



# **Strategic Plan 2013- 2017/18**

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# FOREWORD

It is with great pleasure that I introduce SOS Sahel South Sudan's first long term Strategic Plan 2013 – 2017/18. This strategic plan, represents SOS Sahel South Sudan's board's and management's aspirations as a national NGO. The strategic plan provides a roadmap for the future, setting out the key priorities and the actions necessary to achieve sustainable growth and impact in our areas of operation.

Since the registration of SOS Sahel South Sudan in 2011, the board and management have made a number of significant achievements such as the establishment of office infrastructure and the establishment of the essential institutions of an NGO. However, the challenges that face the organisation have only just begun and we as board and management must plan now, to work even harder for a sustainable organisation in order to ensure continued progress towards achieving a our newly set vision and mission.

The focus of this strategic plan is on building the strong institutions required to promote a transparent and accountable NGO and improving capacity at all levels of the organisation.

The output of an earlier short term strategic planning workshop (in 2012) has greatly facilitated the development of this long term Strategic Plan. The key stakeholders who were participants in this workshop included members of the board of trustees and management.

I wish to recognize the efforts of SOS Sahel South Sudan's development donors namely Oxfam Novib for their support that has, among other things, led to the production of this strategic plan.

SOS Sahel South Sudan's strategic plan is intended to serve as a guide for the implementation of the organisation's Mission. It is therefore incumbent upon the new board and management to come up with and ensure that there is a functional monitoring and evaluation plan as a part of implementation of this strategic plan.

Monitoring and Evaluation in the context of SOS Sahel South Sudan's strategic plan implementation is defined as the regular collection of information to assess progress in the implementation of the work plan; and evaluation as the periodic collection of information to assess progress in changing the practices and well being of target populations. The strategy will also be reviewed periodically by the Board of Trustees and staff.

Finally, I wish to take this opportunity to once again thank the board members and management of SOS Sahel South Sudan for taking part in the workshop that paved way for this Strategic Plan, and the Consultant who on short notice worked to ensure it captures the long term aspirations of SOS Sahel South Sudan.

**Ajak Deng Meyan**

**Executive Director - SOS Sahel South Sudan**

## 1. INTRODUCTION

### 1.1 Background

SOS Sahel International UK (SOS Sahel UK) was set up in 1984 with its first programmes established in Sudan and then progressively across Mali, Niger, Kenya and Ethiopia. In the course of time SOS Sahel has become committed to promoting the idea of nationalisation amongst its country programmes and this process has now taken place, with different degrees of success, in the countries listed. In Sudan the process is still underway due to the situation in the country. Therefore SOS Sahel UK's strategy in Sudan is to continue supporting the development of SOS Sahel Sudan until it is fully independent and SOS Sahel UK can de-register its presence in the country and look at other ways of providing support as necessary.

SOS Sahel UK's programmes only existed in Northern Sudan and there were no activities in Southern Sudan. Therefore when the independent future of South Sudan became clear there was an initiative between some members of SOS Sahel UK and SOS Sahel Sudan to identify the best way to go about establishing SOS Sahel in the new country. Ajak Deng Meyan, who had worked with SOS Sahel UK in Sudan for over 17 years, was keen to look at the idea of registering an organisation in Juba to enable the extension of SOS Sahel's expertise and form part of a network of SOS Sahel organisations in East Africa.

In December 2011 Oxfam Novib agreed to provide a six month grant to SOS Sahel South Sudan to support them in the set up of the organisation: the formation and training of a board of trustees, the establishment of an office and the completion of a baseline survey in Warrap State and Central Equatoria States.

Following successful completion of this start-up project SOS Sahel South Sudan received further funding from Oxfam Novib, with whom it maintains a good relationship, to build on the baseline survey and develop the capacity of the organisation.

## 1.2 Context

South Sudan has been at war for over a half century and this has caused great damage to both the population and the infrastructure. Although the Comprehensive Peace Agreement (CPA) in 2005 brought a formal peace to the country many tensions remain in need of resolution. The consequent independence of South Sudan in 2011 has also exacerbated many of these issues. As the world's newest country, South Sudan is one the poorest. Conflict is ongoing across the country; years of civil war have left many scars on the nation including a deep running tradition of violence. As a result there is an inherent fear of conflict – fear of conflict causes people to arm themselves and prepare for violence which in turn spurs violence, bringing about a self-perpetuating cycle intensified by real tensions.

