



YOUTH AGAINST POVERTY

**SMILE AGAIN AFRICA
DEVELOPMENT ORGANIZATION—SAADO**



**SOUTH SUDAN COUNTRY STRATEGY
2017 - 2021**

1. Letter from the Founder and Executive Director

Dear Colleagues:

I am delighted to share with you the new SAADO Strategic Plan 2017 – 2021. This is a culmination of close to a yearlong consultative process that engaged SAADO staff, partners and stakeholders.

Through this strategy, we are positioning SAADO as a key player in the humanitarian and development agenda for South Sudan. We have reaffirmed our shared vision of *“Communities free from poverty and destitution with dignity”*. We have energized and re-launched our mission *“to eradicate poverty in partnership with communities to achieve sustainable development”*.

Going through this process, SAADO has identified issues of hunger and malnutrition, livelihoods, and protection as areas around which we need to make verifiable impact. In this respect we have together set out an ambitious goal for the next 5 years – to contribute to *“Increased Resilience of Vulnerable Populations in South Sudan Through Relevant, Coherent, and Effective Humanitarian and development Actions”*.

To this end, SAADO has set for itself a strategy that sees our humanitarian and development actions tailored around 3 programmatic platforms (Emergency Rapid Response, Support to Protracted and Fragile Contexts and Early Recovery) each with clear objectives and expected results. This effort helps SAADO with focused and impactful programming, better organization, and resource mobilization.

South Sudan context is fluid and dynamic affecting efforts of relief and development continuum upon which we have built our theory of change. Guided by our theory of change, there is consensus that building the resilience of vulnerable communities is key to the larger goal of ending extreme poverty.

We wish to thank our partners and donors, including DFID, UN WFP, UN FAO, UNDP, SDC, UNFPA, Handicap International, Internews, Embassy of France, ACTED and World Vision International, for their sustained support of our efforts to end extreme poverty in South Sudan.

Sincerely,



Elijah ManyokJok
Executive Director

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2. SAADO's Strategy 2017-2021

1. Contributes directly to SAADO's global value compass that promotes:
 - Transparency and accountability
 - Reliability and trustworthiness.
 - Team work
 - Respect for diversity
 - Creativity and innovation
2. Maintains the centrality of SAADO's focus on Community based participatory approach, Programme Quality, working in partnership and advocating on the behalf of the less privileged in our society.
3. Brings clarity to SAADO's commitment to the 3 programming platforms–Rapid Emergency Response, Providing Support in Protracted and Rapid Contexts and Early Recovery.
4. Strengthens SAADO's commitment to providing assistance in ways that reinforce community resilience, independence, dignity and security, including promoting markets.
5. Reaffirms SAADO's commitment to disaster affected women, youth, small holder farmers, pastoralists, small-scale traders, saving groups and recognizes that diversification of livelihoods is the path to resilience for many poor households and that empowering the youth is the basic foundation for peace, poverty alleviation, economic empowerment and transformative change.
6. Builds on SAADO's commitment to gender equity, protection and conflict-sensitive programming, acknowledging the impact of humanitarian assistance on social cohesion – especially in the context of emergency response including conflict, fragility and early recovery.

3. Who we are

Smile Again Africa Development Organization is a non-profit humanitarian and development organization dedicated to working with the youth and their communities to reach their full potential. Founded in 2011, SAADO works across all the states of South Sudan and within Africa - promoting social cohesion and empowering communities to tackle the causes of poverty and injustice. We provide humanitarian assistance to families affected by disaster and conflict while partnering with communities for long-term solutions to alleviate abject poverty. Motivated by the potential in the youth, we optimize their roles to foster peaceful co-existence and economic growth in South Sudan.

Vision

SAADO envisions “Communities free from poverty and destitution with dignity”

Mission and Core Values

Our mission is to eradicate poverty in partnership with communities to achieve sustainable development.

- We work with communities, local authorities, donors, UN, NGOs and partners to provide timely relief, for the communities with whom we work with.
- We are committed to contributing to global and national vision for solutions in alignment with the Sustainable Development Goals (SDGs) of: 1) Ending Poverty, 2) Ending hunger, 4) Quality Education for all 5) Achieve Gender Equality.
- We are committed to partnering with communities, youth and women to enhance their capacities, recognize their ownership and contribution to peaceful co-existence, poverty alleviation, livelihood solutions and building of social capitals.

