‡‡‡‡‡ • Forums for peace building and reconciliation discussion functioning	• Reduction in community violence and conflicts • Number of traditional and religious leaders trained and engaged in dialogue activities • Number of local population aware of their rights and participate in conflict activities. • Number of traditional and local leadership supported in mediation and	• Community mobilization • Community level training • Development training guide • Communities action plans

		reconciliation processes	
Support interventions and mechanism for local intra/ inter-communal conflict	• Increased community participation in conflict transformation (TC) and Peace Building (PB) • Ability for local conflict resolution increased • Communities reconciled and conflict reduce	• Reduction in cycle of community conflict • Number of communities reconciled • Number of communities participating in community CT activities • Number of community leaders trained (peace ambassadors). • Number of community initiated in peace building activities§§§§§§§§§§§§	• Support localized reconciliation and conflict management mechanisms to deal with inter-ethnic disputes and natural resource management • Rebuild social capital and community-government relation through community dialogue and participatory planning processes at lower levels of government • Mapping of community resources • Music, dance and drama (MDD)
Integration of conflict transformation into community planning and activities	• Localized conflict mitigation efforts and activities • Forums for peace building and reconciliation discussions functioning	• Plans with CT activities integrated • Budgetary allocation to CT	• Community mobilization. • Community level training • Support to community development

Strategic objective2: Support community peace dialogues and reconciliation activities

Programme intervention	Expected results	Indicators	Activities
Conduct community peace and reconciliation conference targeting all 4 communities	• Peaceful coexistence restored. • Harmonious local resource utilization enhanced. • Reduction in community farmer/ grazers conflicts.	• Individual cattle recovered. • Community peace conference conducted. • Reconciliation ceremonies conducted	• Community peace conference. • Community dialogue and consultations. • Local community resource mapping. • Reconciliation conference
Support cross community peace	• Enhance presence of civic leadership (church, traditional etc.) • Respect for rule of law increase • Forums for peace building and reconciliation discussion functioning.**********	• Number of community initiated peace building activities • Number of cross border peace initiatives	• Conduct extensive inter-communities' mobilization of the keeping communities for community peace building activities • Carryout mass community sensitization and awareness creation on peace building and harmonious natural resource utilization and management • Conduct at least four inter-communities border peace conference and reconciliation meeting between

			the farmers and grazers
Support two inter-community dialogues with four communities	• Enhance presence of civic leadership (church, traditional etc.) • Respect for rule of law increase • Forums for peace building and reconciliation discussions functioning	• Number of community initiated peace building activities • Number of farmers/graziers peace initiative	• Conduct extensive farmer/ grazers mobilization of the cattle keeping communities for community peace building activities • Carryout mass community sensitization and awareness creation on peace building and harmonious natural resource utilization and management • Conduct at least two cross border peace conference reconciliation meeting between communities
Community peace agreement follow up and documentation and dissemination of best practices	• Forums for peace building and reconciliation discussion functioning	• Peace agreement enforced • Sustainability of peace agreements.	• Support and monitoring visits. • Community meeting. • Radio and media talk shows

Strategic objective 3: Consolidate community peace and security by supporting of security and rule of law institution.

Programme intervention	Expected results	Indicators	Activities
Support communities to mediate and small communities control awareness.	• Community pressure cattle raiders sustained. • Reduction in small arms usage and proliferation.	• Reduction in armed conflict • Number of guns being surrendered voluntarily.	• Facilitation of stakeholder involvement. • Information gathering and dissemination relating to the peace process. • Operational costs involved in peace agreement implementation. • Dialogue: community leaders and organized armed youths.
Support police establishment within the communities.	• Police presence increase and sustained in cattle camps and communities.†††††††††††† • Community policing activities expanded for enhanced protection. • Public confidence in police increase. • Law and order re-established in communities	• Number of community security initiative supported. • Reduction in armed conflict raids and banditry activities. • Number of cattle and light weapons collected voluntarily. • Number of crimes reported.	• Support to development process from planning to implementation. • Community policing: child and family protection, educating the communities on how to support police activities, promotion of human rights; and dealing with domestic violence

Support communities decision with vocational tools for training youth convicts	• Improved rehabilitation. • Enhanced skills for community reintegration. • Reduced serial criminal cases. • Prison services enhanced.‡‡‡‡‡‡‡‡‡‡‡‡	• Vocational courses running. • Returnees with vocational skills.	• Support rehabilitation process of offenders by providing vocational training and equipment
Enhancing local government capacity through training	• Increase LG staff in key sectors. • Management structure and capacity of local government administration enhance for CT and PB. • Increase LG councils	• Community/ LG council meeting. • Monitoring framework in place. • Training report and reporting mechanism	• Capacity enhancement through training on: good governance, conflict resolution and mitigation transparency, rule of law etc. • Coordination: local government capacity is complimented by the numerous activities. • Field monitoring and supervision of the CTS programs

Strategic objective 4: Support activities aimed at empowering the youths and engaging peace conflict transformation

Program intervention	**Expected results**	**Indicators**	**Activities**
Initiate structured activities for mobilization and social	• Capacity for participations in CT enhanced.	• Number of groups covered. • Number of youth	• Local community football game and sport.

behavioral transformation targeting youths through sports and games	• Participation of youth in community peace and security. • Youth groups mobilized for development actions	activities and interventions	• Exchange visits between communities. • Music, dance and drama (MDD) clubs
Support the establishment of a youth multipurpose Centre for enhancing skills, productive and participation in social and economic activities	• Capacity for counseling service in place. • Participation of person in counseling service increased. • Links for youth socio-economic opportunities. • Skill in policy enhancement and positive behavior transformation.§§§§§§§§§§§§	• Youth service in place. • Youth skill enhancement intervention. • Number of youth activities and services in place	• Procure equipment needed to start income generation. • Support multiple youth training program. • Support line ministries develop appropriate youth policy documents and programmes for the youth
Support line ministries develop appropriate youth policy documents programs for the youth	• Strategic youth document in place	• Communities policies	• Communities planning meeting. • Internal reviews

Strategic objective 5: Promote women's engagement in conflict transformation

Programmes intervention	**Expected results**	**Indicator**	**Activities**
Gender mainstreamed all programs and activities	• Increased women participation in peace building etc.	• Number of female	• Gender sensitive development planning workshop.

including target for ensuring women's participation	• Community social stability promoted	participants in trainings. • Number of issues of particular concern to women raised and followed-up in communities	• S/GBV workshop and training. • Gender awareness campaigns
Promote implementation of UN security council resolution 1325	• Increase in women participation in peace building. • Community social stability promoted	• Number of women-led initiative supported.	• Coordination meetings. • Planning meetings. • Small community grants. • Support and monitoring visits
Support women involvement and women-led peace building and reconciliation activities.	• Increase in women participation in peace building. • Community social stability promoted	• Number of women-led initiative supported	• Coordination meeting. • Planning meetings. • Small community grants. • Support and monitoring visits
Implement capacity building training and support to women-led community initiative groups.	• Women capacity for CT enhanced. • Increased CBO and civil society participation in community CT	• Number of CBOs/CSOs • CT activities initiated	• Coordination meetings. • Planning meetings. • Training, workshop and conference. • Support and monitoring visits
Implement trainings, particular targeting men, and awareness on violence against women, with the aim of curbing SV/GBV	• Reduction S/GBV • Social stability promoted. • Family stability increased.**********	• Reduction in GBV cases. • Number of cases reported and resolved	• Coordination meeting. • Planning meetings. • Small community grants. • Support and monitoring visits

Implement training of police on responding and preventing S/GBV and establish police units to eliminate S/GBV	• Reduction S/GBV. • Social stability promoted. • Family stability increased	• Reduction in GBV cases. • Number of cases reported and resolved	• Coordination meeting. • Planning meetings. • Small community grants • Support and monitoring visits

Strategic objective 6: Support the revival of community livelihood as peace dividends to the communities

Programme intervention	**Expected result**	**Indicators**	**Activities**
Support the establishment of apiary and organic market gardening	• Increased livelihood options. • Reduction in community violence.††††††††††††††	• Projects supported. • Groups covered	• Community mobilization and planning meetings. • Group selection and planning meetings. • Group training and support. • Support and monitoring visits
Support establishment of poultry units	• Increased livelihood options. • Reduction in community violence	• Projects supported • Groups covered	• Community mobilization and planning meetings. • Group selection and planning meetings. • Group training and support. • Support and monitoring visits
Support horticulture	• Increased livelihood options • Reduction in community violence	• Projects supported • Groups covered	• Community mobilization and planning meetings.

