



*Action for Humanitarian Support and Recovery Tel:
0923833483/923850005/926087067*

ACTION FOR HUMANITARIAN SUPPORT AND RECOVERY (AHSR)

STRATEGIC PLAN 2023 – 2028

Working to “Support the people build the Country”

Produced, September 2023

MESSAGE FROM THE CHAIRPERSON, BOARD OF DIRECTORS – Ukach Farouk Ismail



Since its formation in January 20 2023, the Action for Humanitarian Support and Recovery (AHSR) has been a dormant since its employees have been attached to work with other organization so as to get experiences in their related fields since we plan to launch it official in 2023. The motivation of the Organization emanates from the long suffering of our people of the Republic of South Sudan, the situation they have been going through due to the prolong conflicts between the SPLM in Government and the SPLM in Opposition which has made the citizen to go through difficult time with little or no food, households, place to sleep and social service to be provided to them. In most cases most the people have been displaced from the places where their ancestral were living.

The people were left struggling for themselves as the Republic of South Sudan also struggle with the justice system, freedom for speech, equality, no respect for human dignity as well as political and economic emancipation with the goal to establish a system of governance that upholds the rule of law, justice, democracy, human rights,

gender violence free nation and respect for cultural diversity of its people¹. AHSR develops long-term programs and strategies to support the people of South Sudan realize these historically noble aspirations through participation in the democratic processes.

This Strategic Plan 2023 – 2027, is the first plan, since the inception of AHSR. The culture of strategic planning in AHSR is to kept the organization on the right path towards the realization of its vision to be the voice and the light of the Citizen in South Sudan, where needy people are equal citizens, are encouraged and supported to achieve their fullest potential

Through its Strategic Plan, AHSR defines its role, goals and specific activities in promoting the inclusion and active participation of citizens in development and public life.

Citizens' participation in governance, Transitional Justices, provided for in the Transitional Constitution, 2011 of the Republic of South Sudan, remains a key pillar in building peace and promoting an inclusive, participatory, transparent and accountable governance system which is a foundation for a peaceful and stable nation. This is a key aspect AHSR's work.

AHSR acknowledges that the road to avail access to community development, gender equality, returnees' settlement and promote good governance within the society is a long way with a lot of bumpy. It will need an experience that has to continue to re-energize and guide our commitment and focus of the entire Civil Society organization members. It is against this background that the Board of Directors of AHSR commissioned the launch of this Strategic Plan in August 2023.

Coming up with this 2023 – 2028 Strategic Plan, AHSR is committed to support and advocate for improved citizen participations in the national issues, developmental, Returnees' settlement and development of our co-existence in the Republic of South Sudan, relevant and coordinated public sector policies and programs at all levels of governance in the country. AHSR further commits its efforts and membership to support the development and consolidation of institutions of governance and provide a voice to the people of South Sudan by advocating for public policies and policy implementation that respond to the needs of the governed.

Observed by our members during their services to the community, experiences and lessons learned in conducting civic education, countering Gender Base Violence, community development, Participation in democratic procedures, nurturing citizen engagement and promoting national healing and reconciliation, AHSR developed this new Strategic Plan with a clear intent to guide its operations and contributions towards building our nation, and state in peace building processes in the Republic of South Sudan and a gender violence free South Sudan

The conflict that had taken over the Republic of South Sudan in December 2013 and replicate itself in July 2016 frustrated all meaningful efforts for state and national building processes in the Republic of South Sudan and cause rampant gender base violence and division among the citizens in the Republic of South Sudan. AHSR is particularly aware of the scale and depth of the damage caused to the citizen, the social fabric of South Sudanese communities and all efforts to lay strong foundations for a stable South Sudan. Through the programs carefully laid out in this strategic plan, AHSR will work with the citizens and all peace partners for meaningful end to the crises, implementation of the continent of the R-ARCSS embark on institutional and systemic development and

¹ This is an extract from the text of Declaration of Independence of South Sudan, passed by Southern Sudan Legislative Assembly and read in an open session of the Assembly on July 9, 2016, the day South Sudan became independent from Sudan.

reforms and transitional justice processes for durable peace and sustainable development in South Sudan. I trust with renewed commitment and enthusiasm for a democratic and peaceful South Sudan, citizens will enjoy the fruits of the hard-won independence of our country.

On behalf of AHSR, I would like to acknowledge with thanks the technical support that all my fellow Board members, have given in for this strategic plan to be produced and the staff member who have also put their contribution to this document.

It is my plea to the citizens of South Sudan, people in authority, our development partners, and the regional and international community to continue supporting AHSR and the people of the Republic of South Sudan in their desire to realize of “is to be the voice and the light of the Citizen in South Sudan, where young people are equal citizens, are encouraged and supported to achieve their fullest potential”.

On my behalf and on behalf of the Board of Directors, I invite you to help, participate and move with us in this journey of Advancing our Citizen to transformation the Republic of South Sudan.

Thank You

Signed,

Farouk Ismail
Chairperson, Board of Directors, AHSR
Juba, South Sudan

MESSAGE FROM THE EXECUTIVE DIRECTOR David Tongun

This Strategic plan/framework is for collective action to understand and address the issue of humanitarian assistant and Recovery programmes at country level and with links to global stakeholders to complement and enhance in-country efforts. This plan/framework should encourage discussion and help Action for Humanitarian Support and Recovery members and other stakeholders to agree on actions that can be taken at national and subnational levels to understand, address and prevent the negative impacts of political differences on humanitarian action. While the plan/framework primarily is meant to addresses AHSR at the national level, sub-national AHSR and relevant task teams can also utilize it to inform their approaches to Good governance, Gender base violence reduction, Hunger alleviation promotion of equality and livelihoods. Effectively addressing to the ideas in this strategic plan will require actors at all levels and the people to be on the same board without segregation.

In most developing countries around the world, political forces perceive and treat the civil society as opposition political party or a threat to ruling elites. This misconception of the civil society causes state authorities and agents in the developing world to restrict the operations of civil society by enacting restrictive legislations, censorship of media and intimidation of civil society actors. Countries caught up in this situation of misconception only fail to utilize and benefit from the contributions of all sectors of their societies to build stable and prosperous states.

AHSR is an impartial, non-partisan and non-profit making organization whose vision is to work for a peaceful, democratic and dignified society based on respect for fundamental human rights and freedoms as enshrined in the Transitional Constitution of South Sudan, 2011 (as amended). In its approach, AHSR hosts dialogues with political and community leaders with the aim of voicing citizens' concerns through mutual respect and understanding of the duties and rights of citizens as well as the obligations of governments. AHSR works towards inclusive, participatory and efficient political processes that reflect the will of the people and promote sustainable peace and development.

AHSR believes that the unfortunate political crises that pulled down our country and pride since 2013 will come to an end and the people of South Sudan will again unite to build the country they aspired to live in by the time they voted for independence in 2011. In this crises period, AHSR remains a committed advocate for societal interests, empowering citizens and coalitions of civil society to define what issues get placed on the public agenda. This is a constructive contribution to state and nation building processes and should be perceived positively by all state and non-state actors in South Sudan.

Our role as staff at the AHSR Secretariat is to give meaning to the vision and mission of the Organization as defined by the Board of Directors and approved by the General Assembly. We do this by developing and implementing programs and building necessary coalitions that help the Organization realize its vision and mission. AHSR Secretariat will remain true to this responsibility! The Secretariat will work with all AHSR members around the country and AHSR partners globally to maintain the Organization, a relevant non-violent voice for peace building and governance reforms.

The work of AHSR Secretariat is made possible by the unwavering commitment and support of its member organizations and volunteers around the country. AHSR Secretariat is profoundly thankful for the technical and financial support it receives from development partners to advance its work. The Organization enjoys collaborative working relations with state authorities, community leaders and public institutions. All these

packages of support separately and collectively give AHSR the momentum it needs to advance its mission and the Secretariat will seek to strengthen and expand these partnerships.

