



GREEN JOURNEY

Strategic Plan 2023-2025

Produced by:
Green Journey Team



1. ABOUT GREEN JOURNEY

Green Journey (GJ) is an independent local non-profit organization, striving to work as an effective, accountable, and transparent institution in Rakhine State, Myanmar, to protect and rehabilitate the vulnerable population, and ultimately ensure sustainable development of the local community. Green Journey's long-term dedication is to developing food security and livelihood aspect; enhancing the capacity of climate resilience, and empowering vulnerable communities. Green Journey is also dedicated to intervening in prolonged emergency responses (such as relief activities, water, and sanitation, mine risk education, child protection, etc.) during any acute and/or chronic emergency period.

2. PURPOSE OF THE STRATEGIC PLANNING

The Green Journey and its humanitarian operation is relying on funding and partnership of national and international donors and leading partners. To strengthen our mission, we have decided to develop a comprehensive strategy through community participatory-based research, to be prepared with operational planning which can be utilized in project designing/partnerships for the years of 2023-2025.

The planning process was conducted through consultation with community members, diversified groups of the population, and stakeholders to identify needs and contributing factors to developing Green Journey's strategic goals, objectives, and action points to serve the people in need with holistic support.

3. IMPORTANCE OF STRATEGIC PLANNING

Strategic planning of Green Journey is the fundamental document that shows a clear roadmap of our operation, it allows Green Journey to adapt its intervention integrating the diverse needs of the ground. This strategic planning will be applied to ensure a systematic process of identifying and addressing specific needs in a participatory manner to attain the desired outcomes. Moreover, strategic planning allows Green Journey to

- Own a self-initiated standardized operational plan (SOP).
- Contribute to initiating project proposal with the community-based analysis result from the ground and plan together with partners for common goals.
- Contribute to improving the capacity of the team with clear operational guidelines and targets.
- Contribute to improving the trust with the leading partners and donors.
- Allocate available resources and plan for efficient use of the organization's assets.

4. CONTRIBUTING FACTORS, IDENTIFIED NEEDS AND CHANGE REQUIRED

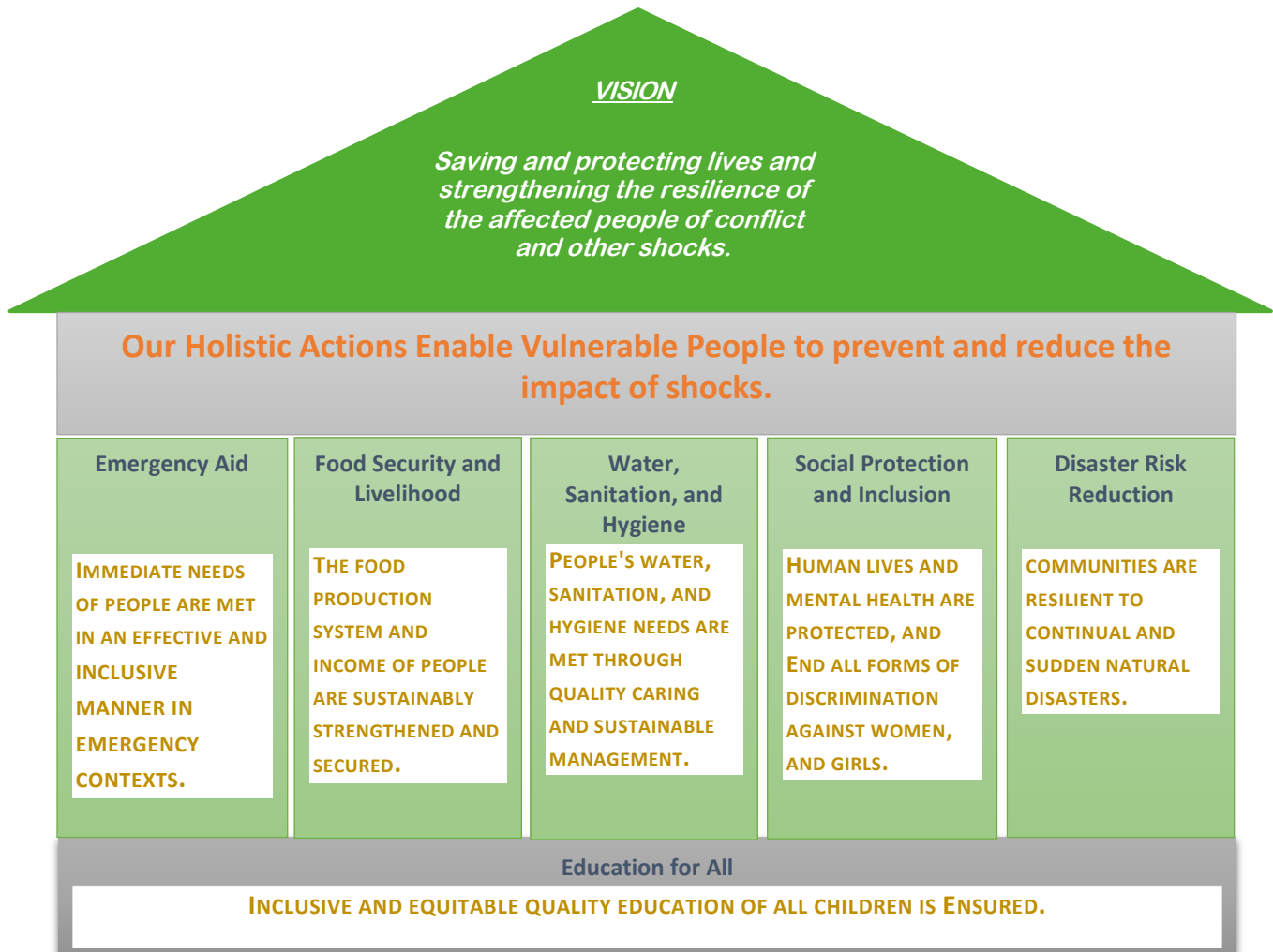
The contributing factors in the ground shows us what and where are the needs in the community.