			• Group selection and planning meetings • Group training and support • Support and monitoring visits
Promote inland fish farming	• Increased livelihood options. • Reduction in community violence.	• Projects supported. • Groups covered.	• Community mobilization and planning meetings. • Group selection and planning meetings. • Group training and support. • Support and monitoring visits.
Support for quarry works	• Increased livelihood options. • Reduction in community violence.	• Projects supported • Groups covered	• Community mobilization and planning meetings. • Group selection and planning meetings • Group training and support • Support and monitoring visits.
Support youth brick laying and concrete practice project	• Increased livelihood options. • Reduction in community violence.‡‡‡‡‡‡‡‡‡‡‡‡‡	• Projects supported • Groups covered	• Community mobilization and planning meetings. • Group selection and planning meetings • Group training and support • Support and monitoring visits

Support to tree planting project especially environmentally friendly trees	• Increased livelihood options. • Reduction in community violence	• Projects supported. • Groups covered.	• Community mobilization and planning meetings. • Group selection and planning meetings. • Group training and support. • Support and monitoring visits.
Support access to community micro-credit schemes	• Increased livelihood options. skills enhanced	• Projects supported. • Groups covered.	• Community mobilization and planning meetings. • Group selection and planning meetings. • Group training and support. Support and monitoring visits

Strategic objective 7: Strengthen peace advocacy, education and communication access

Programme intervention	Expected results	Indicators	Activities
Develop a community peace education awareness strategy	• Increased media access. • Coordinated advocacy activities. • Better resource utilization and mobilization.§§§§§§§§§§§§§§	•Print and audio media utilization. •Areas and audience covered. •Number of media channels utilization	• Use of print media to publish articles, message and programmes on CT. • Use state and private radio and TV station for talk shows.

			• Support drama group and cultural institution to deliver peace message. • Use local, religious, civil, cultural and community leaders pass on peace message. • Use mobile van for community outreach
Increase media access to peace and development animation	• Improved community access and mobilization. • Increased media for community outreach and sensitization	• Number of communities covered. • Number of radio programmes initiated. • Number of peace education programs and communities programmes.	• Purchase and install of FM relay stations. • Complete installation of relay station in communities. • Purchases new studio equipment. • Training of maintenance technicians' local language broad casters. • Develop radio spot peace messages and communities run programmes for good governance. • Installing studio toll free lines
Support community outreach through mobile education	• Improved access to nomadic communities	• Communities covered. • Peace education programmes running.**********	• Identify, select and train mobile trainers. • Development for outreach methodology.

			• Community mobilization and sensitization
Develop and disseminated community peace IEC materials	• Improved community access and mobilization. • Increased media for community outreach and sensitization	•Communities covered. •Number of peace education programmes. • Types and quantities of IEC material developed	• Identification of key messages. • Communities and school drawing competitions. • Printing of t-shirts • Printing of posters, banners, post cards, calendars etc.
Carry out on-schools outreach programmes	• Improve community access and mobilization. • Increased media for community and community outreach and sensitization	• Number of school reached and covered. • School based peace programmes/clubs initiated. • Number of participants in the various activities	• Identification of school and formation of peace clubs. • Peace education/ training. • Development of IEC materials. • Distribution of peace notice boards. • Peace debates at schools. • Music, dance and drama (MDD). • Publish children's youth's ideas about peace

Strategic 8: Improve coordination, collaboration and networking in peace building activities

Programmes intervention	Expected results	Indicators	Activities
Develop a coordination framework for peace building actors and activities	• Improve community approach to CT partners working. • Increased resource mobilization and utilization. • Increased access to information on peace building. • Improved capacity in CT management and reporting	• Partner working group in place.††††††††††††††	• Coordination meetings. • Planning meetings. • Training, workshops and conferences.
Support creation and equipping of peace coordination office and training center in Fondoms.	• Improve community approach to CT partners working. • Increased resource mobilization and utilization. • Increased access to information on peace building. • Improved capacity in CT management and reporting	• CTS working group in place. • Centre activities initiated • Peace Centre in place •	• Formation of central planning committees. • Building of structures. • Procurement of facilities and equipment. • Develop structured activities
Continue with wide range of capacity building initiatives.	• Improve community approach to CT partners working.	• Number of courses and capacity building workshop. • Number of people trained.‡‡‡‡‡‡‡‡‡‡‡‡‡‡	• Coordination meeting. • Planning meetings. • Training, workshops and conferences.

	• Increased resource mobilization and utilization. • Increased access to information on peace building. • Improved capacity in CT management and reporting		
Support monthly coordination meetings resource and establishment of a resource center at the Fondoms.	• Improve community approach to CT partners working. • Increased resource mobilization and utilization. • Increased access to information on peace building. • Improved capacity in CT management and reporting	• Number of meeting conducted. • Review undertaken. • Resource Centre based activities	• Coordination meeting. • Planning meetings. • Training, workshops and conference. • Development of working group mail and rosters. • development of website

13.CONFLICT TRANSFORMATION AND PEACE BUILDING IMPLEMENTATION PLAN.

BIHAPH intends to implement the plan on CT and PB for a period of five years 2020-2024. Each year, we intend to come out with an implementation plan that would encompass the eight strategic objectives, the expected results, indicators and activities. **BIHAPH** would work in selected areas on conflict transformation and peace building. Monthly reports would be used to compile yearly report on CT and PB and such report would be used for replication in other focus areas. The constant review and compilation of monthly and yearly reports would assist to improve on subsequent implementation of programmes on conflict transformation and peace building.

REPORTING, MONITORING AND EVALUATION.

The office of **BIHAPH** and her stakeholders will oversee all the programmes on CT and PB. To enable coordination and implementation of community programmes on peace

and security, **BIHAPH** would use her office as coordination office. The coordination unit will be responsible for coordinating peace building efforts by various stakeholders and supervising the implementation of conflict transformation and mitigation projects. For each implemented project on CT and PB independence consultants will conduct the final evaluation of the implemented project.§§§§§§§§§§§§§§§

FUNDING OF PROJECT ON CT AND PB.

Modalities for the financing of project on CT and PB will be an important factor in determining the implementation arrangements. Such modalities will be discussed with local and international funding organizations and partners but will inevitable involve a number of options:

- Drawing up of yearly programmes on CT and PB project at local communities' level to seek for funding opportunities at the level of local and international funders.
- Local and international co-financing through allocation at the community level by searching for finding opportunities.
- The local cost for CT and PB implementation would be determined by the activities of each project in each locality.

THEORIES OF CHANGE (TOC) IN PEACE BUILDING AND CONFLICT TRANSFORMATION.

Key finding from the workshop suggested that the field of peace building and conflict transformation is relatively new, and as such has limited amount of accumulated knowledge of what makes for effective peace building and under what conditions in particular, there is little documented learning to help build a body of knowledge in this field. As realized by peace building practitioners, peace building programming is built on numerous assumptions (or theories of change TOC's) about how we can contribute to peace "by doing X we will achieve Y".

To this end, the workshop participants researched profoundly into the following peace building initiatives which **BIHAPH** would mainstream into CT and BP project.**********

1) The holistic approach comprising different methods (dialogue, capacity development, awareness raising, advocacy and formation of allowance and network building) employed by **BIHAPH** would help the youth and women to develop confidence, realize other potentials power. This will result in personal behavioural change in youths and women enabling them to contribute to local level peace builders' initiatives.

2) Many youths who will be involved in the peace building and conflict transformation project will undergo significant changes and will imbibe the value of non-violence. Factors such as mediation and peace dialogues will help to facilitate bigger and more accepted role for the youths in their respective communities.
3) Entrenched paternalistic power structure should include both youth and women in peace building and conflict transformation in order to obtain better results.
4) Women's role in their communal endeavors should be in line with the social change. Though through collective actions women will be able to change some social rule and norms and to translate their individual experiences of subordination into collective action and act against harmful social practices, such as domestic violence.
5) The concept of "agent of peaceful change" and peace constituencies draws attention to local partners and with it the greatest potential for affecting systemic change.
6) Peace initiatives by **BIHAPH** as CSO which support attitudinal change and culture of peace is only effective when they can reach a critically large number of people. Discrimination based on sex, caste. Religion and gender are instances of how cultural changes are yet to be realized through peace building initiatives note that the constantly changing contextual factors either limit or strengthen **BIHAPH** peace building initiatives.
7) Creating a "social space" for discussion not only introduces youths and women and the community and communities level peace initiatives, but also creates a location for dialogues and conflict resolutions.
8) Awareness of and access to peace building programmes and mechanisms like local peace committees are clearly needed to improve the effectiveness of peace building initiatives.