Our Principles

In conducting our work, we uphold the principles of;

- Do No Harm in the process of programming and implementing interventions.
- Keep the interest and voice of the communities (especially the youth and women) at the centre of our work.
- Adhere to the humanitarian code of conduct and humanitarian standards and principles.
- Develop local authority capacity and systems to establish sustainable means for meeting local needs.
- Being respectful and making use of complementary strengths and contributions that communities (women and youth) bring to bear to achieve their desired results outcomes.
- Making efforts to partner with other NGOs, UN, International institutions, and Government to achieve collective impact.
- Being good stewards – using donor and SAADO resources as efficiently and effectively as possible.
- Being a learning organization, willing to constantly Do, Learn, Reflect, improve, Influence.

4. Community Based Participatory Approach

Our main approach in achieving our strategic objectives is through a community based participatory approach. This entails engaging the community and advocating for participatory planning and action - enhancing creativity and innovation at all levels. We believe that a strong and effective community is one that is structurally, socially and politically organized. We have engaged local communities on issues of food security, livelihoods and nutrition, gender and protection, wash, access to quality education and social cohesion. We work with communities to establish grassroots movements that act as a resource pool for local communities and their government. We engage local communities to establish community-based "Community Action Groups" (CAGs). We also engage relevant government entities in process of drawing up development-oriented policies. This approach brings us closer to our goal of eradicating poverty.

5. South Sudan – Context and Evolving Challenges

Hunger: The year 2017 marks six years after gaining independence, South Sudan should be a country full of hope. Instead, it's now in the grip of a massive humanitarian crisis.

The country is going through political conflict, compounded by economic misfortunes and drought, leading to massive displacement, rampant violence and dire food shortages. The food security situation in South Sudan continues to deteriorate, with 4.9 million (about 42% of population) estimated to be severely food insecure from February to April 2017. This is projected to increase to 5.5 million people, (47% of the national population) at the height of the 2017 lean season in July.

The magnitude of these food insecure populations is unprecedented across all periods¹. The most affected populations are Internally Displaced Persons (IDPs) who are dispersed and the host communities affected by the on-going conflict that has now spread to affect most of the Equatorias – the then breadbasket of South Sudan.

For the last three years, poor agricultural conditions, including drought, have exacerbated the food shortage. As conflict continues, many families remain uprooted from their homes and unable to prepare land, plant seeds, or harvest their crops. This in part explains the growing number of severely food insecure populations in the country.

Malnutrition: According to a report by FEWS NET, Global Acute Malnutrition (GAM) prevalence remains above Crisis or Emergency thresholds in many areas, including in Northern Bahr el Ghazal. In areas affected by conflict, available evidence suggests the prevalence of malnutrition is worse. A MUAC sentinel site surveillance performed on 1,617 children under-five in several IDP locations in Unity (December 2016) found a proxy GAM of 32.4 percent, far surpassing the malnutrition threshold indicative of Famine (IPC Phase 5)².

¹ South Sudan Integrated Food Security Phase Classification (IPC) January to July 2017

² FEWSNET: South Sudan Food Security Outlook – February to September 2017

Protection: There continue to be reports of sexual violence, including rape and gang rape, committed by different parties especially among Women, girls and children. In the ongoing conflict, there are increased cases of civilians becoming direct targets especially in the protection of civilian camps, leading to high casualties and crude mortality. Lack of access in most of the conflict areas impedes humanitarian service delivery.

Macroeconomic issues: FEWS NET outlook also indicates worsening macroeconomic conditions in South Sudan. Low foreign currency earnings and ongoing conflict are together discouraging the development of other non-oil revenue sources. The South Sudanese Pound (SSP) continues to depreciate, reducing the capacity of the Government and traders to import commodities. The exchange rate in February 2017 stood at 125 SSP/USD, a further depreciation from 73 SSP/USD in October 2016. South Sudan is now in hyperinflation Prices of food have increased and food shortages and hunger are the most alarming signal of the country's larger economic collapse. Rising food prices have put many households in both urban and rural areas in a very difficult position, as they are unable to afford the minimum food basket.³

South Sudan's long history of armed struggle and civil wars has produced one of the worst human development indicators in Africa in health, education, poverty alleviation, and social and economic programmes. South Sudan's Human Development Index (HDI) value puts the country in the low human development category – positioned 181 out of 188 countries.⁴ Many people depend on international/National NGOs and churches for the provision of basic public goods, in particular access to health care.