The strategic action of Green Journey is a plan to address the identified needs and required change in the ground.

CONTRIBUTING FACTORS	IDENTIFIED NEEDS	CHANGE REQUIRED
<ul style="list-style-type: none"> > Presence of arm actors. > The history of arms-conflicts. > Humanitarian actors are still unable to reach all the conflict-sensitive areas. > Vulnerable people still remain uncovered with urgent needs. > Military Coup 2021 February. > Dual authority and administration system. > Humanitarian access is restricted by the government. > Market does not function in conflict areas. > Less availability of food and basic household items in rural areas. 	<ul style="list-style-type: none"> - Continuation of displacement of people in Northern and Central Rakhine and increased immediate needs in IDP camps and host villages. 	<p>End hunger, and ensure coverage of immediate needs of people in emergency situations.</p>
<ul style="list-style-type: none"> > Seasonal draught. > Reduced food production due to conflict. > Increased price of Agricultural inputs (seeds, fertilizer, etc) > Inflation of food market. > Limited service of MOALI for farmers > Farmers are either losing their lands or unable to utilize the land due to mine presence. > Market linkage and value chain have been destroyed. > Climate- change impact in agriculture. > Farmers are demotivated for crop production. > Migration. > Broken labor market. 	<ul style="list-style-type: none"> - People are unable to cover the basic nutrition of their household. - Food production system has broken. - Food crisis in hunger gap period (rainy season). - People are losing their livelihood and income. 	<p>Ensure Improved food security and livelihood, and promote sustainable climate resilient agriculture.</p>
<ul style="list-style-type: none"> > No more development of water sources by the government. > Climate change impacts water resources. > Non- sustainable water management in IDPs > Water resources are not enough > Unhealthy hygiene practice of community. > Women's health is still ignored > Less awareness and financial capacity of safe sanitation. > Children in IDPs are drinking unsafe water. 	<ul style="list-style-type: none"> - People are losing access to safe water. - Children are experiencing acute watery Diarrhea. - Communities' Hygiene and sanitation practices are unhealthy 	<p>Ensure availability and sustainable management of water, sanitation, and hygiene services.</p>
<ul style="list-style-type: none"> > Women are still discriminated and still have less contribution to decision-makings. > Land mines and other explosive ordnance are being used by arms actors. > High presence of unexploded ordnance. > Less awareness of mine risk in the community. > Children are losing child-friendly space. > Experiences of shock. 	<ul style="list-style-type: none"> - People are at risk of mine accidents and particularly women and children are at psychological devastation. - Gender discrimination and inequality are still visible in society. 	<p>Ensure protection of human lives and dignity. Ensure women's empowerment and end all forms of discrimination against women, and girls.</p>
<ul style="list-style-type: none"> > Extensive coastal area, therefore Rakhine is a cyclone risky state. > Sea level rising, farmers are losing farming lands. 	<ul style="list-style-type: none"> - People are at risk of climate change-driven hazards and natural disasters. 	<p>Ensure communities' resilience to natural disasters through the development of quality,</p>