South Sudan is replete with natural resources. However, with the majority of the local population reliant on livestock rearing and agriculture (in both Central Equatoria and Warrap States for example, livestock rearing, subsistence farming and other agricultural activities are by far the most dominant activities), there is a heavy pressure on these resources. Pressure is further increased on pastures and water points as pastoralists move across borders with their cattle bringing them into conflict with settled communities and farmers.

Competition and contestation over scarce resources therefore play a major role in conflicts in South Sudan and are integral to inter-group relationships. Disputes over access to water, land, inter-communal borders, grazing rights and cattle raiding are common. All of these conflicts need analysing from a gender perspective to see how they differentially impact on women, men and children so that aspects can be addressed in SOS Sahel South Sudan's activities.

Scarcity over natural resources is exacerbated by the breakdown of traditional rules. There is a lack of policies and agreements over management and governance of natural resources that can leave conflicts unaddressed. Local government authorities across South Sudan are weak after years of marginalisation by the government in Khartoum. With the budget of the new Government of South Sudan significantly reduced due to halted oil production in the country and high spending on the country's security budget, few resources remain to invest in developing the capacity of local government. Levels of coordination between the local state governments and the National Government are often weak. As a result local government authorities are unable to develop effectively or enforce strong policies on natural resource management, and often have little influence when conflicts arise. In addition, there is often a lack of cooperation between community leaders and various government agencies and consequently traditional authorities have been weakened over time.

## 1.3 Current organisation structure and functions.

See organisational chart attached.- Annex II

## 1.4 Justification for the Strategic Plan

This SOS Sahel South Sudan Strategic Plan, 2013 – 2017/18 have been developed based on the organization's management experience since it was founded . In addition, the plan has been developed based on the experience of SOS Sahel UK in Sudan since 1984. Some of the secondary data documents that formed the basis for strategic plan development include but not limited to:

- SOS Sahel South Sudan 2013 Business Plan
- SOS Sahel South Sudan 2011 Business Plan
- SOS Sahel South Sudan Strategic Plan 2012 /13
- SOS South Sudan Constitution
- SOS Sahel South Sudan board of Trustee workshop report 2012

## **2. SOS SAHEL SOUTH SUDAN STRATEGIC PLAN 2013 – 2017 LAYOUT**

### **2.1 Purpose of the Strategic Plan**

The SOS Sahel South Sudan Strategic Plan 2013 – 2017/18 has been developed with the major purpose of:

- Providing for clear long term objectives and direction for SOS Sahel South Sudan
- Identification and focusing on viable, realistic and achievable plans and activities
- Optimum utilization of available resources (Efficiency)
- Maximum realization of set goals and objectives (Effectiveness)
- Responsiveness to changing environmental forces, demands and expectations
- Creating opportunities for SOS South Sudan's growth, expansion and sustainability.

### **2.2 The Strategic Plan Layout**

The Strategic Plan Layout and development covers the following major parts:

- Vision Statement
- Mission Statement
- Overall Goal or Purpose of the Strategic Plan
- Core Values
- Situational (SWOT) Analysis
- Organizational Objectives

Additionally, the strategic plan also includes a Logical Framework (Logframe) which will be a useful tool/instrument for:

- Strategic Plan Activities Implementation
- Monitoring and Evaluating (M&E) the progress of implementation as well as results/outputs respectively
- Resources Allocation, Mobilization and Utilization
- Overall Management and Coordination of the plan's implementation

### **3. SOS SAHEL SOUTH SUDAN STRATEGIC PLAN 2013 – 2017**

#### **3.1 Vision**

Peaceful co-existence among all resource users in South Sudan

#### **3.2 Mission**

SOS Sahel South Sudan will strengthen people's livelihoods in order to decrease poverty and reduce conflict through use of natural resources and realisation of people's potentials and participation.

