



# **Damaan Humanitarian Organization**

## **Strategic Plan**

**2020**

## Acknowledgement

We would like to thank the following people for their contribution to the preparation of this strategic plan:

- Dr. Abdul-Wahab Abu-Yahia. Medical Manager, Damaan Humanitarian Organization, Syria.

## 1. Introduction and Organization Profile

### 1.1 Organization

Damaan Humanitarian Organization is a Dutch registered non-governmental organization working previously in the besieged areas in Syria. As of October 2018, the organization moved its operations represented by its medical center to Sarmada in northern Syria. It is registered with Syrian Interim Government under license number 10006 and the Dutch Chamber of Commerce under 67513026.

In 2017, Damaan Humanitarian Organization was officially registered as a “Public Benefit Organization – ANBI, in Dutch” with the Dutch Local Authorities. The new legal status entail taxes exemption for our donors and supports.

In the Netherlands, the board of directors consists of 3 members; all are volunteer and receive no salaries or reimbursement for their work, activities carried on behalf of Damaan Humanitarian Organization.

The Organization is currently operating its projects from a main office in its medical center in Saramda in northern Syria. To carry the various activities, Damaan Humanitarian Organization employees 7 full-time staff members, and 4 doctors on patient-visit basis . The team consists of:

- 1 Medical Manager
- 3 Doctors
- 1 midwife
- 3 nurses
- 3 administrative assistants

Damaan Humanitarian Organization fosters an environment of Gender Equality and our team is highly qualified and motivated.

## **1.2 History**

Damaan Humanitarian Organization started as a group of activists with professional backgrounds from the UN, ICRC and medical professions in 2011, and later developed to become an established NGO in the besieged areas in Syria. In 2016, the organization was registered in the Netherlands and in 2017, it was officially declared a Public Benefit Organization – ANBI.

## **1.3 Vision**

We envision a Syria where Syrians are no longer in need but productive and on their feet again to build a prosperous future for their country and the future generations. A country where human rights are respected, and all people are equal and enjoy access to education, health, water and food.

We work to foster sustainable development and humanitarian response. We each contribute uniquely in advancing our mission, whether by working in different sectors or by supporting the overall goal of the organization.

By offering our help and projects in Health, Education, Humanitarian Response and Water, we contribute to solving some of the leading problems facing the Syrians – helping to find local solutions to challenges and sowing the seeds of lasting change. We recognize the importance of Education, Health Services, Clean Water and Humanitarian Response in alleviating the hardship of the war. We aim for inclusive development, systemic change, local ownership, and contextualized solutions.

## **1.4 Mission**

Our mission is to make a lasting difference in the lives of Syrians and to help rebuilding the country in the future. Thus,

- We work with Syrians to change the current reality through sustainable development and humanitarian projects / programs.
- We work with Syrians to enforce and rebuild the vital sectors of health, education, as well as water, food / nutrition.
- We work with Syrians to build and support civil societies and their roles in the development of communities and promotion of human rights and democracy.

## **1.5 Values**

### Excellence

We strive for efficiency, effectiveness, and meaningful results across our work. We continually seek to improve our operations and increase our impact. We take pride in our work and our accomplishments.

### Integrity

We are honest and transparent, accountable for our efforts, and maintain a consistently high moral standard.

We are ethical in all that we do. We are fair with colleagues, partners, and those we serve, building relationships of trust.

### Respect

We demonstrate respect for one another, our partners, and the people we serve in the affected areas. We recognize and acknowledge the strength that comes from diversity. We value all people equally and treat others as we would like to be treated. We consistently demonstrate professionalism and respect in our communications and in our behavior.

### Empowerment

We seek to ensure that all voices are heard. We strive to strengthen the voices of the marginalized and vulnerable. We value every team member and seek to ensure everyone can fulfill their potential.

### Inclusion

We value our differences and draw strength from diversity. We support programs that engage people across the affected areas. We value every member of our team, learn from their experience, and foster their active engagement. We advance equality, foster equal opportunity and address inequality within our organization and in our work.

## Commitment to learning

We seek to improve ourselves and our work continually through reflection and evaluation. We design and assess programs with an eye towards constant improvement. We recognize that professional development is fundamental to team satisfaction and success.