<ul style="list-style-type: none"> > High dependency of population on natural assets destroying the mangrove and reserved forest areas. > Limited facility and infrastructure in the community to be protected from sudden natural disasters. > No awareness of preparedness to be protected from natural events > Less application of climate change measures into country's policies 		<p>reliable, sustainable and resilient</p> <p>Infrastructure and empowerment of knowledge and practices of the community.</p>
<ul style="list-style-type: none"> > Schools are closed in the conflict zone. > Parents are unable to pay education expenses. > Absence of teachers in government schools. > Non-education-friendly environment in the IDP camps. > Increased interest in joining for arms struggle > Parents' negative attitude towards girls' education. > Child labor. 	<ul style="list-style-type: none"> - Reduced access to quality education and children losing vision to continue their education. - People are unable to afford children's basic education support. 	<p>Ensure inclusive and equitable quality education, and children received psychosocial support.</p>

5. STRATEGIC VISSION AND CORE COMPONENTS





6. STRATEGIC OUTCOMES FRAMEWORK

<u>Outcomes</u>	<u>Goals</u>	<u>Objectives</u>
<p>IMMEDIATE NEEDS OF PEOPLE ARE MET IN AN EFFECTIVE AND INCLUSIVE MANNER IN EMERGENCY CONTEXTS.</p>	<p><i>The basic needs of the most vulnerable are covered during disasters and crises.</i></p>	<ul style="list-style-type: none"> - Population affected by crisis retain unrestricted access to immediate humanitarian aid.
<p>THE FOOD PRODUCTION SYSTEM AND INCOME OF PEOPLE ARE SUSTAINABLY STRENGTHENED AND SECURED.</p>	<p><i>Achieve increased productivity of food and economy through diversification, technological upgrading, and innovation.</i></p>	<ul style="list-style-type: none"> - People are able to consume diversified food. - Nutrition-sensitive food production system is strengthened through the practice of modern technologies and climate-resilient agriculture. - Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.
<p>PEOPLE'S WATER, SANITATION, AND HYGIENE NEEDS ARE MET THROUGH QUALITY CARING AND SUSTAINABLE MANAGEMENT.</p>	<p><i>Achieve access to adequate and equitable safe drinking water, sanitation and hygiene services.</i></p>	<ul style="list-style-type: none"> - People are benefited from the adoption and implementation of water resources improvements management. - Support and strengthen the participation of local communities in improving hygiene and sanitation practices.
<p>HUMAN LIVES AND MENTAL HEALTH ARE PROTECTED, AND END ALL FORMS OF DISCRIMINATION AGAINST WOMEN, AND GIRLS.</p>	<p><i>Ensured access to life-saving services for mine victims; and improved community empowerment against all forms of violence.</i></p>	<ul style="list-style-type: none"> - Mine victims' access to emergency assistance is ensured. - Improved knowledge of the community on the risk of the mine explosion.