THE WORKSHOP FUTURE PROPOSED RECOMMENDATION WIDENING AND DEEPENING THE PEACE CONSTITUENCY IN THE SEVEN DIVISIONS OF NORTH WEST REGION WHERE BIHAPH OPERATES.

❖ **To the peace building community:**

- TOC's must be identified in the project design phase itself and proper context analysis should be conducted so that they can be monitored evaluated and adjusted as the programme is implemented as well as reviewed and evaluated.††††††††††††††††
- Amplifying the impact of the programme requires integrated or collaborative approaches between difference civil society organizations (CSO's) where cross monitoring mechanisms are implanted and best practices are shared and

transferred. Furthermore, when one single organization cannot impact all levels of change, an outline of cooperation and synergy amongst the peace building organization would be existing in order to effect peace building.

- **To the donor and international community.**
- There must be effective two-way communication and flexibility between donor agencies and grant reception. Peace building project implementation requires flexibility during implementation because of the constantly changing contexts in the conflict and post-conflict environment.
- Continue to build an emerging common strategy for post-conflict reconstruction and peace building in NWR of Cameroon in order to better coordination would help to avoid duplication while ensuring that all geographical areas and group are considered in the project.
- **To the government agencies.**
- The government should seek to financially strengthen the local peace committee (LPCs) for greater synergy between LPCs and other local administration mechanisms and refrain from the politicization of LPS to ensure their effectiveness.
- The government should set up an NGOs liaison desk in order to gain better understanding of national and local peace building efforts and to contribute to agenda for coordination on issues of peace building and development.

It is essential and important for **BIHAPH** to revival the result and TOCs on an ongoing basis to check that they remain relevant to the changing context. the workshop further presented a summarized six project/progammes in which TOCs will be articulated by applying the result chair of **BIHAPH** concerned as follows:

1) "If the youths and women in the NWR of Cameroon internalize peace building norms and values, their behaviours will change towards non-violence".
2) "If peace centers are strengthened and the capacity of peace ambassadors, citizen journalists, peace pressure groups and mediators are developed to enable them raise issues of peace building and conflict transformation, there peace groups will contribute to local peace building processes."‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡
3) "If there is increased cooperation and understanding, developed aimed at addressing key security concerns through dialogue activities between young people and justice and security, service-related stakeholder then local or national-level initiatives/actions will occur."
4) "If peace building mechanisms generate interactions between conflicting parties, then it will build an environment of understand and trust."
5) "if there is evidence of peaceful resolution of conflict, then confidence in and acceptance of, peace building mechanisms will develop."

6) "If the youths and women are accepted as partners, then their participative in local decision-making processes will be more widely accepted and hence actual participation in decision-making will increase."
7) "if we create engagement opportunities for young people, then we can increase youth and women participation in community level peace building initiatives."

14.STRATEGIC PRIORITY TWO

SEXUAL AND REPRODUCTIVE HEALTH RIGHTS

OPERATIONAL CONTEXT

The present day health landscape is shaped by growing, regional, national and local interdependence, in which all counties and communities are challenged by major social, economic, environmental and demographic shifts. Significant inequalities in health matters remain and in many places are worsening especially in less developed countries. Moreover, health policy-makers often lack the authority and basic tools to lead a coherent integrated approaches to these important health challenges. Improved health systems are therefore, essential for ensuring, maintaining and managing the sexual and reproductive health of individuals and population especially in rural communities.
The financial crises and war, have increased inequalities related to the provision of sexual and reproductive health services in many communities of the NWR of Cameroon. To this end, the workshop foresaw the following guiding principles for **BIHAPH** to use in improving on sexual and reproductive challenges in the seven divisions of the NWR of Cameroon for five years.
This action plan has been drafted on sexual and reproductive right with a focus on the following guiding principles.[§§§§§§§§§§§§§§§§]

1) The right of everyone to the enjoyment of the highest attainable standard of level a state of complete physical, mental the absence of diseases or infirmity.
2) The right to non-discrimination to health matters.
3) People-centered care.
4) Action based on the best available evidence, which recognizing that communities engage from different starting point and have different contexts and capacities.
5) Pursuance of health equity and gender equity in health.
6) Pursuance of gender equality and the empowerment of all women and girls.
7) Emphasis on prevention health promotion community participation and empowerment.
8) Recognition of the importance of cross-cutting actions, building governance and capacity for inter sectorial actions, strengthening accountability, and the

establishment of lasting partnership CSO's, government and non-governmental organization.

Target group: workshop suggested that target group to benefit from intervention on sexual and reproductive health right would be well constituted registered women's common initiative group, Catholic, Presbyterian, Baptist and Moslem women groups, registered girls clubs from primary to secondary school and disable women across the seven divisions of the NWR of Cameroon.

Partnership: **BIHAPH** will work with all existing health facilities including government, churches and private health facilities (hospital and health units).

To realize all project on sexual and reproductive health right in the Region North West

VISION

The region is a region in which all people, regardless of sex, age, gender, sexual orientation, identity, socioeconomic conditions, ethnicity cultural background and legal status, are unable and should be supported in achieving their full potentials for sexual and reproductive health and well-being: a region where their human right related to sexual and reproductive health should be respected, protected and fulfilled; and a region in which people , individually and jointly, must work towards reducing inequities in sexual and reproductive health and rights.

STRATEGIC DIRECTION

In order to achieve this vision, the following five strategic directions, which provide a framework for the goals, objectives and specific task of the health and other relevant sectors and actors, are proposed

(a) Assess the current situation and trend in sexual and reproductive health and right in order to define priorities:
(b) Strengthen health services for effective delivery of high-impact, evidence –based interventions and universal health coverage:
(c) Ensure broad cross-sectorial and societal collaboration and participation:
(d) Improve leadership and participatory governance for health; and
(e) Enhance information and improve evidence and accountability**********

GOALS, OBJECTIVES AND KEY ACTIONS

This action plan has three closely inter linked goals, each of which comprises several objectives to be met by undertaking key activities.

GOAL 1
ENABLE ALL PEOPLE TO MAKE INFORMED DECISIONS ABOUT THEIR SEXUAL AND REPRODUCTIVE HEALTH AND ENSURE THAT THEIR HUMAN RIGHTS ARE RESPECTED , PROJECTED AND FULFILLED

Objective 1.1: **ENSURE THAT PEOPLE'S HUMAN RIGHTS RELATED TO SEXUALITY AND REPRODUCTION ARE RESPECTED, PROTECTED AND FULFILLED**

key actions would include:

(a) Recognizing by law the right of every person, throughout the life-course, to seek, receive and impart gender responsive information regarding human sexuality and sexual and reproductive health and rights:

(b) Ensuring the ability of all people to access age-appropriate, comprehensive and scientifically accurate information and education and necessary for achieving and maintaining sexual and reproductive health and protecting, respecting and fulfilling human rights related to sexual and reproductive health:

(c) Protecting, by law, people's right to confidentiality, privacy and informed decision – making during the receipt of services':

(d) Protecting, by legislative and other measure, people's right s related to sexual and reproductive health by eliminating discrimination and stigmatization:

(e) Reviewing and, if necessary, establishing or strengthening legislation and other measures pertaining to child, early and forced marriages:

(f) Guaranteeing the right of all individuals to decide freely and responsibly if they want to have children and, if so, how many and when and providing them with the information and means to do so, and

(g) Adopting legislation to safeguard people's right to make decisions concerning sexuality and reproduction free from discrimination, coercion and violence.††††††††††††††††

Objective 1.2: ESTABLISHED AND STRENGTHEN FORMAL AND INFORMAL EVIDENCE –INFORMED COMPREHENSIVE SEXUALITY EDUCATION

key actions would include:

(a) Reviewing existing policies and, where necessary, establishing new ones to provide gender, age and appropriate to the development stage, scientifically accurate and comprehensive sexual education throughout the life-course in the order to build decision –making, communication and risk reduction skills in the population:

(b) Reviewing the principles and content of sexuality education programmes to ensure that they are evidence –based, have a right perspective, start from early years and strive to give the ability to make informed choices on sexual and reproductive health.‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡

(c) Incorporating the concepts of human rights and gender equally in comprehensive sexuality education in school curricular and in non-school settings or programmes aimed at young people:

(d) Involving a wide range of relevant partners, young people, and professionals with educational and sexual and reproductive health
and human rights expertise in content development, delivery and evaluation of comprehensive sexuality programmes:

(e) Developing, as necessary, and introducing a system of competency training in comprehensive sexuality education and for teachers' educators and health and professionals, including peer education and life-skills education methodologies:

(f) Establishing training and awareness raising for religious leaders on sexual and reproductive health in order to enhance their knowledge and skills for providing comprehensive sexual education and counseling: and