As reported by World Bank, the level of socioeconomic development in South Sudan is extremely low. Only 27% of the population aged 15 years and above is literate, with significant gender disparities; the literacy rate for males is 40% compared to 16% for females. The infant mortality rate is 105 (per 1,000 live births), maternal mortality rate is 2,054 (per 100,000 live births), and only 17% of children are fully immunized. 55% of the population has access to improved sources of drinking water. Around 38% of the population has to walk for more than 30 minutes one way to collect drinking water, and some 80% of South Sudanese do not have access to any toilet facility.

The vast majority of South Sudanese depend on small-scale subsistence farming and cattle herding that, in the best-case scenario, produce enough food for their (extended) family. According to the Ministry of Agriculture, about 85% of households cultivate land, while around 65% own cattle. The World Food Programme estimates that over 40% of households spend more than 65% of their income on food.

Human disease: Vulnerability to diseases has soared after three years of conflict and crisis. More than 2 million cases of malaria were reported from January to November 2016; an increase compared to the same period in 2015. The cholera outbreak in 2016 and early 2017 caused more cases

³ World Bank, *South Sudan Economic Overview*

⁴ UNDP *Human Development Report 2016. Briefing note for countries*

and spread to more locations than in 2015. There are rising cases of the deadly tropical disease kala-azar and more than twice the number of counties have been affected by measles outbreaks in 2016 (13) compared to 2015 (5).

Increased risk for children: The children of South Sudan are at risk. More than 1.17 million children aged 3 to 18 years have lost access to education due to conflict and displacement since December 2013. About 31 per cent of schools have suffered at least one or more attacks by armed actors. This has overwhelmingly been the case in Greater Upper Nile, specifically in urban areas. Over 17,000 children are reported recruited by armed actors in South Sudan. Over 9,000 children were registered as unaccompanied, separated or missing at the time of writing. Anecdotal evidence indicates that child marriage is increasing due to conflict and economic pressures. An estimated one million children are believed to be in psychological distress.

The Youth: Lack of educational and economic opportunities for youth, fragile markets, and weak governance are the legacy of a protracted conflict and continued political uncertainty within the new nation. The uneducated, unskilled and underutilized population of young people, combined with politically motivated ethnic tensions, threatens to prolong conflict in South Sudan and further isolate its young people from pursuing productive and non-violent futures. As the situation continues to deteriorate, many youths will increasingly be attracted to armed groups activities.

The women: High illiteracy rates among women and the prevalence of sociocultural perceptions that devalue girls' education hinder women's participation in politics and other public affairs of the country. Poverty and food insecurity in South Sudan represent major challenges facing women. This has made it difficult for low-income families and those residing in the rural areas to sustain their livelihoods. Practices such as early marriage and gender-based violence are widespread in South Sudan, mainly due to unclear and varied definitions of an adult across many ethnic groups. The gendered division of labor in South Sudan places heavy burden on women's shoulders, making it difficult for women to engage effectively in activities beyond the household.