		<ul style="list-style-type: none"> - Reinforced the existing or alternative livelihood of the victim’s household. - People particularly women and children are better able to respond to the psychological impacts of crises and shocks. - Ensure women’s effective participation and equal opportunities for decision-making.
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<p>COMMUNITIES ARE RESILIENT TO CONTINUAL AND SUDDEN NATURAL DISASTERS.</p>	<p><i>Improved mechanisms and empowerment of the community for effective planning and management to mitigate the impact of natural disasters.</i></p>	<ul style="list-style-type: none"> - Enhanced access to mitigation services. - People to better meet the immediate needs of food and non-food -items. - Enhance sustainable management and efficient use of natural resources. - Improve human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. - Access to safe community infrastructure and strengthen preparedness.
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<p>INCLUSIVE AND EQUITABLE QUALITY EDUCATION OF ALL CHILDREN IS ENSURED.</p>	<p>Strengthen access to education facilities and ensure an education-friendly environment for all children.</p>	<ul style="list-style-type: none"> - Access to schooling materials by primary and high school students. - Improved parents’ awareness on the importance of girls’ education.
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		- Ensure safe, non-violent, inclusive, and effective learning environments for children.
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7. STRATEGIC ACTIONS

PRIORITY COMPONENT 1: EMERGENCY AID

<hr/> GOAL-1 <hr/>	<p>The basic needs of the most vulnerable are covered during disasters and crises.</p>
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<hr/> Objective and Core indicators <hr/>	<p>❖ Population affected by crisis retain unrestricted access to immediate humanitarian aid.</p> <p><u>Core Indicators</u> <i>1.1. Number of individuals able to cover their basic nutritional and other essential household requirements.</i></p>
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Actions/ Activities	
Priority 1.1	Emergency household kit/item distribution.
Priority 1.2	Multipurpose cash distribution
Priority 1.3	Referral Mechanism

PRIORITY COMPONENT 2: FOOD SECURITY AND LIVELIHOOD

<hr/> GOAL-2 <hr/>	<p>Achieve increased productivity of food and economy through diversification, technological upgrading, and innovation.</p>
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<p>Objective and Core indicators</p>	<ul style="list-style-type: none"> ❖ People are able to consume diversified food. ❖ Nutrition-sensitive food production system is strengthened through the practice of modern technologies and climate-resilient agriculture. ❖ Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation. <p>Core Indicators</p> <p><i>2.1. Number of individuals able to cover their basic nutritional requirements.</i></p> <p><i>2.2. % of the targeted households improved with an acceptable Food Consumption Score (FCS).</i></p> <p><i>2.3. % of targeted households improved household dietary diversity score (HDDS).</i></p> <p><i>2.4. % of targeted households increased their income.</i></p>
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Actions/ Activities	
Priority 2.1	Home Gardening .
Priority 2.2	Small and medium holder market-oriented crop production.
Priority 2.3	Farmers training on ecological practice and modern technologies in agriculture.
Priority 2.4	Income-generating activities.
Priority 2.5	Community productive asset improvements.

PRIORITY COMPONENT 3: WATER, SANITATION, AND HYGIENE

<p>GOAL-3</p>	<p>Achieve access to adequate and equitable safe drinking water, sanitation, and hygiene services.</p>
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<p>Objective and Core indicators</p>	<ul style="list-style-type: none"> ❖ People are benefited from the adoption and implementation of water resources improvements management. ❖ Support and strengthen the participation of local communities in improving hygiene and sanitation practices. <p>Core Indicators</p> <p><i>2.1 % of the targeted population considers that their basic WASH needs are met.</i></p>
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	<p>2.2 % of the targeted population improved access to adequate WASH services and hygiene practices.</p> <p>2.3 Number or % of the target households improved access to safe drinking water.</p> <p>2.4 % of the target population increased their knowledge of safe hygiene and sanitation, particularly the causes of diarrhea and ways to prevent diarrhea.</p>
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Actions/ Activities	
Priority 3.1	Hygiene Kit Distribution.
Priority 3.2	Hygiene Promotion.
Priority 3.3	Baby WASH Services.
Priority 3.4	Community Water Sources Improvement.
Priority 3.5	Water Treatment.
Priority 3.6	Sanitation-sensitive Awareness Sessions
Priority 3.7	Latrine Rehabilitation.