### **1.6 Current approach**

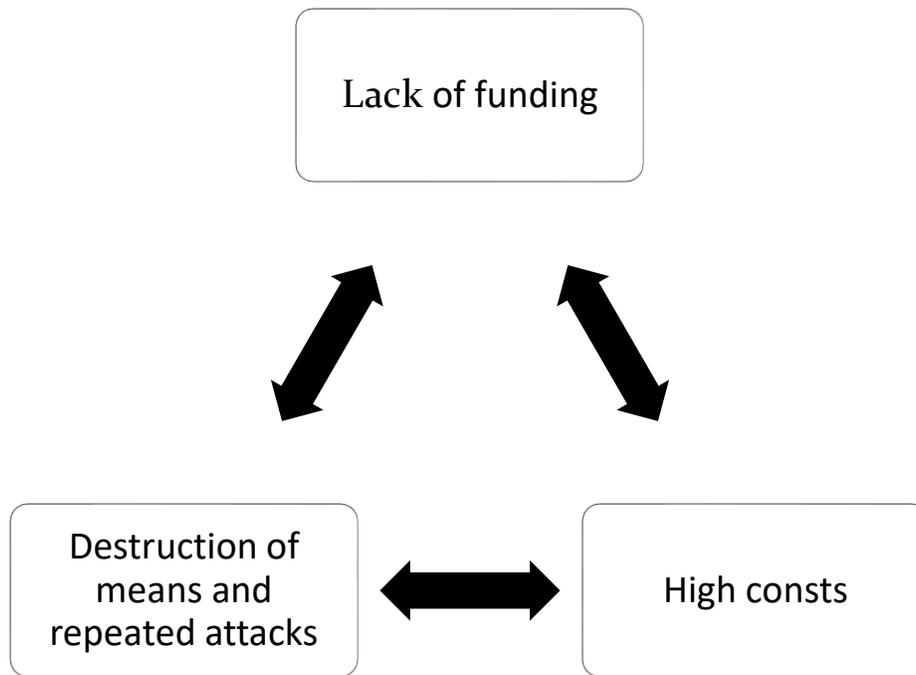
The team of Damaan Humanitarian Organization believes in a participatory-community-based approach and thus our beneficiaries are an integral part of our assessment, planning and implementation process. Our programs are designed in association with our beneficiaries as well as the Local Municipal Councils.

During our work we strive to uphold transparency and accountability and thus have developed procedures and guidelines for all critical processes to ensure we meet and exceed the expectations of our partners in relation to project management, monitoring, performance management and quality assurance.

We further aspire to uphold the principles of good governance and thus our operations are assessed and evaluated by an independent Supervisory Board consisting of members from different but complementary backgrounds, including the interim Syrian government, and Local Municipal Councils. The board offers Damaan Humanitarian Organization senior expertise in auditing, finance, governance, project management, social affairs and sustainability.

### **1.7 Current challenges**

Our operation faces various challenges and a great deal of our efforts are focused on overcoming obstacles and tailoring solutions. Operating under a dire security situation and bombardment has been further made difficult due to:



## 2. Context

### 2.1 Environment

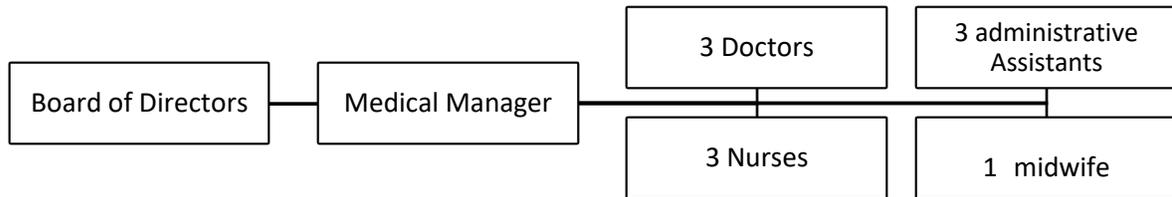
After evacuation from Eastern-Ghouta in April 2018, our team moved to Sarmada in Northern Syria. Northern Syria, the last area under the control of rebels, hosts approximately 4 million people and hundreds of thousands of internally displaced persons. The area is a target of renewed and repeated military attacks. Life is characterized by internal and external displacement, extreme poverty, dependency on external assistance and aid as well as uncertainty.

In this new environment, the team of Damaan Humanitarian Organization strive to responds to the needs of the local populations while maintaining impartiality and great sense of commitment and responsibility.

### 2.2 Resources

After the evacuation in 2018, a decision was made to downsize given the change in the nature of our activities in Northern Syria.

To carry out our activities, Damaan Humanitarian Organization employees 11 paid staff members. The team consists of:



More staff will be needed based on operation needs and with the expansion of our projects to their pre-evacuation level.

### 3. Plan

#### 3.1 Objectives

Goal: Improvement of Medical and Health Sector

The Medical and Health sectors have been among the most hit and badly affected during the conflict due to the continuous targeting of medical professionals and destruction of facilities. At the moment, hundreds of thousands of young children, elderly and civilians are left without any proper medical care and / or treatment.

- Objective one: Increase access to necessary medical service
- Objective two: Improve quality of medical services provided to beneficiaries

Further goals will be added based on operational developments and with the expansion of our projects to their pre-evacuation level.