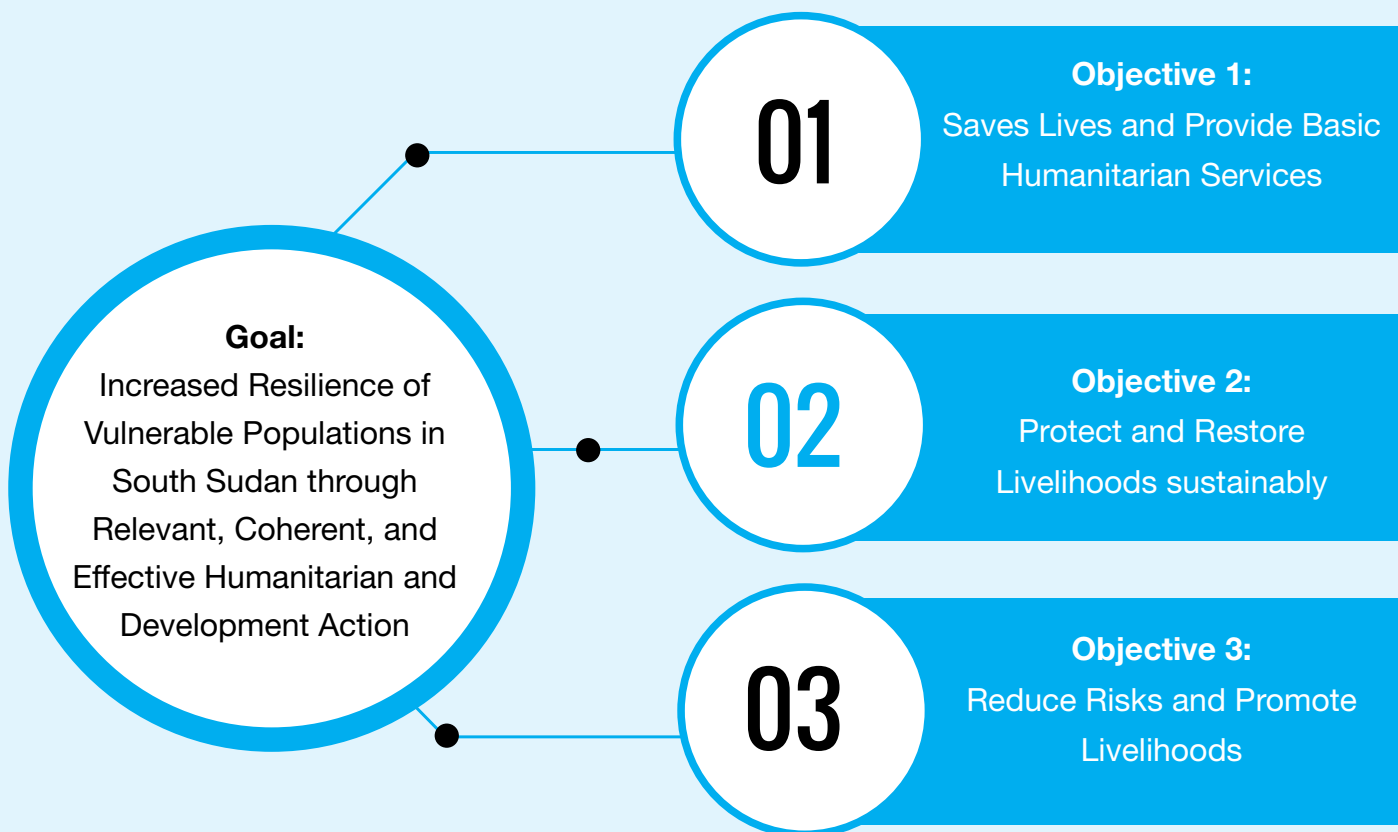
6. Goal Statement

Goal: Increased Resilience of Vulnerable Populations in South Sudan through Relevant, Coherent, and Effective Humanitarian and Development Action

The goal of SAADO's livelihood strategy signifies the organization's continued commitment to increasing the resilience and viability of vulnerable South Sudanese through relevant, coherent and effective contribution to humanitarian action. This goal embraces SAADO's assistance platforms of saving lives during acute emergencies, promoting relevant solutions in fragile and protracted contexts and ensuring community resilience during early recovery. The word "increased" refer to SAADO's contribution alongside other humani-

tarian actors, and appreciates existing efforts by communities and households in determining more relevant and sustainable solutions that relate to their context and preference. This has implications for SAADO's partnerships, sectoral integration, and promotion of community participation in selecting relevant and appropriate programming modalities.

7. Strategic Objectives and Results



Objective 1: Saves Lives and Provide Basic Humanitarian Services

SAADO works to protect, reduce impact of disasters and enhance the lives of those affected by crisis. Objective 1 will reinforce SAADO's platform of saving lives through improved access to emergency food, nutrition, WASH, NFI and livestock and protection services by disaster affected communities, households and individuals. This will include in-kind food assistance, cash transfers / grants, vouchers, agricultural inputs and fishing kits where appropriate.

Expected Results

1.1 Increased organizational response preparedness and capacity

The capacity of an organization's responsiveness is determined by its ability to mitigate, plan for and implement a decent response that is timely, efficient and effective. This requires investment in a reliable staff capacity that is aware and competent. SAADO will build a multi-skilled (Swift, Mobile Response and Action Team – SMART) team of national and international experts that is able to monitor, plan and execute a rapid response of acceptable standards.

1.2 Improved and Stabilized Access to Food for Targeted Households. (Food, Cash Grants, Voucher)

Disaster affected communities often lose critical assets during and after crisis - increasing their vulnerability and ability to meet their food and sustenance needs. SAADO will provide emergency life saving humanitarian assistance for disaster affected communities and families through food, cash grants, cash transfers and vouchers. SAADO will strive to meet applicable SPHERE minimum standards while ensuring community participation in all steps of the project cycle. SAADO will also implement a robust quality assurance process that will involve monitoring and evaluation, learning and community feedback mechanisms.