PRIORITY COMPONENT 4: SOCIAL PROTECTION AND INCLUSION

<p>GOAL- 4</p>	<p>Ensured access to life-saving services for mine victims; and improved community particularly women empowerment against all forms of violence.</p>
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<p>Objective and Core indicators</p>	<ul style="list-style-type: none"> ❖ Ensure women’s effective participation and equal opportunities for leadership and decision-making. ❖ Mine victims’ access to emergency assistance is ensured ❖ Improved knowledge of the community on the risk of the mine explosion. ❖ Reinforced the existing or alternative livelihood of the victim’s household. ❖ People particularly women and children are better able to respond to the psychological impacts of crises and shocks. <p>Core Indicators</p> <p>4.1. Percentage of women and girls assisted/included in types of GJ interventions.</p> <p>4.2. Number of mine-victim households received emergency cash or in-kind support.</p> <p>4.3. Number of Man, Women, Youth, Elderly and children who gained knowledge of mine risk and ways to prevent mine accidents.</p> <p>4.4. Number of mine victim households gained and retained their current/alternative employment.</p>
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	<p>4.5. <i>Number of Man, Women, Youth, Elderly, and Children who gained knowledge of mine risk and ways to prevent mine accidents.</i></p> <p>4.6. <i>Percentage of the targeted group of people demonstrate attitudes supportive of gender equality.</i></p> <p>4.7. <i>Number of affected women and children received mental health and psychosocial support.</i></p>
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Actions/ Activities	
Priority 4.1	Mine Victim Emergency Assistance.
Priority 4.2	Mine Risk Education (MRE) and Advocacy.
Priority 4.3	Livelihood Strengthening of mine Victim Household.
Priority 4.4	Psychosocial Support
Priority 4.5	Gender mainstreaming activities

PRIORITY COMPONENT 5: DISASTER RISK REDUCTION

<p>GOAL-5</p>	<p>Improved mechanisms and empowerment of the community for effective planning and management to mitigate the impact of natural disasters.</p>
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<p>Objective and Core indicators</p>	<ul style="list-style-type: none"> ❖ Enhanced access to mitigation services ❖ People to better meet the immediate needs of food and non-food -items. ❖ Enhance sustainable management and efficient use of natural resources ❖ Improve human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning. ❖ Access to safe community infrastructure and strengthen preparedness. <p>Core Indicators</p> <p>5.1. <i>% of the targeted population is aware of the promoted preparedness, adaptation, and mitigation measures for climate change.</i></p> <p>5.2. <i>Number of people covered with the acres of land managed using environmentally sustainable practices.</i></p> <p>5.3. <i>Number of people affected by disasters received food and non-food items.</i></p>
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	<i>5.4. Number of people are supported by reinforced infrastructure in the community.</i>
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Actions/ Activities	
Priority 5.1	Farmers Field School
Priority 5.2	Social Forestry
Priority 5.3	Cash for Work
Priority 5.4	Community-based Awareness Raising
Priority 5.5	Community Communication and Transportation Mechanism
Priority 5.6	Community Asset Reinforcement