(g) Establishing mechanisms for providing comprehensive sexuality education to less easily accessible groups, such as out- of –school children and adolescents, migrants and refugees, disabled people, people from disadvantaged socioeconomic groups, those with limited education and older people

Objective 1.3: PROVIDING INFORMATION AND SERVICES THAT ENABLE PEOPLE TO MAKE INFORMED DECISIONS ABOUT THEIR SEXUAL AND REPRODUCTIVE HEALTH

key actions would include:

(a) Guaranteeing through laws, regulations and policies, the provision of comprehensive sexuality education, information and health services pertaining to sexuality and sexual and reproductive health and right for all:

(b) Reviewing and ,where necessary , revising national guidelines and protocols relating to sexual and reproductive health issues to ensure that they are consonant with internationally accepted best evidences:§§§§§§§§§§§§§§§§§

(c) Ensuring through both pre-and in-service training, that all health care staff, social workers and other relevant professionals delivering services pertaining to sexual and reproductive health are familiar with national guideline and protocols relevant to their work:

(d) Enhancing, as required, counseling skills among service personnel and providing them with any necessary support and supervision, including through the use of health technologies,

(e) Promoting development of educational tools, including tools adapted to people with disabilities, which are evaluated and monitored over time, for use in counseling to assist clients in making informed choice: and

(f) Providing opportunities for all people to access information and services, that will enable them to contribute to improved sexual and reproductive health for themselves and for their partners and providing adequate care and services that would stem the tides of the onslaught of the recently, most dreaded Covid19 occurrence.

Objective 1.4: PREVENT INTIMATE PARTNER VIOLENCE AND NON-PARTNER SEXUAL VIOLENCE AND EXPLOITATION, AND PROVIDE VICTIM SUPPORT AND HELP TO PERPETRATORS

key actions would include;

(a) Adopting broad definition of sexual assault, sexual violence and rape, which recognizes that these can also take place in all forms of relationships, and ensuring that the relevant laws and regulation are drafted or, revised as required:

(b) Awareness raising, reinforcing the role of society as a whole and strengthening that of the health system in preventing and responding to sexual violence from a rights based perspective

(c) Addressing the root causes of sexual violence, such as gender inequality and sociocultural norms that tolerate violence, by empowering woman and young people and ensuring access to comprehensive sexuality education , and combating negative male gender roles and stereotypical images of masculinity linked to the use of violence and a lack of respect for human rights;

(d) Adopting a rights –based and life course approach to programmes, policies and services to prevent and respond to sexual violence:

(e) Systematically including intimate partner violence and forms of sexual violence and exploitation in the education curricula of health care professionals, teachers and social workers

(f) Reviewing and, where necessary, establishing or strengthening legislative and all other measures necessary to prevent, investigate and punish acts of sexual violence committed, counseling and health, social and legal service;

(g) Taking all legal measures to penalize those who traffic people, including into prostitution, as providing protective measures and legal and health services to victims of trafficking; and

(h) Eliminating female genital mutilation through legislation, education and public awareness campaigns, and providing victim support, including counseling, health and legal services.

GOALS 2
ENSURE THAT PEOPLE CAN ENJOY THE HIGHEST ATTAINABLE STANDARD OF SEXUAL AND REPRODUCTIVE HEALTH AND WELL-BEING

Objective 2.1: ATTEND TO ALL PEOPLE'S NEEDS OR CONCERNS IN RELATION TO SEXUALITY AND SEXUAL AND REPRODUCTIVE HEALTH RIGHTS.

Key actions would include:

(a) Facilitating access to age-appropriate, comprehensive and scientifically accurate information and education about relationship and sexual and reproductive health and rights:

(b) Ensuring that such information and education recognizes and addresses the various needs and concerns of people based on biological and gender differences.

(c) Ensuring that trained health care personnel are assisted to provide appropriate services related to sexuality and sexual and reproductive health and right and that the exercise of conscientious objection does not jeopardize people's accessing such services;**********

(d) Organizing dedicated services for those who may have difficulty accessing sexual and reproduction health services, including adolescents, people who are unmarried, people with socioeconomic disadvantages, those living in institutions people living with HIV, people with disabilities, drug users and people engaged in sex work.

(e) Ensuring the provision of necessary counseling and evidence-based treatment for women and men suffering from hormone deficiency, including menopause;

(f) Arranging access to professional counseling and treatment for people with sexual dysfunction.

Objective 2.2. ELIMINATE AVOIDABLE MATERNAL AND PERINATAL MORTALITY AND MORBIDITY.

Key actions would include:

(a) Improving obstetric and perinatal care by working towards evidence-based knowledge and practice.

(b) Taking all measures to women's rights to access to necessary and quality health care and support services that allow them to go safely through pregnancy and childbirth and provide them with the best chance of delivering a healthy infant;

(c) Using the preconception, antenatal and breastfeeding period to ensure a life course approach to health care delivery, as promoted by the Minsk Declaration: the life course approach in the context of health 2020.

(d) Ensuring that all women, including those from disadvantaged and hard-to-reach backgrounds, have information about and access to quality service for pregnancy and post-partum care;
(e) Proving quality preconception information and services, including timely diagnosis of non- communicable and communication diseases and information on the effects of tobacco, alcohol and illicit drugs on health outcomes for pregnant women and infants;
(f) Implementing universal hepatitis B newborn vaccination to prevent mother-to-child transmission of hepatitis B.
(g) Ensuring skilled attendance at birth for all women;
(h) Taking measures to avoid performance of caesarean sections without medical need;
(i) Ensuring availability, accessibility and quality of services for emergency obstetric care and new born care.
(j) Promoting, supporting and protecting breastfeeding as the first choice of enfant feeding and provide evidence based knowledge and support for women for various reasons why they cannot breastfeed.
(k) Adopting evidence –based intervention to improve preterm birth outcomes.
(l) Establishing confidential enquiries in to all cases of maternal death at the national level and analysis of severe maternity morbidity cases ("near miss event") at the community and health – facility levels.
(m) Establishing prenatal death audit and peritoneal register; and
(n) Enhancing the capacity of health care provider to detect and address intimate partners' violence against pregnant women.††††††††††††††††††

Objectives 2.3 REDUCE SEXUALLY TRANSMITTED INFECTIONS (STIS).

Key actions include:

(a) Strengthening community surveillance of the dynamic of STIs incidence and prevalence, include key populations at risk and vulnerable population;
(b) Reinforcing prevention of STIs including HIV and viral hepatitis B and C, by promoting vaccination against hepatitis B and human papillomavirus (HPV), counseling and testing for HIV viral hepatitis and otter STIs, pre –and post – exposure prophylaxis of HIV offers as an additional prevention choice for people at substantial risk of HIV infection;
(c) Instituting measures of preventing mother to child transmission of HIV, syphilis and others infections through community campaigns.
(d) Empowering all people, especially those from key population with higher risk of exposure to HIV to demand higher quality – sexual and reproductive health services and product;

(e) Increasing the out take of counseling timely testing. Effective contact –tracing an effective treatment by increasing access to services and integrating the prevention, screening and management of STIs and HIV in to broader agenda of sexual and reproductive health; and‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡

(f) Strengthening the management of STIs, including surveillance of antibiotics and antiviral resistance of pathogen through training and well equipped health personnel's.

GOALS 3
GUARANTEE UNIVERSAL ACCESS TO SEXUAL AND REPRODUCTIVE HEALTH AND ELIMINATE INEQUALITIES

Objectives 3.1 **EXPAND THE SCOPE AND REACH OF SEXUAL AND REPRODUCTIVE HEALTH SERVICES FOR ADOLESCENTS**

Key actions include:

(a) Instituting policies using health units that respect, protect and fulfill adolescent right within health care, including sexual and reproductive health care.;

(b) Increasing the ability of relevant institutions, parents' families and care givers to support children and young people in making informed, health sexual and reproductive health decisions.

(c) Ensuring that sexual and reproductive health for adolescent meet the standards that define quality youth friendly services –base and accessible regardless of socio economic status, cultural and religious background and ethnicity.

(d) Creating enabling environment to enhance adolescent access to use of sexual and reproductive health services through recognizing facilities

(e) Strengthening the capacity of school –base and school –linked facilities to provide age appropriating, comprehensive and scientifically accurate information and services for sexual and reproductive health and right by the creation of SRHR clubs in schools.§§§§§§§§§§§§§§§§§§

(f) Addressing and eliminating obstacles –such as financial barrier and the third party consent requirements to provision for services and commodity to adolescent including unmarried adolescents and those from poor or other venerable, disadvantage and –hard to reach segment of the population.

(g) Ensuring that all intervention targeting adolescents are developed with their involvements and gender responsive by addressing gender base services and gender – stereotypical norms and roles that increase the vulnerability of adolescent boys and girls and limit their access to services.