#### 3.2 Key indicators

Goals	Objectives	Indicators	Budget
Improvement of Medical and Health Sector	Increase access to necessary medical service	60,000 patients receive treatment in medical centers	2 € per patient = 120000 €

### **3.3 Target groups**

Damaan Humanitarian Organization works with local communities to relieve the hardships of daily life and to foster development and sustainability. We ensure the voice of our beneficiaries; boys, girls, women and elderly, are heard and integrated into our operations. Damaan Humanitarian Organization further promotes the wellbeing of disadvantaged children and women internally displaced persons.

### **3.4 Target areas**

Damaan Humanitarian Organization operates in Sarmada in Northern Syria. Northern Syria, the last area under the control of rebels, hosts approximately 4 million people and hundreds of thousands of internally displaced persons. The area is a target of renewed and repeated military attacks. Life is characterized by internal and external displacement, extreme poverty, dependency on external assistance and aid as well as uncertainty.

### **3.5 Strategic approach**

The overall goal of Damaan Humanitarian Organization is alleviate hardships faced by the Syrians in addition to promoting development and sustainability. In our quest to fulfil our mission, our team will seek the assistance of private donors, corporations and foundations.

Our team will work on forming partnership with foundations and corporations that share our mission and concerns and we will seek to benefit from their social responsibility initiatives. Approaching private donors will be an integral part of our plan.

We, in Damaan Humanitarian Organization, understand the importance of being a safe pair of hands for the funds and initiatives entrusted to us by our many donors and partners. Thus, we are committed to transparency and accountability in our work and have procedures and guidelines in place for all critical processes to ensure we meet and exceed the expectations of our partners in relation to project management, monitoring, performance management and quality assurance.

#### **Audit & Risk Management**

The quality of the work of Damaan Humanitarian Organization, including internal processes and services to our beneficiaries, is ensured by thorough auditing and evaluation. Our financial statements are audited monthly, quarterly and annually by an

independent external professional auditor in Syria. In the Netherlands, our work is audited by MKB Administraties.

#### Quality assurance

Everything Damaan Humanitarian Organization does is focused on achieving development and humanitarian results in the most efficient, effective and sustainable way possible. To ensure this, Damaan Humanitarian Organization makes planning, monitoring, evaluation and learning a key part of its work. We have constant analysis, reflection and improvement of our practice – enabling successful tailoring of solutions to local problems and contexts and full transparency for our donors and partners.

#### Corrective & preventive action

Damaan Humanitarian Organization implements a range of policies to ensure staff and organizational initiatives meet the highest levels of ethical conduct.

Damaan Humanitarian Organization maintains a strict policy of zero tolerance to theft, fraud and misuse of resources as well as sexual harassment and abuse of staff or beneficiaries. We consider it the responsibility of all Damaan Humanitarian Organization staff members to be aware of the potential for fraud, and to report any reasonably suspected fraud.

Damaan Humanitarian Organization supports the United Nations Convention on the Rights of the Child and implements a Child Protection Policy to ensure children are safeguarded from abuse, discrimination and harm of any kind in the implementation of Damaan Humanitarian Organization activities.

### **3.6 Programmes activities**

#### **Health Sector**

Despite the attestation of the World Health Organization that access to the highest attainable standard of health is a fundamental right of every human being and that all humans have the right to timely, acceptable, and affordable health care of appropriate quality, hundreds of thousands of Syrians in Syria are deprived of this basic human right.

Syrians, especially those displaced, have missed on their right of health care for a variety of reasons such as the targeting and destruction of medical facilities and infrastructure such as hospitals, medical centers and private clinics as well as the killing and arrest of medical

professional and doctors. Another main reason is the lack of funds for projects despite the fact that those affected are among the most disadvantaged persons in the country.

We, in Damaan Humanitarian Organization, work to alleviate these reasons with a goal of building a better and healthier future for Syrians. We believe that a healthier population is a foundation for vibrant and productive communities, stronger economies and safer and build country. Together we strive to provide the best possible medical care where it is much needed for the people who need it the most.

Damaan Humanitarian Organization is at the center of work in public health in some of the most disadvantaged areas in Syria; gathering the best practitioners, defining solutions and mobilizing resources to positively impact Syrians life. The Organization works in close collaboration with other organizations and medical council in Syria to promote the health condition of Syrians.

In Damaan Humanitarian Organization, we apply the universal Human-Rights based approach when we engage our recipients of services and thus make sure that our services are:

- Non-discriminatory: we welcome and respect all people regardless of their race, sex, language, religion political or other opinions as well as their status, health status and economic and social situation.
- Available: our facilities and services are open and available for everyone at all times.
- Accessible: we are happy when approached and welcome everyone. Funds and money is no issue when approaching Damaan. Our services are free of charge.
- Qualitative: we strive to provide the best quality possible with the help of a capable and professional medical team.