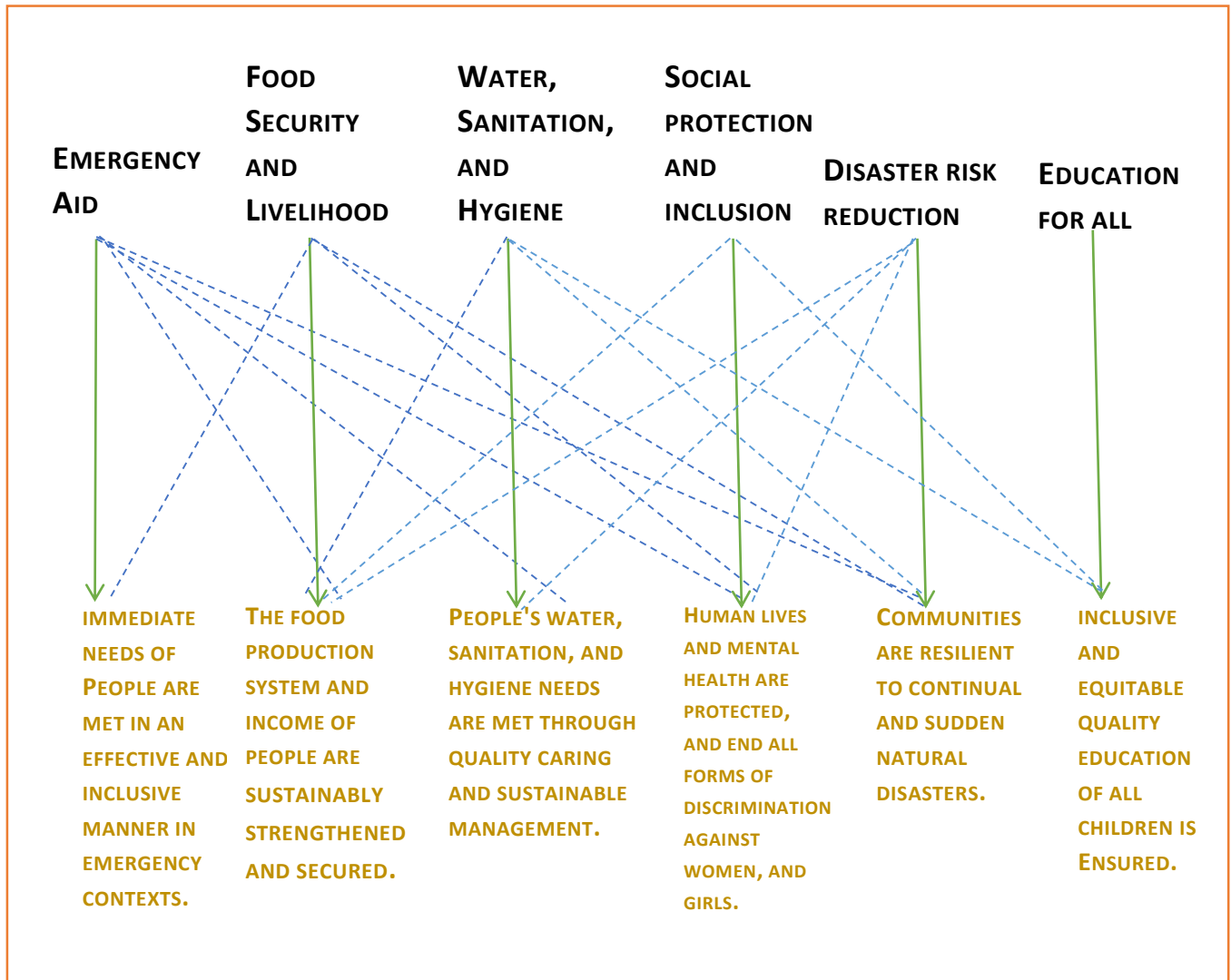
PRIORITY COMPONENT 6: EDUCATION FOR ALL

<p>GOAL-6</p>	<p>Strengthen access to education facilities and ensure an education-friendly environment for all children.</p>
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<p>Objective</p>	<ul style="list-style-type: none"> ❖ Access to schooling materials by primary and high school students. ❖ Improved parents’ awareness on the importance of girls’ education. ❖ Ensure safe, non-violent, inclusive, and effective learning environments for children. <p>Core Indicators</p> <p><i>6.1. % of enrolled students attending school.</i></p> <p><i>6.2. Number of students in supported schools received scholastic materials.</i></p> <p><i>6.3. % of supported students are satisfied with the built education space.</i></p> <p><i>6.4. Number or % of girl students increased.</i></p>
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Actions/ Activities	
Priority 6.1	Schooling items distribution
Priority 6.2	Psychosocial support services for students
Priority 6.3	Child-friendly learning space building
Priority 6.4	Awareness session for girl education.

8. ACTIONS SERVES MULTIPLE OUTCOMES



9. STRATEGIC TARGET GROUPS

The mentioned target groups are the prioritized population who will be integrated into the project planning.