Objectives 3.2 ESTABLISH AND STRENGTHEN ACCESS TO SEXUAL AND REPRODUCTIVE HEALTH SERVICES FOR POPULATION GROUP WITH SPECIFIC NEEDS

Key actions would include

(a) Conducting a suitably analysis of existing sexual and reproductive health programmes and services with particular attention to defining the needs and expectations of venerable populations such as populations living in poverty and at risk of social exclusion;

(b) Involving abroad range of partners within and outside government including representatives of the population concerned, in the formulation of strategies and action plans to provide services to population groups with specific needs;

(c) Agreeing on the distribution of roles, responsibilities and coordination among relevant stakeholders with respect to the delivery of sexual and reproduction health services to population groups with specific needs;

(d) Facilitating evidence-based programmes and services that are sensitive to age, sex, gender, gender identify, culture and religion;

(e) Reduces inequalities objective health status by ensuring accessible, equitable and appropriate services, including for people with lower socio economic status and other vulnerable, disadvantaged and hard-to-reach groups;

(f) Providing supportive supervisory and advisory mechanisms to ensure that all services are high quality, non-discriminatory and respectful of the rights of clients, including population groups with specific needs.**********

Objective 3.3 DEVELOP WHOLE-OF-REGIONAL AND WHOLE-OF-COMMUNITY APPROACHES FOR EFFECTIVE AND EQUITABLE IMPLEMENTATION OF PROGRAMMES.

Key actions would include:

a) Facilitating the participation of a wide spectrum of community and non-governmental partners, including civil society and the private sector, in the formulation of community policies on sexual and reproductive health and rights;

b) Reaching agreement between relevant governmental and non-governmental partners, including civil society and private sector, on the distribution of role and responsibilities with respect to the effective and equitable delivery of sexual and reproductive health services;

c) Establishing as needed, formal arrangements with non-governmental organizations and private sector entities to achieve equitable accessibility of services; and

d) Setting up a national committee or similar coordination and oversight mechanisms tasked with monitoring and evaluating the implementation of the national action plan and making adjustments, as when required.

IMPLEMENTATION
THE ROLE OF THE HEALTH UNITS AND FACILITIES

Successful implementation of this action plan will require the cooperation of many regional and national partners under the leadership of the health ministry.

Key tasks include:

a) Evaluating achievement and impact, as well as facilitating and impeding influences, and applying lessons learning from implementing current or completed sexual and reproductive health policies and programmes;
b) Conducting a situation analysis, using both quantitative methodologies and expectation of current and prospective clients with special attention to vulnerable and disadvantaged groups;
c) Convening consultation of all relevant stakeholders, including educational institutions and the school sector, to review the draft plan, set priorities among the actions proposed, agree on distribution of roles and responsibilities, identify key targets and indicators, and establish financial and human resource requirements:
d) Formalizing arrangements with partners responsible for implementing tasks within the overall plan;††††††††††††††††††
e) Agreeing on sex-and age-disaggregated indicator that are acceptable, feasible and practical for monitoring regional action plans;
f) Strengthening and upgrading information system necessary for monitoring progress made towards achieving agreed target, including the reduction of inequities;
g) Establishing adequate mechanisms and process to ensure proper governance, transparency and accountability;
h) Setting up an oversight committee or similar body tasked with monitoring implementation of the regional action plan and making adjustments as and when required; and
i) Promoting the regional plan among high level government officials and parliamentarians and international and national stakeholders.

15.MONITORING AND EVALUATION

A critical part of formulation policies and plan for action is the setting of targets and milestones and the identification of indicators for monitoring and evaluation so that progress, or lack of it can be assessed and the findings of those assessment used to make further programme improvements. When selecting indicators for monitoring sexual and reproductive health and rights in the communities' core indicators will include those which regional report within existing frameworks and the SDGs.

Attention will be paid to developing and strengthening existing information systems so that they provide regional averages and track inequities through appropriate disaggregation and analysis, use communities' data collection and mapping techniques to detect deficiencies in service provision and infrastructure, report on quality of services provision (from both the client and provider perspectives), and monitor access to, and uptake of sexual and reproductive health Service by vulnerable, disadvantaged and hard-to-reach population. Disaggregation of data, as relevant, by sex, age, urban or rural location, income, sociocultural or ethnic background and language, is particularly important in the context of universal health coverage.

An in-depth evaluation of achievement and impact will be undertaken in five years as basis for the formulation of future strategic documents.

16.FINANCING OF PROJECT ON SEXUAL AND REPRODUCTION HEALTH.

SEE FINANCIAL PLAN UNDER CT AND PB.

THE THEORY OF CHANGE IN SEXUAL AND REPRODUCTION HEALTH RIGHTS.

Workshop findings revealed that every women adolescent and youth everywhere, especially those further behind has utilizes integrated sexual and reproductive rights free of coercion. But access, coverage quality and safety of sexual and reproductive health services must imperatively improve and **BIHAPH** as a CSO stands reasonable tall towards this direction.‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡

With this in mind the TOC of sexual and reproductive health rights would seek to

1) **SUPPLY OF HEALTH SERVICES IMPROVED**
   - ❖ To strengthen provision of high quality integrated sexual and reproductive health information and services to local communities.
   - ❖ To strengthen capacity to effectively forecast, procure, distribute and track the delivery of sexual and reproductive health commodities through existing health units.

- ❖ To improve domestic accountability mechanisms for sexual and reproductive health and reproductive rights.

2) CONDUCIVE ENVIRONMENT AVAILABLE

- ❖ To enhance capacities to develop and implement health policies that prioritize access to information and services for sexual and reproductive right for those furthest behind.
- ❖ To strengthen community mobilization to abandon discriminatory gender and socio-cultural norms.
- ❖ To improve health infrastructures at all levels of the communities.
- ❖ To improve sustainable financing for sexual and reproductive health right in communities.

3) DEMAND FOR SERVICE OF WOMEN, GIRLS AND YOUNG PEOPLE IMPROVED.

- ❖ To improve domestic accountability mechanisms for sexual and reproductive health and reproductive rights.
- ❖ To improve skill and capacities of adolescents and young people for them to informed choice about sexual and reproductive rights.
- ❖ To improve leadership and participation of adolescents and youth.
- ❖ To address gender-based violence and harmful practices in communities.

In order to gain time the workshop proposed that **BIHAPH** would develop input, output, outcome, and impact on sexual reproductive health whenever they draft project in this topic for findings assistance.§§§§§§§§§§§§§§§§§§§§

17. STRATEGIC PRIORITY: 3
GENDER-BASED VIOLENCE AND WOMEN'S DEVELOPMENT PROGRAMMES.

OPERATION CONTEXT

The goal of **BIHAPH** on SGBV to help create conditions that will enable poor people to improve their quality of life, gender-based violence undermines both social and economic development and the individual's capacity for realizing his or her right and potentials under already strained conditions in rural communities.

The UN secretary general's report in depth study on all forms of violence against women states that gender-based violence is a universal problem, existing in all countries, religion and social classes. It is pervasive violence of human right and major obstacle to achieving gender equality. It also poses a serious threat to democratic development and public health especially sexual and reproductive health and is a critical barrier to fighting HIV/AIDS and to achieving sustainable development. The UN report on violence against women explicitly recognizes that "male violence against women is generated by socio-cultural attitudes and cultures of violence in all parts of the world and especially by norms about the control of female reproduction and sexuality"

VISION & PRINCIPLES, GOALS & OUTCOMES
BIHAPH STRATEGIC PRIORITY ACTION PLAN ON SGBV IS GUIDED BY THE FOLLOWING.

- **Vision;**

Cameroon is a nation where all women, men, girls and boys live in safety, and are free from the threat, fear or experience of gender-based violence in all forms.

- **Principles:**

- Gender-based violence is gendered crime which disproportionately affects the lives of women and girls.
- Gender-based violence is rooted in inequality between men and women.
- All survivors deserve to be treated with dignity and respect.
- An effective response requires collaboration between survivors, service providers, governmental and non-governmental actors and agencies.
- Programmes, policies and services must be responsive to the needs of Cameroon diverse communities.
- Perpetrators must be held accountable for their crimes.
- Everyone in Cameroon share the responsibility to stop gender-based violence by promoting equality, human rights and respect.

- **Goal:**

The goal of **BIHAPH** strategic action plan is to eliminate gender-based violence (GBV) in a holistic, systematic, complementary and comprehensive manner, through multi-dimensional approaches and to provide appropriated care and services to survivors of GBV.**********

- **Overall outcome**

The overall outcome is an efficient, effective coordinated effort the leading to the elimination of GBV in all the seven divisions of the North West Region of Cameroon.