Signed,

Executive Director, AHSR

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ABBREVIATION AND ACRONYMS

ADF	African Democracy Organization
CBs	Community Briefing (Part of AHSR Civic Education Program)
CDs	Constituency Dialogues
CES	Central Equatoria State
CSOs	Civil Society Organizations
EES	Eastern Equatoria State
EU	European Union
AHSR	Action for Humanitarian Support and Recovery
GoSS	Government of Southern Sudan
GRSS	Government of the Republic of South Sudan
ICT	Information, Communication Technology

IFES	International Foundation for Electoral Systems
IGAD	Inter-Governmental Authority on Development
IRI	International Republican Institute
MoJ	Ministry of Justice
MoPA	Ministry of Parliamentary Affairs
MPs	Members of Parliament
MoVs	Means of Verifications
M&E	Monitoring and Evaluation
NLA	National Legislative Assembly
PPLF	Political Parties Leadership Organization
SLA	State Legislative Assembly
SPLM/A-IO	Sudan People Liberation Movement/Army- In Opposition
SUCCESS	Systems to Uphold the Constitutionality and Credibility of Elections in South Sudan
SSCCs	South Sudan Council of Churches
SSHRC	South Sudan Human Rights Commission
SSIC	South Sudan Islamic Council
SSPRC	South Sudan Peace and Reconciliation Commission
AHSR	South Sudanese Organization for Democracy and Elections
SWOT	Strengths, Weaknesses, Opportunities and Threats
UKAID	United Kingdom Aid
UNDP	United Nations Development Program
UNDEF	United Nation Democracy Fund
UNMISS	United Nations Mission in South Sudan
WBGs	Western Bahr El Ghazal State

EXECUTIVE SUMMARY

The Strategic plan for Action for Humanitarian Support and Recovery is the process of creating a vision which is to be the voice and the light of the Citizen in the Republic of South Sudan, where the needy people are equal citizens, are encouraged and supported to achieve their fullest potential. It is a desired future for the Organization, and then translating this into broad goals which is “to be the voice and the light of the Citizen in South Sudan, where the needy people are equal citizens, are encouraged and supported to achieve their fullest potential”. The main aim of doing this is to educate the public on the rights of women and the means of enforcing such rights for achievement of equality which is seen as vital for development of our Country the Republic of South Sudan

Although strategic planning will include an assessment of where the organization is now, and of the environment in which it operates, it is important to start with the vision or ideal future for the Organization and work backwards, asking at each stage what must be done to reach the previous stage in order to achieve the vision.

The main objective for this Strategic Plan is to provide a long term viable future direction for AHSR in terms of the nature and range of programs to deliver; institutional structure to use and resources to mobilize, allocate and utilize within the context of the evolving realities in South Sudan. This Strategic Plan is therefore anchored on the need for Humanitarian support and Recovery plan to our Returnees, Displaced and needy people who are affected by the 2013 and 2016 wars. It also centered around the mobilize citizens and strengthen their ability to address

their immediate needs for peace and stability, Gender base violence free Nation, democratic transfers of power and forge a better future through political, security and economic reforms. It contains a summary of the vision, mission, objectives, values and organizational programs of the Organization.

Vision

is to be the voice and the light of the Citizen in South Sudan, where the needy people are equal citizens, are encouraged and supported to achieve their fullest potential or development.

Mission

AHSR exists to “Support the people build the Country” is going down to provide some food/nonfood items, shelters, education for girl child, health care and protections with its recovery plan to hunger alleviation and social economic will help to raise the standard of living of the citizen which will in turn develop the nation,

Principles and Values

- | | |
|---------------------|--------------------|
| 1. Non-partisanship | 4. Professionalism |
| 2. Volunteerism | 5. Transparency |
| 3. Teamwork | 6. Accountability |

Overview of this Strategic Plan

This Strategic Plan covers five strategic priorities: Humanitarian support, **Peace Building; Governance, Gender Base Violence Reduction & Livelihoods**. It also tends to explain how the organizational sustainability plan and governance structure of AHSR will contribute towards the realization of the vision of the Organization for the Republic of South Sudan. This operational and sustainability plans crafted in this Strategic Plan describe how we are going to mobilized funds and managed, it also tends to explain how human resource is administered and programs are developed, implemented, monitored and evaluated to measure and record progress and continuously improve the overall outcome and impact of AHSR’s programming.

The introductory part of the Strategic Plan provides a brief organizational background, discusses emergence and inception phase, AHSR’s achievements and challenges faced. It further analyzes political, economic and security context of South Sudan, AHSR’s institutional capacity and the Organization work as a whole. This analysis sets the basis for the Five strategic priorities and their respective activities. The last part of the strategic plan presents the implementation mechanism in detail and provides an implementation matrix that captures and connects the strategic priorities and activities, which will be undertaken to realize the vision and mission of AHSR. An outline highlighting the performance indicators of key result areas, targeted outcomes, their means of verification, key assumption, risks and mitigation mechanisms and an estimated budget.

Pictorials



AHSR Staff helping Islamic Relief to understand food distribution processes



AHSR member attached to Islamic Relief is helping in cards distributions



Working with the blind people to help them register



AHSR members attending NPA proposal writing training in YAM Hotel

CHAPTER ONE: INSTITUTIONAL REVIEW

1.1 Background of AHSR

The AHSR Organization is a non-partisan and not for profit organizations. This include community based groups, women groups and faith-based groups. The AHSR Organization was formed on January 20th, 2023 and registered with the Relief and Rehabilitation Commission(RRC). It is one of the newest South Sudanese civil society Organizations.

Action for Humanitarian Support and Recovery known as AHSR provides humanitarian support in terms of food items, shelters, education to girl child, Health care, Protection and non-food items to the needy through identification preparation of the identified person. We also work to focus on the long term need of the citizen as some need to be resettled to their places of origin while others would like to endeavor some social economic activities where they need to be supported, in this case we will offer them small support to start living their lives. We support small scale famers in their settlement to Alleviate hunger as one measure to recovery.

AHSR was formed with the aim to educate the public on the rights of women/girls and the means of enforcing such rights for achievement of equality in the Republic of South Sudan. The formation of the Organization was prompted by the need to promote the ability of South Sudanese to participate freely, equitably and effectively together in building the nation after the fragmentation that took place during 2016 war between the government of the Republic of South Sudan and its rival in arms. AHSR's programs have been tailored to focus on humanitarian support to displaced and returnee's person as well as help them to recovery in area of, peace building, governance, Gender mainstreaming, civil society strengthening. And social economic activities to help the returnees and the displaced person to regain within the communities.

The strengths possessed by AHSR as a humanitarian and Recovery organizations are the result of a clear legal basis and Standard Operating Procedures? With weakness in the form of a limited budget and supporting facilities

and infrastructure owned. Then the opportunity is the existence of coordination and cooperation relationships between agencies engaged in related fields. While the existing threats are in the form of environmental conditions, natural conditions, and participation from the surrounding community, which is still not supported. The conclusion that can be drawn is that humanitarian and recovery organizations in the Republic of South Sudan are strong enough and effective in implementing recovery plan, but still need to improve strategies in dealing with existing weaknesses and threats. From the results of the analysis, it is hoped that it can be a reference in formulating strategies to minimize the risk of obstacles and threats in the implementation of these activities.

The strength of the AHSR Organization as an inclusive non-violent voice of citizens is vested in its approach to give humanitarian support those who are need build peace those who are in conflict situation, work with the women to reduces any gender base violence to bring understanding of human rights and to provide social economic program to victims of GBV and the war, commitments of members, experienced volunteers at all levels in the areas where we are operating. we are united by a common desire to contribute to the realization of Support the people build the Country. AHSR's enduring principle of non-partisanship makes it able to survive as a Organization for over eight years.

AHSR has a governing Board of Directors, a Secretariat based in Juba with its present at some location like Torit, Yambio, Yei, Nimule, Kaya, Wau, Bor and Rumbek. AHSR has ten volunteers who have dedicated their time and effort from the locutions we are located to help us implement our activities. member organizations who dedicate their time to ensure that AHSR meets its goals and objectives at the national and subnational levels.

1.2 Vision

is to be the voice and the light of the Citizen in South Sudan, where young people are equal citizens, are encouraged and supported to achieve their fullest potential.

1.3 Mission

AHSR exists to “Support the people build the Country” share with the citizens and know from them how to help build their capacities to promote effectiveness in peace building, Democratic ideologue processes that enhance democratic governance and to enhance togetherness in developing the Republic of South Sudan through advocacy, capacity building and active participation of the citizens in capacity building to further our nation building.