TARGET GROUPS	CHARACTERISTICS OF GROUP
IDPS	IDPs are the most vulnerable population marginalized by all sectors and depend on only humanitarian aid to meet the essential basic household needs.
VULNERABLE WOMEN	Women are the physically, mentally, or emotionally vulnerable group in society who provides high contributions to the household with low decision-making



	opportunities. Particularly, pregnant and lactating women are the most vulnerable group with a high risk of malnutrition.
CHILDREN	The conflict affects the basic necessities of communities: food, schools, health care, adequate shelter, water, and its impacts are highest on children as they have less resiliency to the conflict. Particularly, The children in IDPs are at high risk of losing their future vision.
FARMERS	Farmers (including fishermen and breeders) are the key drivers of local food availability and socio-economy development. In the situation of conflict and disasters, farmers should be empowered with high priority to enable food production and income generation in the affected areas.
CONFLICT-AFFECTED HOST VILLAGES	In the context of conflict, host villages are affected by various factors. Such as, neighboring or conflict-affected villagers come and settle for a long time in the village which shares the resources with the host villagers. The mine presence and economic destruction made the community more vulnerable which effects households' health, food, education settlements, etc.
PEOPLE AT RISK OF CLIMATE CHANGE IMPACT	Cyclones, floods, sea levels rising, and drought are identified as key drivers of poverty, mainly population in rural areas is highly affected because of low preparedness facilities and infrastructures. Therefore, the population becomes highly vulnerable to sudden natural events.
PEOPLE WITH DISABILITIES	As they are dependent on others for care and support, therefore, they are at high risk from all angles during the situation of conflict and disasters. And because of social isolation, they are at low mental and psychological strength.
PEOPLE AT RISK OF MINE EXPLOSION	The high presence of unexploded explosive devices in arms conflict areas restricts the productive work and utilization of natural assets. And, rural populations are becoming highly vulnerable to the risk of mine-accident.

10. PARTNERSHIP STRATEGY

Green Journey's partnership goal is to achieve common ground with its partners in providing humanitarian assistance to people in need and work toward a long-term strategy.

The partnership strategy is essential to containing a comprehensive vision that is defined through community participatory-based research and the prioritized action plans ensure the solution to identified needs of the community and that will contribute to the achievement of long-term outcomes.

Some important characteristics of partnerships are as follows:

- Common goals and objectives are determined.
- Targets are set and clearly defined.
- The designed projects correspond to the strategy and needs of the local population.
- Budget accountabilities are also specified for the partners.
- Extension of the operation whenever possible and necessary through partnership conditions.
- Partners must be able to establish the results which are achievable.



11. GENDER STRATEGY

Green Journey is committed to the inclusion of gender in GJ's operation which leads to more equitable, effective, and efficient outcomes for all members of the community. Green journey's stand regarding gender refers to the social differences between females and males throughout their lifecycle and, while deeply rooted in every culture, are changeable over time and have wide variations both within and between cultures. Understanding of diversity-sensitive approach, Green Journey recognizes the needs of groups that may be vulnerable based on their age, class, ethnicity, sexual orientation, and gender identity (lesbian, gay, bisexual, transgendered, and intersex).

GJ integrated a gender mainstreaming plan into the strategic plan 2023-2025 and priority components. Meaning, a certain percentage of women will be integrated into GJ activities under all priority components, and gender-specific and sensitive interventions will be prioritized. Moreover, the measurement of women's vulnerability will take into account during project designing, and the specific needs of gender will be identified and addressed, such as the specific needs of PLW in terms of nutrition gaps and socioeconomic conditions of women-headed households, women's dietary diversity status, etc.

12. COMMITMENTS OF GREEN JOURNEY

Green Journey declares the following commitments but is not limited to

Protect Humanitarian Principle: Green Journey will strictly follow the humanitarian principles and do-not-harm approach in operating its actions in the community.

Protect from Misuse of Funds: Green Journey will ensure that received funds are protected and appropriately utilized only to achieve the agreed outcomes through the strong defense of financial and procurement policy.

Protect Accountability to Affected Population: Green Journey will ensure the implementation of accountability measures in all programs through agreed monitoring and evaluation framework.