Prevention: Advocacy, Community Mobilization and Raising Awareness

Public education addresses the root causes of violence by changing the social attitudes and behaviours that perpetuate violence against women. To be effective, public education campaigns need to encourage all community members to take an active role in shifting social norms to prevent sexual violence.

Advocacy strategies and action are considered pivotal for creating and sustaining an enabling political, economic and social environment for the implementation of the GBV-SAP (gender-based violence strategic action plan). The design and implementation of strategies within the framework of the action plan will support and encourage changes in knowledge , attitudes and behavior at all levels , particularly within political and decision –making groups, and lead, among others, to revisions and modifications in the existing legal, policy and normative

framework, activities will center on building and strengthening local capacity to understand the root causes of GBV and promote gender equality measures and monitor changes in the environment.

Gender-based violence is a practice that is located and manifested in the family, the community and the state. The family socializes its members to accept hierarchical relations between the sexes and power over the allocation of resources. The community's structures (economic, cultural and social) provide the mechanisms for perpetuating male control over women including control over their sexuality. Violence against woman and girls must be recognized as a fundamental violation of their human rights, including rights to life and security of person, as well as right indirectly violated to as the right to a standard of living adequate for health and well-being of oneself.

The government is currently supporting public education campaigns that encourage men and boys to play an active role in preventing violence against woman. These initiatives are inspiring men and boys to speak up against violence against woman. Our campaigns further target youths and the adults who influence them –parent, educator, coaches, and mentors- to change attitudes to prevent violence from happening in the first place, through sexual and reproductive health education, and sexuality and masculinity conversations. Through the campaign, tools are developed for peer educators to help them sustain the messages of the campaign. We recognize that violence in school, including building and sexual harassment, is a serious issue. Through this strategy, students will have the opportunity to learn about gender-based violence sexuality, sexual harassment and inappropriate sexual behaviours in the class room. this requires the reporting of all serious and violence incident including sexual assault.in each school in Cameroon should have a team of concerned persons working to promote a safe and more welcoming learning environment.

The main purpose for this component is to provide a comprehensive behaviour change communication framework on gender –based violence that will address diverse audience need in order to eliminate gender-based violence in the country.

What we will do:

- **BIHAPH** will work with key institutions and /or groups –e.g., political, members of parliament, civil servants NGO and private sector leaders, academics, the media, to provide consultation, sensitization and training to enhance capacities to advocate for the development and dissemination of information, strengthen network and coalition and increase media coverage of selected issues around gender-based violence and eradicating gender-based violence.
- Careful attention will be taken to the development of appropriate baseline data for monitoring progress towards increasing public awareness on the issue of GBV and mobilizing resources.
- Audience segmentation and target will be in used to capture all age groups, policy makers, traditional leaders and professionals. Many communication channels will be used and will

include: peer education; mass media; public forums; sections at work places; and community gathering and interpersonal communication and counseling. Participatory mechanisms will be used to generate and develop IEC/advocacy messages and materials.††††††††††††††††††††

- Widespread community mobilization and individual behaviour change will be undertaken. This include raising overall community awareness, mobilizing community-based efforts, providing support for evidence-based advocacy; and conducting mass media campaigns that improve knowledge, attitudes, and practices of community members. A key aspect of community mobilization is involving the media to ethically and accurately report on violence issues.

The overall responsibility for implementation of the action plan rests with BIHAPH's BOD's. The coordination and the yearly follow-up of the action plan is the responsibility of BOD's. The resource needed shall be made available for the implementation of this action plan. Financing for the activities will primarily be allocated from funds from donor organizations. An evaluation of how the action plan has reached its objectives and how it has been implemented shall be carried out by the end of the five year period.

THE THEORY OF CHANGE ON SGBV

Violence against women and girls (VAWG) is the most widespread form of abuse worldwide, affecting one third of all women in their lifetime. Addressing violence against women and girls is a central development goal in its own right, and key to achieving other development outcome for individual women, their families, community and nation. The SPA identifies tackling violence against woman and girls as a priority and commit pilot new and innovative approaches to prevent it.‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡

This theory of change on ending gender –based violence against woman and girls consist of change and accompanying narrative. Together they provide an overview of the interventions, outputs and outcomes that can reduce and ultimately eradicate violence against woman and girls. It is not meant to be prescriptive, but to map the multiple pathways to tackling violence against women and girls and provide a starting point for programmes to develop their own theories of change.

The theory of change draws on the experience of a range of actors delivering programmes and services addressing violence against women and girls, including donor agencies, women human right defenders, women' right organizations and other civil society organizations. It is designed to be used in conjunction with two other guidance documents: the practical guide to community

programming on violence against women and girls and guidance on monitoring and evaluation for programming on violence against women and girls.
The document outlines seven principles underlying the theory of change diagram. It details evidence underpinning each principle, and explain their relevance for programming. This is followed by the theory of change diagram itself, the document then expands on each stage of the theory of change and provides example indicators (the narrative).

Key principle of TOC

The seven key principle underlying the theory of change are that:

1) Context is critical: Successful interventions are those that are tailored and based on rigorous analysis of the particular factors affecting violence against women and girls in a specific context, including setting, form of violence and population affecting by the violence
2) The state has primary responsibility for action on violence against all women and girls: National government hold the ultimate responsibility for implementing laws, policies and services around violence against women and girls and can achieve change on violence against women and girls
3) Holistic and multi-sectorial approaches are more likely to have impact: Coordinated interventions operating at multiple levels, across sector and over multiple time-frames are more likely to address the various violence against women and girls
4) Social change makes the difference: Sustained reduction in violence against women and girls will only occur through processes of significant social change including in social norms at all levels.
5) Backlash is inevitable but manageable: Resistance to tackling violence against women and girls, which may include increased risks of further violence against the women and girls, is inevitable where root causes are being addressed but can, and should be managed.§§§§§§§§§§§§§§§§§§§§
6) Women's right organizations: Supporting women's right organizations, especially those working to tackling violence against women and girls, to make change and build strong and inclusive social movements is the most effective mechanisms for ensuring sustainable change in the lives of women and girls.
7) Empowering women is both the means and the end: focusing on the right of, and being accountable to, women and girls is the most effective way of tackling gender inequality as the root cause of violence against women and girls.

18. STRATEGIC PRIORITY: 4
SUSTAINABLE LIVELIHOOD/INCOME GENERATING ACTIVITIES (THROUGH AGRICULTURE AND ANIMAL PRODUCTION AND PRODUCTIVITY.

OPERATION CONTEXT:

The sustainable livelihood programme (Agriculture, Animal husbandry and other earmarked project) are capability building programmes for poor, vulnerable and marginalized households and communities to improve their socio-economic condition through accessing and acquiring necessary assets to engage in and maintain thriving life-sustainable livelihoods. It is important to note that the chief source of sustainable livelihoods of rural communities in the NWR of Cameroon is basically agriculture and animal husbandry.

BIHAPH is considering this strategic priority of sustainable livelihood a very important because sustainable livelihoods will enable poor, vulnerable communities to cope with and recover from shock and stresses (such as natural disasters and economic or social upheavals) and enhance their well-being and that of further generation without undermining the natural environment or resource base.**********

TARGET GROUP/ PROGRAMME BENEFICIARIES.

BIHAPH shall involve the following target group in her sustainable livelihood programmes.

- Well-constituted registered women's common initiative and economic group.
- Well-constituted women's common initiative and economic groups.
- Catholic, Presbyterian, Moslem and Baptist women church groups.
- Queen mothers and unmarried princesses.
- Both disabled women, men, boys and girls.

ANALYSIS OF CONTEXT

Workshop presented the following summary:

- Priority to beginning any type of income generating activities (IGA) a proper food and animal security assessment and economic analysis must be made.
- The preliminary analysis will identify the main economic activities and the importance of various IGA for the vulnerable populations.
- To carry out a market survey including the production units (IGA) a system approach would be used that looks at the relationship between the different variables within the dimensions of the market.
- The collection of information in the field would be carried out using participative techniques that will help to gain more complete and accurate understanding of the context.
- All the factors that limit the functioning and evaluation of IGA should be defined and adequate solutions sought when proposing a food and animal husbandry security

strategy focusing on income generation, it is essential to verify the viability of the activities, evaluate possibilities for coordination define the role of each stakeholder and ultimately, envision the exit strategy.