1.4 Objectives

OBJECTIVES

1. To provide humanitarian support to the returnees, displaced and the needy in the Republic of South Sudan.
2. To conduct Recovery programs for the people who have lost their properties due to the prolong civil war in the areas disrupted by 2013 and 2016 wars.
3. To lobby and advocate for GBV free nation and survivors’/witness, gender desk and protection centers and psychosocial support.
4. To enhance community development through livelihood for self-reliance through trainings on farming, fishing, bee keeping and catering/tailoring.
5. To advocate and lobby for effective and respect to rule of law through promoting good governance for transparence and accountability.

6. To encourage the community to promote girl Child education among the among the population in Rural areas and in urban areas. Girl Child education among the population in Rural areas and in urban areas.
7. Promote good governance among the leaders especially, political leaders, Community leaders, Opinion leaders' youth leaders, women leaders, private sector and civil society Organization to practice democracy, transparency, accountability so that they are answerable to the people they lead.

1.5 AHSR will operate on Principles and core Values such as:

- | | |
|---------------------|--------------------|
| 1. Non-partisanship | 4. Professionalism |
| 2. Transparency | 5. Voluntarism |
| 3. Accountability | 6. Teamwork |
| 7. Visibility | |

1.6 Geographical coverage:

AHSR covers all the states of South Sudan, with established State Steering Committees (SSCs) and County Coordination Committees (CCCs).

1.7 Leadership and Management

The Action for Humanitarian Support and Recovery has a governing Board of Directors, a Secretariat in Juba, and area field officers/Coordinators representing a location/Region or State or County. AHSR has ten volunteers from the civil populace who dedicate their time to ensure that the Organization meets its goals and objectives at the national and sub-national levels.

The Board of Directors are the policy making body of the Organization. The Board of AHSR is made up of 5 individuals representing different skills and qualification. The number ratio 3:2 as in man ratio to women rations and with consideration to be given to women with special skills. The Board is supported by a Secretariat team of full-time staff that handle administration, management of programs and the day-to-day activities of the Organization, including coordination with the citizen, the civil societies, volunteers and partners. AHSR operates in the States largely through volunteers who dedicate their time to ensure AHSR meets its goals and objectives.

Fig. 1: Organogram of AHSR

CHAPTER TWO: SITUATIONAL ANALYSIS

This Section provides an overview of the context of South Sudan, and the civil society environment in which AHSR operates. It also provides a status report of “Where we are now” to form a basis for the development of the Strategic Plan as a road-map for where the Organization wants to go and how it will get there.

1. The Context Analysis of South Sudan

The experience of South Sudanese from the 1950s to 2005 was that of series of armed conflicts and civil unrest with short periods of stability through signed peace agreements. South Sudanese were jubilant at the eve of independence on July 9, 2011, an indication of a desire to finally end the burden of conflicts, settle and build their own independent nation based on fundamental freedoms, rule of law, democracy and peaceful co-existence as principles that guided the struggle for independence.

Barely two and half years after its independence however, South Sudan descended into a civil war. Violent conflict that erupted at the national capital Juba in December 2013 quickly engulfed the entire country with devastating consequences on the civil population and reversed development gains made since independence.

With support from actors in the region, particularly the Inter-Governmental Authority on Development (IGAD) and the African Union; and the international community, the parties to the conflict reached a peace agreement in August 2015.

The Agreement on the Resolution of the Conflict in the Republic of South Sudan (ARCSS) provided a framework for the establishment of Transitional Government of National Unity (TGoNU), permanent ceasefire and transitional security arrangements, institutional and systemic reforms, transitional justice and general elections within a transitional period of thirty months. ARCSS further provided for inclusive participation of all stakeholders to the ARCSS. As a result, CSOs were represented in key institutions of the ARCSS including the Joint Monitoring and Evaluation Commission, Ceasefire and Transitional Security Arrangements Monitoring Mechanism, Strategic Defense and Security Review Board and National Constitutional Review Commission. AHSR plans to use this opportunity provided for in the ARCSS to promote active participation of citizens in the implementation of the Peace Agreement with the aim of realizing a peaceful, democratic and dignified society in a stable and prosperous nation.

In April 2016, the TGoNU comprising the ruling Sudan People’s Liberation Movement (SPLM), its rival in arms, SPLM-in-opposition and other Political Parties was formed in Juba. However, renewed violence in Juba in July 2016 barely three months after the formation of TNoNU threatened the total collapse of the peace agreement.

Within this period of three years (2013 – 2016), the conflict ruptured the social fabrics of the South Sudanese society, turned communities against each other and undermined all efforts made to heal the wounds of previous conflicts and build a unified proud nation. It weakened critically emerging public institutions including the legislature, judiciary, police and military. This brought the rule of law to its knees. The conflict further destroyed physical infrastructure, affected oil production levels, shot inflation to over 800% by September 2016. This led to almost a total collapse of the economy of South Sudan and hence increased criminality in a situation of diminishing law enforcement capacity and people looking for means of survival through illegal use of arms.

As a result of the conflict, donations to CSOs in the national currency lose value almost on daily basis and could not enable CSOs accomplish planned activities with approved budgets. Meanwhile most donors prioritized

emergency response and suspended funding for development work particularly the support to governance programs in South Sudan. This change in donor priorities also reduced funding for CSO activities in the country.

The conflict also resulted in internal displacement of hundreds of thousands of South Sudanese citizens. By mid-September 2016, the United Nations High Commission for Refugees reported that the number of refugees and asylum seekers from South Sudan had reached a million, making South Sudan join Syria and Somalia as the only countries with over a million of their citizens in refugee. CSO activists were not spared in these displacements; many went to UN protection of civilian camps for internally displaced persons around the country while others took refuge in neighboring countries. Some CSO activists imposed self-censorship on themselves for purposes of personal safety.

Now with the outbreak of Sudan conflict, more South Sudanese are displaced from Sudan seeking for humanitarian support and reintegration into the communities. “Eye Radio” October 6, 2023

Albino Atak the minister of humanitarian Affairs and Disaster Management said the “situation is deteriorating at the Sudan boarder, where hundreds of thousands have crossed to South Sudan since April 15 2023 when a bitter Urban battle erupted in Khartoum.

He said about 131,000 people have so far returned to Upper Nile 50,000 to Unity State, and 45,000 in Central Equatoria. Meanwhile, Northern Bahr El Ghazal received about 20,000 returnees, Jonglei 12,000, Western Bahr el Ghazal 10,000, Warrup 8,000 and Abyei 4,000”

He said “the Country is facing insufficient resources to respond to the increasing needy of those fleeing the Sudan Conflict”.

2. Civil Society Environment

The activities of CSOs in South Sudan are governed and regulated by the Non-Governmental Organizations (NGO) Act, 2016. Whereas this Act is meant to provide a mechanism for government to monitor and coordinate activities of NGOs in the country, its scope is very much limited to activities of humanitarian organizations. The Act is silent about advocacy by CSOs supporting peace building and governance work in the country.

CSOs have been operating in most parts of South Sudan by conducting civic education and awareness raising on human rights, health, media, peace building and governance reforms. Since the outbreak of conflict in December 2013, the space for civil society has narrowed down quite significantly. CSOs are required to acquire security clearance before conducting activities. Meanwhile independent media institutions have continuously faced restrictive interference in their work and sometimes closure of media houses or detention of journalists.

Due to insecurity in many parts of South Sudan, CSOs face increased difficulty to move freely around the country to implement programs and reach their target beneficiaries; thus limiting CSO activities to urban centers.

3. SWOT Analysis

This section presents an analysis of the strengths, weaknesses, opportunities and threats (SWOT) carried out to identify AHSR’s internal strengths and weaknesses (**Internal Analysis**) in relation to external opportunities and

threats (**external Analysis**). The purpose for this analysis was to identify and take action to leverage the strengths and opportunities, and eliminate or cope with weaknesses and threats.

A. Scanning the Internal Context

The internal context refers to issues that are within the control of an organization or institution. Issues such as organizational aspects, planning, coordination of operations, supplies and resource procurement, management & administrative policies, systems and procedures were analyzed. The purpose of the analysis was to determine the strengths as well as weaknesses in the functioning of such internal aspects.

B. Strengths

The SWOT analysis indicates that AHSR’s key strengths comes from its well established institutional structure, its volunteers training facilities giving them chances to build the capacity of their volunteers, Transparent finance which has experiences of being audited by independent public account firm, have reliable personnel who have work for international NGOs for more than ten years in most cases, the organization have financial system in place which will make them to account donor fund as per the donor expectation, they have clear definition of their jobs which makes them to know what to do with good discipline and have empowered their staff and board with adequate capacity to lead AHSR in conducting activities Other key strengths include: the management commitment to achieving results and good working relations with national and sub-national humanitarian/governance institutions.