1.3 Increased access to emergency livelihood kits (Seeds, Tools, Fishing kits)

Provision of emergency livelihood kits helps to preserve or recover essential livelihood assets. SAADO will provide humanitarian assistance within a broader framework of livelihoods support. This will involve training and distribution of portable essential inputs for various livelihood systems, including vegetable seeds, and hand tools, animal health equipment and fishing kits. These emergency kits will help households to plant and harvest nutrient-dense vegetables, catch fish (where appropriate and relevant) to improve dietary diversity and for pastoralists to improve the health of their livestock.

1.4 Increased access to emergency livestock services for targeted households

In South Sudan, apart from status and wealth, most pastoral communities rear livestock to provide subsistence products (milk and meat), to meet social obligations and to insure against disaster (drought, epidemics, raids). Livestock products contribute to subsistence directly, through milk and meat for home consumption; and indirectly, through sales to generate cash or exchanges for cereals and other crops. SAADO will provide disaster affected displaced communities with emergency livestock services including animal vaccination and treatment.

1.5 Improvement in GAM and SAM rates among targeted Children

More than one million children under age 5 and over 339,000 pregnant and lactating women are estimated to be acutely malnourished and in need of life-saving nutrition services. In 2016, 32 out of 44 of the SMART surveys conducted reported global acute malnutrition (GAM) levels above the emergency threshold of 15 per cent. Of these, 13 found GAM prevalence by Weight-for-Height of more than 25 per cent. As part of its strategy and mandate, SAADO will continue to provide emergency nutrition services to children affected by ongoing crisis through BSF programmes and TSF programmes. SAADO will also implement nutrition awareness training and dissemination of key messages through nutrition volunteers and working groups.

1.6 Increased gender and protection awareness among targeted communities

Gender-based violence (GBV) has been intensified by the current crisis. In the wake of recent fighting, alarming reports of sexual violence, such as rape, gang rape and sexual slavery, continue to emerge. Women forced to leave Protection of Civilian (PoC) sites due to shortages of food and firewood are particularly at risk for sexual violence. Women and girls in PoCs also face increased risks of GBV linked to overcrowding, lack of lighting and poorly designed facilities, such as latrines. In addition, girls and women face violence in the home, such as physical violence and emotional abuse by their husbands or intimate partners.

1.7 Increased access to WASH services and reduced prevalence of waterborne diseases

The conflict in South Sudan has compounded WASH needs of an already vulnerable population. It is estimated that only 7 per cent of the population have access to improved sanitation, while 74 per cent of the population practices open defecation (50 per cent in urban areas and 79 per cent in rural areas). The main drivers of vulnerabilities related to WASH are closely linked to the conflict. SAADO'S WASH intervention will involve awareness and outreach with hygiene messages, construction of latrines and distribution of soap in schools and targeted villages.

Objective 2: Protect and Restore Livelihoods and Reduce Malnutrition

Initial steps towards building self-reliance are interventions targeting protection and restoration of assets necessary for generating own food, asset creation and income while promoting positive coping strategies. Objective 2 of this strategy will reinforce SAADO's mandate of providing solutions to prevent spiralling cycles of vulnerability in protracted contexts.

Expected Results

2.1 Communities and households supported to increase agricultural skills, production and marketing

- The organization will also facilitate access to agricultural extension services to improve yield, product quality and marketability.
- Help small-scale farmers increase their incomes by working in groups to better understand and connect to markets.

2.2 Communities and households supported to adopt livelihood diversification

- Train farmers and pastoralist households to adopt alternative livelihood strategies

2.3 Productive community assets restored / created through Food / Cash for Asset

- SAADO will facilitate recovery of community productive assets through modalities such as food for work, cash for work and vouchers. Interventions will be designed so that they can stimulate the local markets and open new opportunities

2.4 Short-term hunger reduced and school attendance increased through Food for Education

- Work with WFP to expand school feeding projects in the states and counties where SAADO has operational presence

2.5 Improved community access to quality IYCF and CMAM services

- Provide training for community volunteers on IYCF and CMAM approach

- Build relationship with communities to foster active participation and identify/mobilize community volunteers
- Provide supplementary feeding, provide take home ration and provide basic treatment for moderate malnutrition
- Provide support groups with special nutrient requirements, including pregnant and lactating mothers
- Provide Outpatient Therapeutic Programme and support home-based treatment and rehabilitation for severe acute malnutrition without complications
- Establish and provide monitoring through regular outpatient clinics
- Work with WFP to provide food rations to entire family for each severely malnourished child
- Establish stabilization centres

2.5 Improved community access to Livestock Services – Health and Production

- The organization will also facilitate access to livestock extension and veterinary services to improve livestock health, production and quality.