Definition of strategy

Once the problems have been identified, it is necessary for BIHAPH to develop a programme strategy to assist the target population to cover their needs and improve their food and animal security solution. With this objective in mind the analysis will be explain in a problem and objective tree , the resulting income generation intervention strategy becomes part of the community strategy in the area of operation . improving IGA contributes to the objective of **BIHAPH** that is to fight against hunger by:

- Supporting and strengthening the population livelihood mechanisms.
- Reactivation and stimulation of the local economy through appropriate IGA's.
- Diversifications of livelihood strategies encouraging economic access to food and animal husbandry production and productivity.
- Re-establishment of self- sufficiency.
- Strengthening of social links and ties of solidarities.

Goal:

The identification and developing of the capabilities of vulnerable, underprivileged and marginalized people within communities prioritize their social, economic and cultural needs and to take collective action within the context of available resource of regional, national and international goals, to satisfy those needs through self-help and partnership with both government, local government and non-governmental organization for a period of five years 2020-2024 in seven divisions of the NWR.

OBJECTIVES OF SUSTAINABLE LIVELIHOODS

- To mitigate national and household level poverty and improving the life of the poor and vulnerable rural and urban populations. Essentially a multi-sectored community empowerment programme embracing all age groups and gender.
- To promote growth and independence of rural poor by strengthening their economic base of low income areas promotion of sustainable income- generation activities, diversification of high economic resources. These simultaneously these delivered to increase community investment and hence reduce vulnerable and dependency high.
- To contribute and participate in the mitigation of humanitarian emergences owning to occurrence of war displacement and depletion of assets landslide, natural disaster, drought flood and earthquakes.
- To contribute to the improvement of vulnerable livelihoods through implementation of quick and long-time impact development project.

- To enhance the development of skills and techniques by providing support to the local industries in the use of indigenous materials and instruments and training on the maximum use of the available local resources.
- To support all forms of emergency, humanitarians gender and development programmes that may accrue of the community gain††††††††††††††††††††.

IMPLEMENTATION PLAN.

To empower a good number of vulnerable and underprivileged rural poor, **BIHAPH** attached so much importance on the affordable income generation activities aimed at improving the socio-economic securities of rural people. After a participatory needs assessment, and the various project have been carefully and systematically prioritized, yearly implementation plan of each project would be drawn up following the calendar of work of each locality. An important aspect of the implementation plan will take into consideration the activities to be implemented, by who, where and when.

REPORTING, MONITORING, AND EVALUATION.

The workshop recommended **BIHAPH** should constantly update her reporting, monitoring and evaluation format given that feasible projects are reported, monitored and evaluated following monitoring and evaluation indicators set at the outset of the program or project. Properly formulated indicators set the basis for monitoring and evaluation and BIHAPH must use this as perquisites during project execution.

THE THEORY OF CHANGE IN INCOME GENERATION ACTIVITIES.

A theory of change in IGA examines our ideas or assumption of how change is expected to happen. It can be very difficult to interpret the result of an evaluation without any programme theory. ‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡

A theory of change occurs over short, medium and longer term as a result of work done. With constant change, one is expected to have different positive results and at such, the following stage of change were highlighted:

- Stage one: **PRE-CONTEMPLATING.** (Not yet acknowledging that there is a problem behaviours that needs to be changed).

- Stage two: **CONTEMPLATING.** (Not yet acknowledging that there is a problem but not yet ready or sure of wanting to make a change).
- Stage three: **PREPARATION/DETERMINATION:** (getting ready to change).
- Stage four: **ACTION/ WILLPOWER:** (positive change behaviour).
- Stage five: **MAINTENANCE** (maintaining the behaviuour change).
- Stage six: **RELAPSE**: (returning to older behaviour and abandoning the new change.)

BIHAPH intends to explore these stages of change in all her IGA sustainable project. The constant application of the theory of change in IGA programmes would help to impact lives in rural communities.

19. STRATEGIC PRIORITY: 5 ENVIRONMENTAL SUSTAINABILITY WATER AND SANITATION, AND PROMOTION OF BIODIVERSITY

OPERATIONAL CONTEXT:

Most communities in Cameroon hungry hotspots are mining their God endowed natural resource to survive and impact on a daily basis improve sustainable livelihoods. They are depleting nutrients and soil organic matter from cultivated lands overgrazing pasture, and fast degrading standing stocks of wood in forest and woodlands through harvesting for construction and firewood. Recent findings by the Millennium Ecosystem Assessment (MEA) illustrate that the environments' to support agriculture fisheries, animal husbandry and forest has been substantially undermined in most communities in Cameroon and particularly in the NWR of Cameroon. This has happened directly through poor management practices and policies including those of many development programmes that have ignored the long term environmental consequence of social and economic development.§§§§§§§§§§§§§§§§§§§§§§

The United National Millennium project has explicitly stated that the environment is integral to development and crucial to achieving and sustaining both the MDG's and the SDG's, better management of natural resources can sustain and even raise incomes for poor and vulnerable communities. For example, the management of water resources and protecting water catchments areas can raise crop yields, thereby increasing farm-families' incomes. Proper management of wetlands can help ensure access to drinking water. Increasing the availability of firewood and water on or near farms can reduce women's and children's burden of gathering and transporting firewood and water, giving them more time to participate in educational and economic activities.

BIHAPH intends to promote interventions that enhance, rehabilitate and protect the environment and is associated ecosystem services while minimizing the negative environmental impacts of economic development. At the community level the project will

empower community members to manage their agriculture and wood plots, farm business, and landscape in ways that promote more tree, biodiversity and cartons storage, improve the fertility, organic matter, water infiltration and storage capacity of soil, filter water of clear streams and rivers, stabilize slopes and develop renewable energy supplies. In addition, action will be taken to ensure that large-scale land use and management change required to meet the SDG's will be implemented in ways that do not destroy wildlife and natural ecosystems.

Target groups

BIHAPH will work with farmers and grazers who are in well constituted, organized and registered groups in all the seven divisions of the NWR of Cameroon.

GOAL OF THIS STRATEGIC PRIORITY ON ENVIRONMENTAL SUSTAINABILITY

Providing a healthy and functional environment that improves sustainable agriculture, a clear and safe water supply, and improved agro-biodiversity, leading to better human nutrition and health in the NWR of Cameroon for five years 2020-2024.

Strategic objective: workshop foresaw the following broad strategic objectives:

1) To protect natural habitats from encroachment of agricultural lands, roads and resource extraction, including community sensitization and incentive programmes.
2) To protect and promote biodiversity in agricultural and non-agricultural lands, to reduce risks form pests, pathways and disease and to promote ecosystem service such as nutrient cycling, erosion control, carbon storage, crop pollination and climate regulation.
3) To enhance community-based land management around water points to reduce water contamination from livestock grazing, agriculture, sanitation and other activities.
4) To increase community management of natural resources asset for enterprise development to ensure sustainability of forest, fisheries water supply and soil for production of good and services.
5) To promote and establish community and household survives and tree planting programmes to reduce time burden of firewood collection by bringing fuel closer to homes and to meet all household and institutional demands for wood.
6) To promote community-level awareness and advocacy to address cultural attitudes, beliefs and practices affecting land management (e.g. women's right to plant and harvest trees, land termini practices management of grazing lands and other communal resource.

IMPLEMENTATION STRATEGY

BIHAPH approach will promote environmental activities that enhance, rehabilitate and protect the environment and its associated ecosystem services. While seeking to minimize negative environmental impacts of activities and intervention in other sectors.
BIHAPH project therefore takes a community-based approach to natural resources management, water and sanitation where the community is fully engaged to:

- ❖ Access the current situation and trends of the environment and identify causes of environmental degradation.
- ❖ Access and document the historical context of natural resource management and environmental degradation.**********
- ❖ Identify areas of natural habilitates or other communal areas that are important to provide services (hunting, protection of water resource, protection of species) to the community.
- ❖ Identify species and their riches to the environment that provide services for the community, such as foods for farmers or micronutrients, material for construction medicinal plants etc.
- ❖ Develop community plans and awareness on the short and long term impact on human activities on the environment.
- ❖ Partner with government agencies, multilateral organization, CSO's and NGO's that focus on environmental concerns and natural resource management.
- ❖ Facilitate the constitution of an officially recognized community or village's natural resource management group and develop the capacity of existing natural resources management group.
- ❖ Develop feasible and attainable plans and advocacy change in environmental management.
- ❖ Establish by-laws and resolve conflict that arise between individual needs and action that damages the environment and long term community needs for maintaining the environment and ecosystem service derived from it.

To this end, declining soil fertility, accelerated soil erosion, runoff and water pollution and contamination, endemic overgrazing abuses loss of woody and herbaceous perennial vegetation cover the spread of invasive species, biodiversity declines and rampant pest and disease outbreaks all contribute to land and or environmental degradation.
BIHAPH main environmental responses will focus on preventing and reversing these pressures.