C. Weaknesses

From the literature obtained from accessing AHSR as a humanitarian and governance organizations, we have come up with respective weaknesses starting with inadequate office space and equipment, lack of facilities and infrastructures as the Country is still not facing constructing the roads, the number of the employees is less compared to the workload, social and economic problems of the returnees and the conflict victims which varies from one ethnic group to the other, lack of volunteers to increase the number as most of the volunteers would like to get a good pay salary, Lack of community participation and awareness programs to bring them into this as the war has divided the community of the republic of South Sudan, Rigid implementation of tasks because they must be following the principle not connect to their ethnic beliefs or political affiliation, It does not yet have the infrastructure to support the performance of handling the burden of the refugees/returners as the program is starting and Secretariat and member organizations have limited funding sources and mechanisms.

Table 1: AHSR’s Internal Analysis

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. AHSR is legally registered and well established with a functioning national office and also with committed volunteers 2. It has Volunteer training facilities 3. Finances that are transparent & audited by an Independent Public Accounting Firm 4. Have reliable personnel and specialists in their respective fields. 5. Have financial system and SOP. 6. Provide good service and performance 	<ol style="list-style-type: none"> 1. AHSR has Inadequate office space and equipment such as (state offices, computers, and printers) 2. Lack of facilities and infrastructure 3. The number of employees is less 4. Social and economic problems of the returnees and the conflict victims 5. Lack of volunteer members 6. Lack of community participation and awareness

<ul style="list-style-type: none"> 7. There is a clear definition of job activities. 8. Have highly disciplined employees 9. Empowered staff and Board with adequate capacity to lead AHSR's further development 	<ul style="list-style-type: none"> 7. Rigid implementation of tasks because they must be following the principle 8. It does not yet have the infrastructure to support the performance of handling the burden of the refugees/returners.
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D. Scanning the External Context

1. Opportunities

Opportunity analysis can be interpreted as opportunities and possibilities that are available and can be used to encourage the development process of the organization or institution concerned. In the analysis of opportunities, it tends to be opportunities obtained from external sources which, if these opportunities can be utilized properly can support and facilitate the achievement of targets or goals. So that the institution or organization can run and develop better. The opportunities that will benefit AHSR includes:

- a. Goodwill from development partners and stakeholders
- b. Collaborating with other institutions (local & global)
- c. There is a public trust
- d. There are regulations that support AHSR budgeting in the form of Materials from the international.
- e. Coordination between other disaster agencies/organizations
- f. Facility support cooperation between the organizations involved
- g. Gained the trust of the government and the community because in carrying out their duties they were considered good.

2. Threats

It can be interpreted as a condition or problem that comes from outside and causes difficulties, but its existence is still only predicted, it will not necessarily occur, the threat is feared to cause serious obstacles or challenges for a certain region or institution, It is important to analyze such threats, because prior understanding of what they constitute helps the planners and implementers to determine appropriate ways of reducing their severity or impact the threat analysis is more towards external factors as listed:-

- a. The social environment will experience changes in the future
- b. Donor fatigue and their Lack of commitment to funding
- c. Lack of community understanding capacity in the conflict risk reduction efforts.
- d. Donors may fear to support due to the political situation in the Country
- e. Conflict may start again that may make the citizen to flee again
- f. Political intimidation
- g. Limited provision for CSO work in the NGO Act, 2016
- h. Political differences among IGAD members

Table 2: AHSR's External Analysis

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> i. Goodwill from development partners and stakeholders j. Collaborating with other institutions (local & global) k. There is a public trust l. There are regulations that support AHSR budgeting in the form of Materials from the international. m. Coordination between other disaster agencies/organizations n. Facility support cooperation between the organizations involved o. Gained the trust of the government and the community because in carrying out their duties they were considered good 	<ol style="list-style-type: none"> p. The social environment will experience changes in the future q. Donor fatigue Lack of commitment to fund r. Lack of community understanding capacity in the conflict risk reduction efforts. s. Donors may fear to support due to the political situation in the Country t. Conflict may start again that may make the citizen to flee again u. Political intimidation v. Limited provision for CSO work in the NGO Act, 2016 w. Political differences among IGAD members

E. Consolidating strengths

1. Continue upholding AHSR's values in all interactions, relationships and program at all levels of society.
2. Apply organizational basics and principles agreed upon in the building of the strategic plan to achieve sustainability plan
3. Commit to ensuring transparent, accountability and quality work to the beneficiaries, government and general public

4. Seek to work closely, collaboratively with all citizens and the local government institutions.
5. AHSR will work to support individual and communities who have developmental vision to develop, their capacity will be built and made to volunteer so that they continue participating in all the Organization activities.

F. Possible ways of handling weaknesses and actions

The following array of potential efforts to address and manage the severity of the threats, minimize the weaknesses and maximize the strengths.

1. Use the existing AHSR sustainability plan, including developing detailed fundraising strategy for AHSR and work on ensuring funding are available and sustainable for all program activities.
2. Develop partnerships and coalitions with other Organizations, civil society organizations and international actors in humanitarian and governance programs.
3. Continue Building the capacity of AHSR staff and the Board members to ensure quality program implementation, resource mobilization, sound financial system and human resource management adhered to.
4. Build the capacity of AHSR secretariat, the board, and all AHSR location officers to be able to engage the Returnees and the internal displaced citizens and State authorities’ officials in key moments of public decision and decision -making.
5. Rethink a more appropriate way of working with and motivating AHSR volunteers.
6. Clarifying roles and responsibilities of key positions in AHSR.
7. Develop partnership strategies for continued engagement with the current AHSR partners/others.

CHAPTER THREE: STRATEGIC PRIORITIES, OBJECTIVES, STRATEGIES AND ACTIVITIES

This chapter provides the strategic directions adopted for the 2023 – 2028 strategic plan period. From the situation analysis, AHSR will focus on the following seven strategic priorities:

1. Humanitarian Aid; and
2. Recovery plan
3. Governance.
4. Peace building initiatives
5. Education in Emergency
6. Food security and livelihood
7. GBV program intent to protect Survivors

Strategic Objective I:

To provide humanitarian support to the returnees, displaced and the needy in the Republic of South Sudan.

ACTIVITIES

A. Responding to emergency situation

1. Helping to identify and register those who are displaced, returnees and in need cause by man-made /natural disasters such as war and flood or any other victims.
2. Providing life-serving Humitarian assistance including food items, water, shelter, emergence healthcare, temporary learning space, sanitation & hygiene and critical nutrition services to the most vulnerable and hardest to reach people.
3. Small Aid assistance in form of money, equipment, orientation training to those who found themselves in a new environment where they need to start their life

B. Dialogue and civic awareness between the returnees and the displaced persons

4. Conduct civic education and awareness raising to local government, host communities, returnees and the displace persons on peaceful co-existence and progresses on peace.
5. Organize town hall meetings, public lectures, symposium and debates to generate public opinion on governance and peace building among the communities
6. Organize drama series, sport for peace and debate on the peace processes
7. Organize advocacy trainings for women and youth to ensure these vulnerable groups are able to bring their concerns to the attention of policy makers.
8. Organize public events to promote peaceful co-existence among communities through strengthening inter-dependences.



AHSR conducted peace dialogue with students

C. Transitional Justice Processes

9. Search for local efforts to Support reconciliation, Trauma healing and healing among conflict affected communities
10. Carry out advocacy on respect for human rights, justice and accountability
11. Organize community cultural and sport events that promote peaceful co-existence among perceived opposing communities.

Strategic Objective II:

To conduct Recovery programs for the people who have lost their properties due to the prolong civil war in the areas disrupted by 2013 and 2016 wars.

A. Food Security & Livelihood

12. Training the returnees, displaced, the host and the needy person on production on short time crops and vegetables which will start by introducing demonstration farm for them to follow.
13. Provision of seeds and seedling to the returnees, displace, the needy and the host community
14. Seek for allocation of place to be for demonstration farm for each group in their location where we are going to introduce for them competition to see which group will be leading in production which will be awarded gift and recognition.