#### **3.3 Values and Principles**

- Non-profit
- Rights-based
- People-centred
- Model of good practice
- Motivational
- Non-partisan
- Accountable
- Transparent
- Efficient
- Effective
- Results-oriented
- Objectivity
- Respect for diversity

#### **3.4 Program Strategy**

##### **3.4.1 The Core Programmes**

- Support marginalized rural communities
- Preventing Conflict
- Responding to Environmental Change
- Influencing Policy

##### **3.4.2 Program aims/Objectives**

- To work with the rural communities for combating poverty and provision of decent life;
- To protect the environment, increasing citizens' awareness on climate change
- To develop the natural resources and work for the reduction of disputes on natural resources
- To develop the rural women's abilities and their empowerment for effective participation in alleviation of poverty
- To build the capabilities of citizens and local organisations in rural communities

- To support the efforts which are leading to the rational management of resources.

### **3.4.3 Key activity focuses for the period**

- To advocate and raise awareness on laws and policies on natural resource management
- To provide water sources as an entry point for peace dividends
- To encourage dialogue on pastoralists' livelihood aspects
- To encourage and support women's development
- To support and build the capacities of civil society, community based organisations and local government through training and dialogue.

### **3.4.4 Geographical focus**

SOS Sahel South Sudan aims ultimately to work across the states of Greater Bahr El Ghazal, Unity State and Central Equatoria State (CES). SOS Sahel South Sudan has started its activities with a baseline survey on land issues in CES and resource-based conflicts in Warrap State. From here the organisation has actively started its work in CES in the counties of Terekeka and Juba West (areas that have been identified as particularly susceptible to violence) and is working to develop activities in Warrap State. These are the key focus areas for the strategic period to 2017 with other areas to be considered (as above) as the opportunities arise.

## 3.5 Organisational Strategy

### 3.5.1 Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis Results

A SWOT analysis was carried out to map SOS Sahel South Sudan's internal and external environment.

#### Internal strengths

- Interim board – well connected/experienced/committed
- Constitution/legal registration – legal framework in place
- Some existing support from donors – Oxfam Novib
- Connections with Sahel Alliance
- Reputation of SOS Sahel
- Small therefore flexible/responsive
- Committed and experienced executive director
- Baseline assessment – Warrap/Central Equatoria
- Developing a basic strategic action plan

#### Internal weaknesses

- Incomplete structure (general assembly)
- Lack of financial resources
- No inherited programmes from an umbrella organisation/partner/other
- Lack of credibility through lack of programmes
- Currently relying on one donor – should look to diversify
- Potential lack of commitment from members in future

#### External opportunities

- There is a lot of donor money in South Sudan
- Donors are looking to build civil society and fund NNGOs
- There is a need for SOS Sahel SS's work from the communities.
- Sahel Alliance connections
- Potential to draw on international best practice
- Political environment – good at the moment where government is looking to focus on issues of the environment/natural resources – could benefit SOS Sahel SS.
- External connections of trustees

## External threats

- Can be difficult for NNGOs when competing with INGOs for funding/staff
- Political environment could change and become less favorable to organisations working on natural resources.
- Attitude to NNGOs – underestimated – seen to have lack of capacity/capability.
- Lack of eligibility for some funding opportunities.
- Sahel Alliance taken to mean SOS Sahel UK, SOS Sahel Ethiopia and SOS Sahel Sudan.

### 3.5.2 Organisational development and support objectives

1. To build up an organisation that is able to work closely with local communities to develop sustainable livelihood options through stronger natural resource management;
2. To realize an effective fundraising strategy;
3. To develop alliances and partnerships with (I)NGOs and other relevant organisations in the country, regionally and globally;
4. To strengthen organisational capacity with the potential to expand numbers of projects over time;
5. To conduct studies/ assessment to collect relevant information for programme development.
6. To advocate to and get buy-in from government, donors, and others by raising their awareness of SOS Sahel South Sudan's work.

**Review:** SOS Sahel South Sudan's staff and trustees will review this strategic plan on an annual basis for monitoring and evaluation purposes.

## ANNEX I. SOS SAHEL SOUTH SUDAN ORGANOGRAM