MAIN INTERVENTION AREAS INCLUDE:

- Erection of assorted tree nurseries for environmental protection, fruit trees and environmental friendly trees.
- Providing collective agreement to encourage and protect natural regeneration of locally valuable tree species, including race or collective endangered nature species.
- Soil restoration with nitrogenous fixing legumes and other organic materials.
- Soil and water conservation with a range of techniques from simple contour terrace to landscape-level water harvesting and micro-drams.
- Gully erosion control at all times and at all level of communities suitable for agricultural production and productivity.††††††††††††††††††††
- Reforestation/ afforestation programmes to sustain increasing agricultural production and productivity especially on extremely marginal lands.
- Improve sustainable fuel wood and limber stocks by improving tree fallows that are established to restore continuous soil fertility.
- Controlling pest and disease.
- Protecting existing forest wood lands and wetlands.

IMPLEMENTATION PLAN

The benefit of environmental implementation intervention emerges overlong time frame than those aimed at increasing agricultural production. Environmental management also requires investing more time at the start of the project in creating community awareness and building capacity than more direct intervention with benefits that are realized in the short run. A five years' implementation plan would be develop as **BIHAPH** develop sustainability, water and sanitation and biodversity restoration.

REPORTING/ MONITORING AND EVALUATION

Same as in other strategic priority areas
FINDING OF PROJECT: same as in other strategic priority areas.

THEORY OF CHANGE IN ENVIRONMENTAL SUSTAINABILITY WATER AND SANITATION AND BIODIVERSITY RESTORATION.

BIHAPH theory of change in this priority strategy on environmental sustainability will underpin our 2020-2024 strategy and sets-out how we develop proposition that improve communities, generate evidence and building capacity in order to drive change in policy and practice. A theory of change would therefore, explain how change happens and how intervention can shape the change. An effective theory of change helps to guide the development of evidence-based programme strategies, informs program monitoring and management and provides a framework for evaluation and impact assessment. The framework identifies three types of change, linked to the strategic challenges **BIHAPH** as a development institution has identified:‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡‡

- **INTERMEDIATE OUTCOME** are than can be directly attributed the various communities' activities.
- **LONGER TERM OUTCOMES** are the changes to policy, practice, voice and agency generated by the combined effects of intervention in the communities.
- **IMPACT** related to the sustained changes produced either directly or indirectly by the combination of several communities' information.

BIHAPH institutional theory of change will guide us as an institution in developing details theory of change at programme and project level. These rested theories of change will inform our new LEARNING and IMPACT FRAMEWORK and enable us to be more systematic and strategic in monitoring and evaluating our impact.

20. BIHAPH CROSS-CUTTING THEMES/ MEASURES IN ALL THE FIVE EARMARKED STRATEGIC PTIORITIES DOMAINS.

Cross-cutting issues are topics that affect all aspects of project/ programmes i.e. (cut across) and therefore need special attention. They would be integrated into all stages of project from planning through to impact assessment.
The workshop earmarked a series of important cross-cutting themes which would be mainstreamed in all strategic priorities areas or domains.

1) **GENDER MAINSTREAMING:** Even dough gender is one of the very important strategic priority areas for **BIHAPH's** intervention, it is considered an important dimension to be mainstreamed in all the strategic priority areas, since it is not just about the biological differences between role, rights and responsibilities relationship between them.
2) **COMMUNITY EMPOWERMENT:** community participation at all levels remains one of the essential components of good governance. Evidence show that the participation of users in any development project, especially in all community project is of paramount importance to ensure sustainability and to create a sense of ownership, gain a sense of authority or power and help them to build confidence in their own capability.
3) **SOCIAL ACCOUNTABILITY:** is a concept that deals with the accountability of the user communities.it means that community members, who are primary beneficiaries can ask questions and clear their right to a full account of the services provided. Social accountability means that the users have the opportunity to access all the information about the project implemented for their benefits. This information could include the source of funding, cost of the project, duration, design, effect on the livelihood of community members, effects on plants and animals and the various roles and responsibilities of the beneficiaries during and after project implementation.
4) **HIV/AIDS PANDEMIC.** HIV/AIDS remain one of the world's challenges and cuts across must countries in Africa especially Sub Saharan Africa. Cameroon is no exception. Using HIV/AIDS as a cross cutting measure in all development trends would surely mitigate its evolution and impact more positively on sustainable livelihoods especially in **BIHAPH**'s areas of interventions.
5) **LIVES VERSUS LIVELIHOODS IN THE FACE OF COVID19 PANDEMIC:** On several extreme ends, there is frightening upsurge of a pandemic that is shaking the very foundation of every country all over the world, paralyzing and eroding economic gains and eroding the social fabric of many nations. Mainstreaming mitigating such unbearable and unbelievable onslaught of a monster in sustainable development trends would certainly increase economic gains and enhance social cohesion.§§§§§§§§§§§§§§§§§§§§§§
6) **THE USE OF INDIGENOUS KNOWLEDGE:** Indigenous knowledge is the unique knowledge confined to a particular culture or society. It is commonly and also known as

local knowledge, folk knowledge, people's knowledge traditional wisdom or traditional services. If well valorized at could be used on both social and economic development since it is passed from one generation to another. **BIHAPH** would use indigenous knowledge in agriculture (food processing and storage) food production, national resource management, development activities pastoral system and so tooth.

7) **COMMUNICATION AND DEVELOPMENT TECHNOLOGIES FOR SUSTAINABLE DEVELOPMENT:** The opportunities for information and communication technologies ICT's to unlock the power of rural economies are beginning to be realized, but is beyond the reach of the rural poor. Access to affordable ICT services could affect the livelihoods of millions of rural people of well-handled and mainstreamed.

21. WORKSHOP RECOMMENDATIONS

Considering that the volume of work done for 14 working days on the strategic plan of action for **BIHAPH** was very much and in view of constrained by time factor, the following recommendations were put forward: by workshop participants

1. **BIHAPH** for now has a strategic plan of action for five years 2020-2024, this strategic plan of action should be used as a working tool and a reference document whenever **BIHAPH** draws up project proposals for funding assistance.
2. **BIHAPH** should come out with a yearly plan of action drawn from the strategic plan of action and should be able to submit at least six to ten feasible projects for funding assistance every year.**********
3. **BIHAPH** should endeavour as much as possible to come out with a development approach that **BIHAPH** as an organization should use in the field during field interventions. It was recommended that **BIHAPH** should use her staff, partners, field coordinators and BOD members to come out with an approach for field intervention unique only to **BIHAPH** as an organization.
4. There is a need for **BIHAPH** to have a planning board both in the head office in Wum and branch office in Bamenda. The workshop saw a need for the Head Office in Wum to work extra hard to improve on staffing since the office is increasingly receiving demands from groups for field interventions.
5. The workshop equally saw a dire need to step to actions both in Menchum and Mezam Divisions where **BIHAPH** is currently working to intensify interventions in the prevention of COVID19 since it is a worldwide pandemic and ravaging the entire world.
6. **BIHAPH** should put in place a task force duly drawn from by the BOD's partners that will be responsible for aggressive long-term funding opportunities.
7. **BIHAPH** should seek funding for the training of trainers of **BIHAPH** for the constant capacity development **BIHAPH** should start with internal capacity building of her workers both from the HO in Wum and branch office from Bamenda, **BIHAPH** should make use of short term capacity building workshop in most African countries and in Europe for her workers in Wum and Bamenda.
8. There is need for **BIHAPH** to work in synergy with other CSO's in Cameroon to look for opportunities to apply for the position of volunteers to work with **BIHAPH** in the implementation of her strategic plan of action.
9. **BIHAPH** should use the completed strategic plan of action for five years to lobby for seed funds that would assist the organization carryout administrative work in the two offices in Wum and Bamenda.
10. All **BIHAPH** personnel should have a yearly programme of work with monthly tasks to be undertaken in the field and in which form the basis of a monthly and yearly evaluation of personnel.††††††††††††††††††††††

22. EVALUATION OF WORKSHOP

Each participant is supposed to send in an evaluation of the workshop based on the following as early as possible.

1. **Workshop logistics.**
   - ❖ Venue
   - ❖ Stipend
   - ❖ Meals
   - ❖ Timing
   - ❖ Transportation
   - ❖ Environmental disposition
2. **Workshop methodologies**
   - ❖ Group work
   - ❖ Plenary discussion
   - ❖ Exchange of experiences
   - ❖ Simulations exercises
3. **Workshop facilitation**
   - ❖ Consultants perceived knowledge on strategic planning OD and facilitation.
   - ❖ Consultant's relationship vis-a-vis workshop participants.
   - ❖ Workshop participants' relationship vis-à-vis the consultants.