B. Social recovery

15. Civic education to the returnees and the displace person to Understanding reintegration into the community after being outside for decades.
16. Peace building initiative

C. Political recovery

17. Civic education at all levels
18. Participation in good governance forums

Strategic Objective III:

To promote inclusive peace processes that enhances long term stability

ACTIVITIES**A. Dialogue and civic awareness**

19. Conduct civic education and awareness raising to citizens on progress of peace processes
20. Organize town hall meetings, public lectures, symposium and debates to generate public opinion on governance and peace building
21. Organize drama series and debate on the peace processes

22. Hold peace dialogues and advocacy meetings with relevant authorities and stakeholders to the peace process with the aim of ensuring that sufficient attention is given to concerns, views and opinion of citizens.
23. Organize advocacy trainings for women and youth to ensure these vulnerable groups are able to bring their concerns to the attention of policy makers.
24. Organize public events to promote peaceful co-existence among communities through strengthening inter-dependences.
25. Organize events that promote national identity and unity
26. Hold Radio talk show

B. Transitional Justice Processes

27. Support local efforts towards reconciliation and healing among conflict affected communities
28. Carry out advocacy on respect for human rights, justice and accountability
29. Organize community cultural and sport events that promote peaceful co-existence among perceived opposing communities.

C. Public Opinion Research and Policy Recommendations

30. Develop policy proposal, research papers on key areas of the peace processes and initiatives
31. Conduct public opinion research on key topics and legislations as provided for in the peace agreement including security sector reforms, constitutional development, economic reforms transitional justice, development and reconstruction as well as sustaining peace
32. Monitor and report on the implementation of peace agreements and provide impartial reports and recommendations

Strategic Objective IV:

To lobby and advocate for GBV free nation and survivors’/witness, gender desk and protection centers and psychosocial support

A. Gender Based Violence Reduction

33. Organize training on GBV and build local community members to come up with gender based violence prevention programs
34. Conduct Research topics on gender based violence (GBV)
35. Build up gender champion groups to educate the communities.
36. Visit to school for action to prevent gender based violence and harmful practices
37. Develop Drama to campaign against gender base violence, harmful practices and Develop some IEC materials on GBV and referral pathway

- 38. Raise awareness to the civil populace in regards to GBV
- 39. Advocate for prevention and support for GBV victims

Strategic Objective V:

To enhance community development through livelihood for self-reliance through trainings on farming, fishing, bee keeping and catering/tailoring, welding, etc.

A. Improve livelihoods of the Rural Community

- 40. Workshop training on catering/tailoring, bee keeping and farming for the communities.
- 41. Advocate for pro-poor planning and budgeting at the national and local levels;
- 42. needs and enhancing provision of and access to services as a precursor to improve livelihoods and as Addressing basic an enabling factor of people’s engagement in productive activities;
- 43. Build social capital and resilience in rural communities. In that context Empower women and small-scale farmers, and indigenous peoples, including through securing equitable land tenure supported by appropriate legal frameworks.
- 44. Provide access to credit and other mechanisms as well as resources for farm-based activities, especially risks they face, including price, weather, climate, water shortages, land degradation and natural disasters, for small-scale farmers, including women in particular, in developing countries to better manage the various including by providing aid and promoting the development of agricultural insurance markets

Strategic Objective VI:

To encourage the community to promote girl Child education among the population in Rural areas and in urban areas. Girl Child education among the population in Rural areas and in urban areas.

A. Promotion of girl child education

- 45. Develop support program for girls’ education which will also take care of sanitary materials
- 46. Carry awareness on importance of girls’ education through training workshops to the **parents, chiefs and peer groups**
- 47. Provide access to education for girls through making the learning process and environment conducive for girls

48. Organize debates among secondary schools to advocate for the rights of girl child education
49. Formation of debate clubs to carry out discussion which will be played in radio station for the general public
50. Organize radio talk shows for the girl child, chief and the communities leaders

Strategic Objective VII:

To Promote good governance among the leaders especially, political leaders, Community leaders, Opinion leaders' youth leaders, women leaders, private sector and civil society Organization to practice democracy, transparency, accountability so that they are answerable to the people they lead.

ACTIVITIES

A. Enlightens the general public on the Constitutional

51. Hold awareness meetings with relevant authorities and institutions on the reviewed constitutional
52. Develop policy briefs and research papers on comparative options for the constitution made
53. Organize public dialogues and constituency meetings on constitutional issues at the all levels
54. Conduct public opinion research on matters relating to the constitution and governance.
55. Organize public lectures and meetings, workshops, discussion Organization, symposium and debates on key constitutional issues
56. Conduct civic education and public consultation on the key thematic areas of the constitution
57. Monitor the compliance with provisions of the constitution and other relevant legal frameworks

B. Policy Development and Implementation

58. Contribute to development of public policies
59. Monitor proceedings of parliament on key legislations
60. Monitor implementation of policies and provide reports and recommendations.
61. Monitor the performance of development partners in the country
62. Train monitors on political processes
63. Organize round table discussions on policy issues
64. **Provide reports to the public on political analysis**

C. Democratic Elections

65. Provide policy recommendations on legislations relating to elections
66. Conduct civic education on election laws and electoral processes
67. Deploy domestic election observers to some states in the country
68. Develop and distribute civic education materials elections laws and electoral process to the public
69. Participate in regional and international elections observation mission
70. Produce and release impartial reports on national elections processes

D. Sustainable Development Goals

- 71. Carryout awareness on the SDGs
- 72. Organize public opinion survey and consultations on the SDGs
- 73. Advocate for national budgets to be SDG friendly
- 74. Build a strong coalition of non-state actors to champion the realization of the SDGs in South Sudan



AHSR staffs participating in learning proposal writing as part of resource mobilization strategic

CHAPTER FOUR: STRATEGIC PLAN IMPLEMENTATION

A. Implementation Strategies

1. AHSR will work with Strategic partnerships with local and international players in the humanitarian sector, recovery areas, governance, girl child education, GBV issues, respect for rule of law, peace building and enhance community development.
2. While the organization will Cooperation and collaboration with other civil society organizations in the Republic of South Sudan and the region
3. Girl child education advocacy
4. Public information dissemination
5. Strengthening interdependencies and hunger alleviation program
6. Plan demonstration firms within the communities
7. Distribution of seeds and agricultural tools
8. Schools and Public dialogues
9. Research on Public opinion
10. Civic education

B. Monitoring and Evaluation Framework

This is a detailed implementation plan put down to guide the monitoring and evaluation (M& E) of each of the milestone in this plan. In addition, monitoring and evaluation (M&E) is necessary to assess the progress of the implementation and to re-strategize, reallocate resources and undertake corrective measures as required. AHSR is therefore instituting a Monitoring and Evaluation mechanism to track the implementation of the strategic plan. It has developed a suitable framework to ensure that suitable results oriented M&E approach is adopted and institutionalized. Below is the M&E framework structured: -

1. AHSR head office and location officers will prepare annual work plans, monthly and Weekly reports
2. The Executive director and management team will compile or prepare quarterly progress reports for presentation and discussions in a meeting chaired by the Board of Director chairman to fast track the implementation process and provide necessary interventions.

C. Risk, Assumption and Mitigation (closing space for CSOs)

Assumptions	Risks	Level of risk	Risk mitigation strategy
Rigid in implementation of tasks or the organization	Reduced community participation and awareness	Low	Increase civic education and awareness campaign
Improved security	Violence Reduction around the country	Medium	Hold meetings with the parties and present petitions to them to cease hostilities and to provide protection to CSO members
Space exists for CSO engagement	Reduced/closed space for civic engagement	Medium	Petition policy makers to respect their commitment to the constitution and the Agreement to allow unrestricted operations of CSOs in the country.
Available funding and technical support	Limited/no funding and technical support from development partners	Low	Write proposals to seek for support and discuss with diverse groups of development partners on the importance of supporting proactive CSO work in South Sudan.
Political stability	Selective to no implementation of the Agreement	Medium	Use CSO monitoring report on the Agreement implementation to advocate for the parties to the agreement to consistently implement the agreement.

Table 3: Monitoring and Evaluation Matrix

Strategic Activities	Expected Output	Indicators	Timeframe	Level of Priority
Strategic Objective I:				
To provide humanitarian support to the returnees, displaced and the needy in the Republic of South Sudan.				
A. Responding to emergency situation				
1. Helping to identify and register those who are displaced, returnees and in need cause by man-made disasters such as war victims	The returnees and internal displaced are identified and registered in the country	# of Identification and registration are conducted	2024 – 2028	High Priority²
2. Providing life-serving Humitarian assistance including food items, water, shelter, emergence healthcare, sanitation & hygiene and critical nutrition services to the most vulnerable and hardest to reach people	Life serving humanitarian assistant are delivered to the internal displaced persons and returnees	# of persons signed up for the humanitarian support given out	2024 – 2028	High Priority
3. Small Aid assistance in form of money, equipment, orientation training to those who found themselves in a new environment where they need to start their life	Small aid assistant were given to those who are in need of moving forward	# of individuals benefited from the small support	2024 – 2028	Medium Priority
B. Dialogue and civic awareness between the returnees and the displaced persons				
4. Conduct civic education and awareness raising to local government, host communities, returnees and the displace persons on peaceful co-existence and progresses on peace.	Divided communities take initiative to reconcile	# of Civic education and awareness meetings held	2024 – 2028	High Priority

² High Priority includes all those activities that are very critical, of immediate nature, urgent and provide the base upon which subsequent activities anchor on.

5. Organize town hall meetings, public lectures, symposium and debates to generate public opinion on governance and peace building among the communities	Citizens Peaceful coexistence enhanced	# of town hall events organized and public opinion generated	2024 – 2028	Medium Priority
6. Organize drama series, sport for peace and debate on the peace processes	Drama series, sport for peace and debates are conducted	# of events conducted and peace process is enhanced	2024 – 2028	High Priority
7. Organize advocacy trainings for women and youth to ensure these vulnerable groups are able to bring their concerns to the attention of policy makers	Advocacy training for women and youth are conducted and women delivered their concern to policy maker	# of advocacy training for women and youth conducted and concerned were heard by policy maker	2024 – 2028	High Priority
8. Organize public events to promote peaceful co-existence among communities through strengthening inter-dependences	Divided communities take initiative to reconcile and co-existence	# of public events organized for peace full co-existence	2024 – 2028	Medium Priority
C. Transitional Justice Processes				
9. Search for local efforts to Support reconciliation, Trauma healing and healing among conflict affected communities	Policy position papers developed on the peace process, Trauma healing and related communities' initiatives.	# of policy position papers developed	2024 – 2028	High Priority
10. Carry out advocacy on respect for human rights, justice and accountability	Advocacy on respect for human right, justice and accountability has been done.	# of Advocacy, Justice and accountability accomplished,	2024 – 2028	Medium Priority
11. Organize community cultural and sport events that promote peaceful co-existence among perceived opposing communities	Divided communities take initiative to reconcile and co-existence	# of community cultural and sport event to promote peaceful co-existence conducted	2024 – 2028	Medium Priority
Strategic Objective 2:				

To conduct Recovery programs for the people who have lost their properties due to the prolong civil war in the areas disrupted by 2013 and 2016 wars

A. Food Security & Livelihood				
12. Training the returnees, displaced and the needy person on production on short time groups and vegetables which will start by introducing demonstration firm for them to follow.	The returnees, displaced and the needy have been trained on the use of short life crops and vegetables through demonstrated firms.	# of training and demonstrations firms held	2024 – 2028	High Priority
13. Seek for allocation of place to be for demonstration firm for each group in their location where we are going to introduce for them competition to see which group will be leading in production which will be awarded gift and recognition	Demonstration firm allocated to each group and leading group identified and awarded gift	# of demonstration firm acquired	2024 – 2028	Medium Priority
14. Provision of seeds and seedling to the returnees, displace, the needy and the host community	Seed and seedling provided to the returnees, displace person and the host community	# of seeds and seedling received by the returnees, internal displaced person and the host community	2024 – 2028	High Priority
B. Social recovery				
15. Civic education to the returnees and the displace person to Understanding reintegration into the community after being outside for decades.	Informed policies and in line with the reality	# of policies informed and influenced by reality		Medium Priority
16. Peace building initiative	Communities are able to live in harmony with others	# of peace initiatives conducted	2024 – 2028	High Priority
C. Political recovery				

17. Civic education at all levels	Civic education conduct at all level and the communities are well informed	# of Civic education conducted	2024 – 2028	Medium Priority
18. Participation in good governance forums	Good governance forums are attended to	# of forum are adhered to	2024 – 2028	Low Priority
Strategic objective III: <i>To promote inclusive peace processes that enhances long term stability</i>				
A. Dialogue and civic awareness				
19. Conduct civic education and awareness raising to citizens on progress of peace processes	The citizen are informed on the processes of peace	# of civic education and awareness conducted on peace process	2024 – 2028	High priority
20. Organize town hall meetings, public lectures, symposium and debates to generate public opinion on governance and peace building	Town hall meeting, public lectures, symposium and debate to generate opinion are organized	# of town hall meeting, public lectures, symposium and debate organized	2024 – 2028	Medium priority
21. Organize drama series and debate on the peace processes	Drama series and debates on the peace process achieved	# of dramas’ campaign and debates would have been developed and done	2024 – 2028	High priority
22. Hold peace dialogues and advocacy meetings with relevant authorities and stakeholders to the peace process with the aim of ensuring that sufficient attention is given to concerns, views and opinion of citizens.	Peace dialogues and advocacy meeting with relevance authority and stakeholder held	# of peace dialogues and advocacy meeting held with the concern and view of the citizen	2024 – 2028	High priority
23. Organize advocacy trainings for women and youth to ensure these vulnerable groups are able to bring their concerns to the attention of policy makers	Advocacy training for women and youth is organized and vulnerable groups able to forward their concern to the policy maker	# of advocacy training for women and youth held	2024 – 2028	High priority

24. Organize public events to promote peaceful co-existence among communities through strengthening inter-dependences	Communities are able to live in harmony with others	# of public event among the communities for peaceful co-existence held	2024 – 2028	High priority
25. Organize events that promote national identity and unity	National identity is enhanced	# of event that promote national identity and unity held	2024 – 2028	High priority
26. Hold Radio talk show	Four millions people reached	# of people reached and influence by the Talk show	2024 – 2028	High priority

B. Public Opinion Research and Policy Recommendations

1. . Advocate for pro-poor planning and budgeting at the national and local levels;	Pro- poor planning would have been done at national level	# of pro-poor advocacy meetings held	2024-2028	High priority
2. Develop policy proposal, research papers on key areas of the peace processes and initiatives	Needs and enhancing provisions to access services to women to enable productions would have been addressed	# of needs and enhancing provision to address services to people mostly women would have been done	2024 - 2028	High priority
3. Conduct public opinion research on key topics and legislations as provided for in the peace agreement including security sector reforms, constitutional development, economic reforms transitional justice, development and reconstruction as well as sustaining peace	Opinion sorted on key topics and legislation and Resilience programs in rural communities would have been invented	# of public opinion sorted and formula for sustainable peace achieved and number women small groups supported	2024 - 2028	High priority

Strategic Objective IV:

To lobby and advocate for GBV free nation and survivors’/witness, gender desk and protection centers and psychosocial support

A. Gender Based Violence Reduction				
4. Organize training on GBV and build local community members to come up with gender based violence prevention programs	Training to build local community members organized with gender based program initiated	# of GBV training organized with GBV programs initiated	2024 – 2028	High Priority
30. Conduct Research topics on gender based violence (GBV)	Policies on GBV improvised and presented to government	# of research conducted on GBV programs	2024 – 2028	Low Priority
31. Build up gender champion groups to educate the communities	Gender champion groups built and community are educated on gender	# of gender champion groups built	2024– 2028	Low Priority
32. Visit to school for action to prevent gender based violence and harmful practices	School visited for action to prevent GBV harmful practice	# of schools visited to prevent GBV harmful practice	2024 – 2028	High Priority
33. Develop Drama to campaign against gender base violence, harmful practices and Develop some IEC materials on GBV and referral pathway	Drama to champing against gender based violence and harmful practice developed and IEC material developed	# of drama Champaign and IEC materials developed	2024 – 2028	Low Priority
34. Raise awareness to the civil populace in regards to GBV	The civil populace would have been aware of the gender base violence	# of awareness meeting would have been done	2024 – 2028	Low Priority

35. Advocate for prevention and support for GBV victims	GBV victims would have been supported and violence prevented	# of advocacy prevention held with victims supported	2024 – 2028	High Priority
Strategic Objective V: To enhance community development through livelihood for self-reliance through trainings on farming, fishing, bee keeping and catering/tailoring, wielding, etc.				
B. Improve livelihoods of the Rural Community				
36. Workshop training on catering/tailoring, bee keeping and farming for the communities.	Communities are trained in catering, tailoring, bee keeping and farming	# of people trained in catering/tailoring, bee keeping and farming	2024 – 2028	High Priority
37. Advocate for pro-poor planning and budgeting at the national and local levels	Pro- poor planning would have been done at national level	# of pro-poor advocacy meetings held	2024-2028	High priority
38. needs and enhancing provision of and access to services as a precursor to improve livelihoods and as Addressing basic an enabling factor of people’s engagement in productive activities	Access to service is enhanced and livelihood is improved people are engaging in production activities.	# of access to provision is enhanced with improved livelihood which enable people to produced local product	2024 – 2028	Moderate Priority
39. Build social capital and resilience in rural communities. In that context Empower women and small-scale farmers, and indigenous peoples, including through securing equitable land tenure supported by appropriate legal frameworks.	Social capitals built and resilience in the communities also built in the context to empower women and small scale farmer.	# of social capitals built and women are empowered together with small scale farmers and indigenous people through securing equitable land tenure supported by legal framework	2024 – 2028	High Priority

<p>40. Provide access to credit and other mechanisms as well as resources for farm-based activities, especially risks they face, including price, weather, climate, water shortages, land degradation and natural disasters, for small-scale farmers, including women in particular, in developing countries to better manage the various including by providing aid and promoting the development of agricultural insurance markets</p>	<p>Access to credit and other mechanism as well as resources for farm based activities is provided which will includes support to women where agricultural insurance market is promoted.</p>	<p># of credit provided as well as resource for farm base activities.</p>	<p>2024 – 2028</p>	<p>High Priority</p>
<p>Strategic Objective VI: To encourage the community to promote girl Child education among the among the population in Rural areas and in urban areas. Girl Child education among the population in Rural areas and in urban areas</p>				
<p>A. Promotion of girl child education</p>				
<p>41. Develop support program for girls’ education which will also take care of sanitary materials</p>	<p>Support program for girl child education which will take charge of sanitary material developed.</p>	<p># of programs developed to support girl child education with care on their sanitary materials</p>	<p>2024 – 2028</p>	<p>High Priority</p>
<p>42. Carry awareness on importance of girls’ education through training workshops to the parents, chiefs and peer groups</p>	<p>Awareness on important of girl child education held through training workshops to parents, chiefs and peer groups</p>	<p># of awareness training workshops held with chiefs, parents and peer groups trained</p>	<p>2024 – 2028</p>	<p>High Priority</p>
<p>43. Provide access to education for girls through making the learning process and environment conducive for girls</p>	<p>Education environment is made conducive for girl child education</p>	<p># of girl child went to school</p>	<p>2024 – 2028</p>	<p>High Priority</p>

44. Organize debates among secondary schools to advocate for the rights of girl child education	Debates organized in schools among secondary schools they debated on girl child education	# of secondary schools turned up for the debate	2024 – 2028	High Priority
45. Formation of debate clubs to carry out discussion which will be played in radio station for the general public	Debate clubs formed with discussion's voices plaid in radio station	# of debates held and aired in radio stations	2024 – 2028	High Priority
46. Organize radio talk shows for the girl child, chief and the communities leaders	Talk show for girl child, chiefs and communities leaders organized	# of talk show with chiefs, communities leader and girl child held	2024 – 2028	High Priority
<p>Strategic Objective VII: To Promote good governance among the leaders especially, political leaders, Community leaders, Opinion leaders' youth leaders, women leaders, private sector and civil society Organization to practice democracy, transparency, accountability so that they are answerable to the people they lead.</p>				
<p>C. Enlightens the general public on the Constitutional</p>				
47. Hold awareness meetings with relevant authorities and institutions on the reviewed constitutional	Awareness meeting with relevant authorities and institution on reviewed constitution held	# of meetings on reviewed constitution held	2024 – 2028	Medium Priority
48. Develop policy briefs and research papers on comparative options for the constitution made	Policy briefs and research papers on comparative option for the constitution made developed	# of policies and correspondences developed	2024 – 2028	Medium Priority
49. Organize public dialogues and constituency meetings on constitutional issues at the all levels	Public dialogues meeting on constitutional issues at all level organized	# of public dialogue and meetings held with public officials and institutions	2024 – 2028	Medium Priority
50. Conduct public opinion research on matters relating to the constitution and governance.	Public research conducted relating to constitution and governance	# of public research organized relating to	2024 – 2028	High Priority

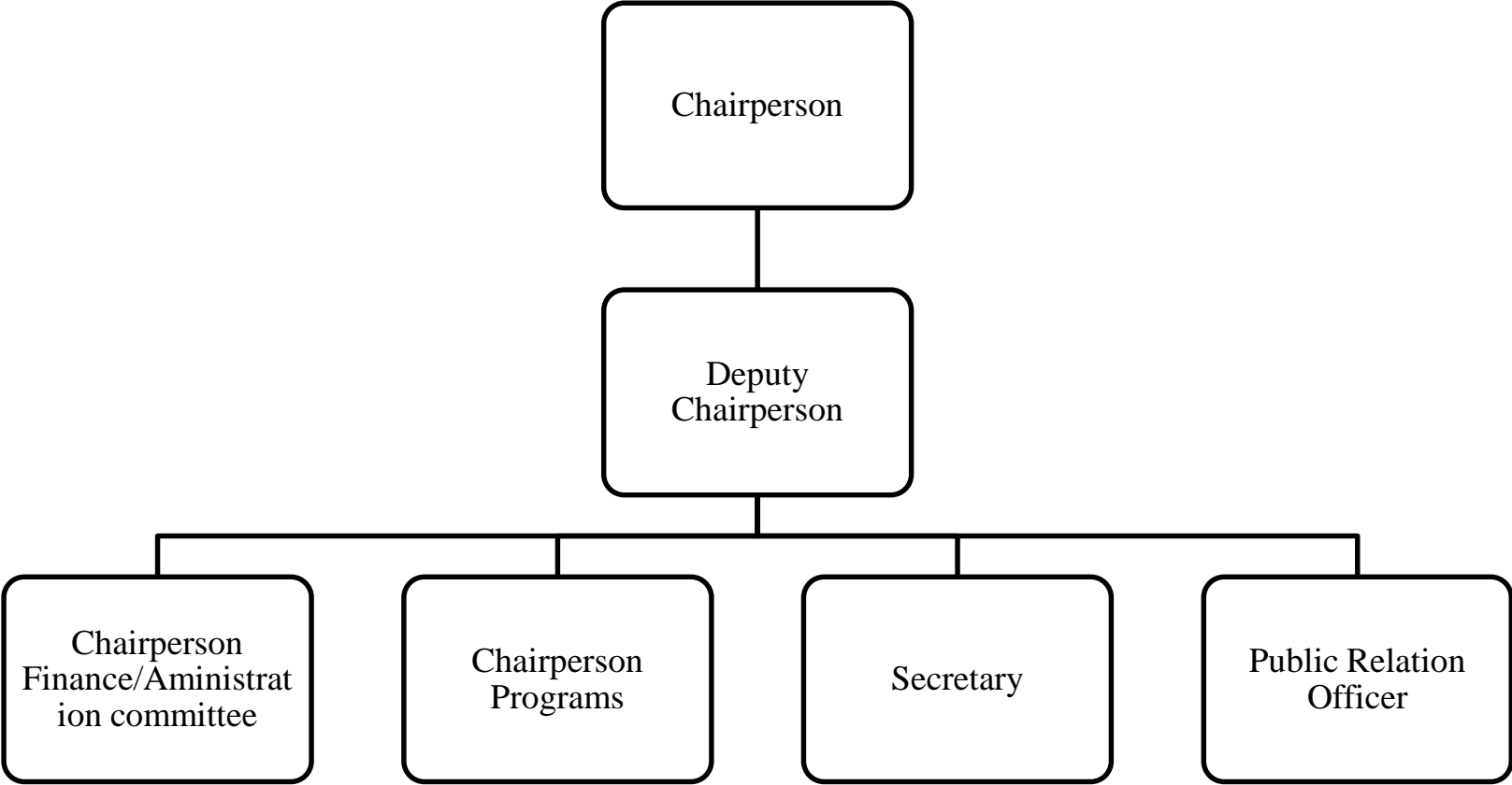
		constitution and governance		
51. Organize public lectures and meetings, workshops, discussion Organization, symposium and debates on key constitutional issues	Public lectures and meeting workshops, discussion’s symposium and debates on Key constitutional issues organized	# of public lectures and meeting workshops, discussion organization, symposiums organized	2024 – 2028	High Priority
52. Conduct civic education and public consultation on the key thematic areas of the constitution	Civic education and public consultation on key thematic area of the constitution conducted	# of civic education and public consultation conducted	2024 – 2028	Medium Priority
53. Monitor the compliance with provisions of the constitution and other relevant legal framework	Compliance with provision of the constitution and legal frame work monitored	# of monitoring mechanism in place	2024 – 2028	Medium Priority
C. Policy Development and Implementation				
54. Monitor proceedings of parliament on key legislations	Parliament proceedings on key legislations monitored	# of parliamentary proceeding monitored	2024 – 2028	Higher Priority
55. Contribute to development of public policies	Public policies developed	# of policies developed	2024 – 2028	Medium Priority
56. Monitor implementation of policies and provide reports and recommendations	Implementation policies monitored with report and recommendation provided	# of policies implementation monitored with report and recommendation provided.	2024 – 2028	Medium Priority
57. Monitor the performance of development partners in the country	Performance of development partners is monitored in the Country	# of monitored performance of development partner	2024 – 2028	Higher Priority

58. Train monitors on political processes	Monitors on political process trained	# of monitors trained	2024 – 2028	Medium Priority
59. Organize round table discussions on policy issues	Round table discussions on policy issues organized	# of round table discussions on policy issues organized	2024 – 2028	Medium Priority
60. Provide reports to the public on political analysis	Report to the public on political analysis provided	# of reports on political analysis provided	2024 – 2028	Medium Priority
D. Policy Development and Implementation				
61. Democratic Elections	An electoral cycle for democratic process base on lasting dialogue between the populace and it representatives is uphold	# of electoral processes is followed	2024 – 2028	Higher Priority
62. Provide policy recommendations on legislations relating to elections	Policy recommendation on legislations relating to electoral is provided	# of policy recommendation processed	2024 – 2028	Medium Priority
63. Conduct civic education on election laws and electoral processes	Civic education conducted and the people are informed of electoral laws and processes	# of civic education conducted	2024 – 2028	Higher Priority
64. Deploy domestic election observers to some states in the country	Domestic election observers to some areas deployed	# of election observers to some areas deployed	2024 – 2028	Medium Priority
65. Develop and distribute civic education materials elections laws and electoral process to the public	Civic education materials, elections laws and electoral process to the public developed and distributed	# of civic education materials, electoral laws and processes distributed to the public	2024 – 2028	Higher Priority
66. Participate in regional and international elections observation mission	The team participated in regional and international observation missions	# of staff participated in elections missions	2024 – 2028	Medium Priority

67. Produce and release impartial reports on national elections processes	Impartial report on national elections process is produced and distributed	# of impartial report produced and processed	2024 – 2028	Medium Priority
E. Sustainable Development Goals in the Republic of South Sudan				
68. Carryout awareness on the SDGs	Awareness activities is done on SDGs in the Country	# of awareness on SDGs held in the Country	2024 – 2028	Higher Priority
69. Organize public opinion survey and consultations on the SDGs	Public opinion survey and consultation on SDGs held	# of people participated on the survey and consultation on SDGs	2024 – 2028	Higher Priority
70. Advocate for national budgets to be SDG friendly	The national budget is held SDGs friendly	# of advocacy held	2024 – 2028	Medium Priority
71. Build a strong coalition of non-state actors to champion the realization of the SDGs in South Sudan	Strong coalition of non-state actor to champion the realization of the SDGs in the South Sudan is built	# of non-state actors or CSO champion the realization of SDGs	2024 – 2028	Medium Priority

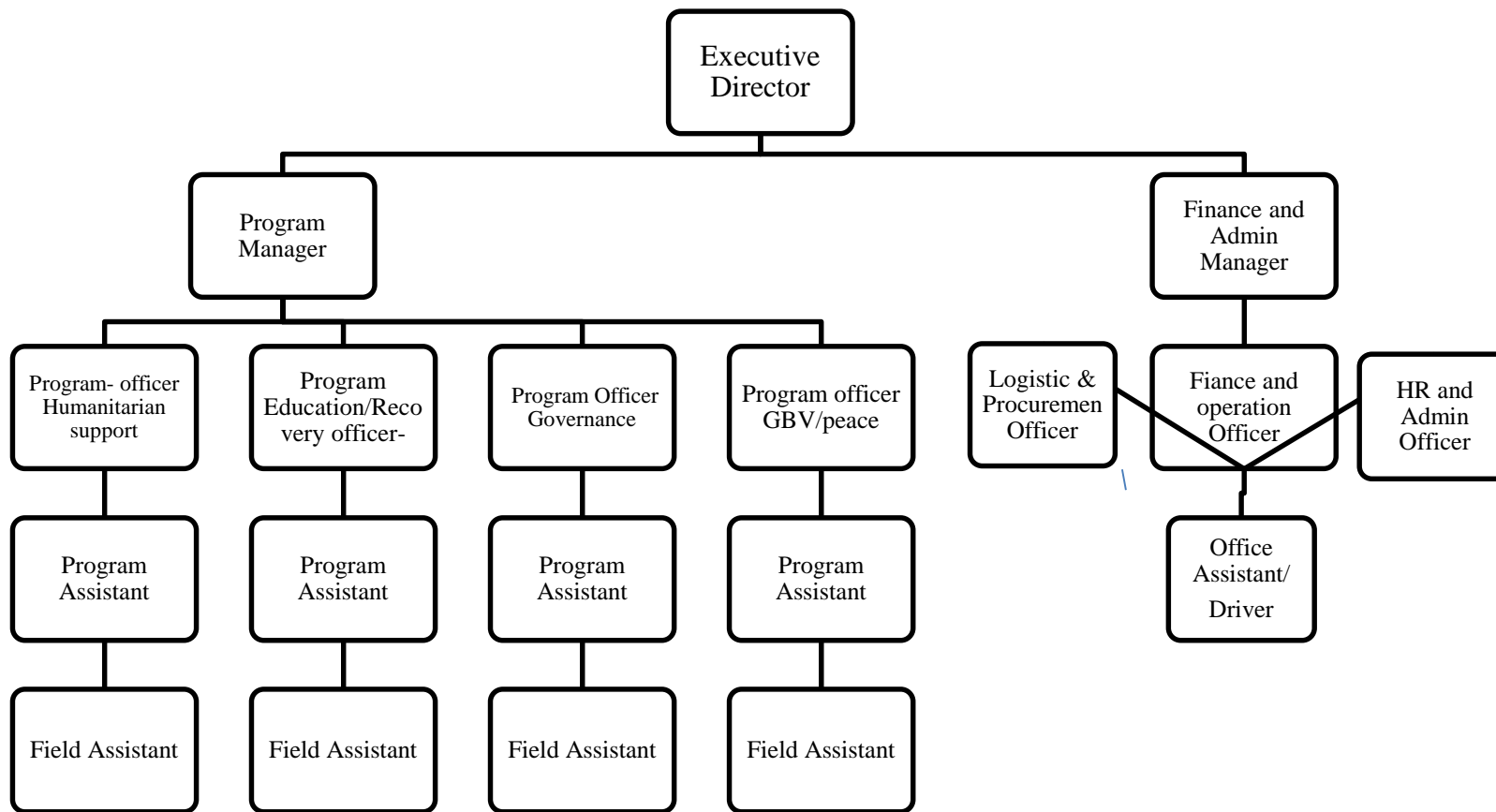
Annex 1: Structure of AHSR Board of Directors

Structure of the Board of Directors



**Annex 2:
Structure of
AHSR
Secretariat**

**Structure of
the
Secretariat**



CONTACT

AHSR Secretariat

Atlaabara B C/o South Sudan Law Society, Juba - South Sudan.

Juba, South Sudan

Tel: +211923833483/923850005

Email: ahsrhumanitariansupport1@gmail.com

info@ahsr.org

Web-www.AHSR.org