2.6 Increased community cohesion and peaceful coexistence through Youth and Women Empowerment

- SAADO will encourage youth clubs and provide or facilitate access to business skills, including financial literacy and numeracy.
- Facilitate entrepreneurship through training on market analysis, business planning, resource and risk management, and expansion

2.7 Increased gender and protection awareness among targeted communities

- Ensure minimum standards of protection and service for all persons regardless of age, gender and ethnic background in our programming.
- Establish sustainable linkages with GBV Protection actors to bridge the gap between humanitarian and development assistance
- Strengthen GBV prevention and response mechanisms
- Promote income generation activities for women and girls
- Promote women participation in decision-making and social accountability processes.

- Empower boys and girls to become drivers of social change

- Empower women and girls to take control over their sexual reproductive rights.

Objective 3: Reduce Risks and Promote Resilience

Reducing risks and promoting resilience requires interventions that designed to assist people to convert available assets into sustainable and resilient means of a living. With objective 3, SAADO will move beyond the restoration of assets and pre-disaster livelihood strategies. It will aim to strengthen livelihoods strategies and increase sustainable income-generating opportunities, while empowering communities in disaster risk reduction with the aim of enhancing people's resilience to future disasters.

Expected Results

3.1 Targeted communities adopt sustainable coping strategies and demonstrating self-sufficiency

- Increase SAADO's institutional capacity and rigour in problem analysis, identifying root causes and determinants for negative coping strategies
- Engage communities in identifying negative coping strategies and facilitating sessions on what are sustainable coping strategies and how to adopt.

3.2 Communities-based early warning systems established

- Enable communities to identify most likely natural disaster risks, vulnerability and impact
- Empower communities to develop local community driven early warning mechanisms and facilitate linkages to national early warning systems

3.3 Targeted communities trained on climate smart agriculture

- Assist agriculturalists and pastoralists to increase resiliency to against natural disasters and adaptation to climate change.
- Help farmers to improve productivity and sustainability, through this rapid, low cost and easily replicable approach to revitalizing land

3.4 Increase in number of community-based Vet services based on indigenous knowledge

- SAADO will ensure productivity of animals is enhanced through increased animal vaccination and health in all states of operation.
- 3.5 Improved value chain and market systems for livestock and agricultural products
- SAADO will undertake market assessments to understand and build on local market dynamics and prevent or minimize disruptions

- Implement value chain assessments to determine which markets disaster-affected people are already participating in, how their positioning can be strengthened, and where there might be opportunity to expand or begin engagement.
- Develop new markets and value chains for agricultural and livestock products and assist producers in production and marketing

3.6 Increased knowledge of natural resource management and use

- Training of communities on basics of community based natural resource management principles
- Training of communities on basics of conservation and protection of natural resources
- Integrate SAADO activities and interventions to natural resource management

3.7 Increased access to basic educational services at primary and secondary levels

- This will include engaging local communities to part take in development of their community based schools as a mean to increased ownership and sustainability
- Ensuring improvement of dropouts and increasing retention once enrolled

3.8 Increased gender and protection awareness among targeted communities

- These will include Ensure minimum standards of protection and service are met by all persons of concerns regardless of age, gender and ethnic background, Establish durable partnerships and frameworks for action with GBV and Protection actors in responding and protection, Strengthen GBV response through improved public awareness and media relations.

3.9 improved WASH services for targeted households and public facilities with a well-established value-chain

Poor hygiene and sanitation is one of the poverty traps. At the stage of resilience and recovery, affected communities must be given chance to have access to clean drinking water and other sanitation facilities. SAADO's WASH understanding is that healthy community manifests healthy livelihoods. This fact is anchored on inherent belief in inter-linkages of safe and sound environment with human performance.

- Provide WASH facilities that are easily accessible and usable
- Create education hygiene services for both public and private consumption
- Streamline policy-making as well as outreach mechanism for WASH services

8. Strategic Results Framework

Strategic Goal	Increased Resilience of Vulnerable Populations in South Sudan Through Relevant, Coherent, and Effective Humanitarian and Development Action		
SAADO Programmatic Platforms	Emergency Rapid Response	Support Protracted and Fragile Contexts	Early Recovery
Strategic Objectives	1. Saves Lives and Provide Basic Humanitarian Services	2. Protect and Restore Livelihoods sustainably	3. Reduce Risks and Promote Resilience
Results	1.1 Increased organizational response preparedness and capacity through establishing and empowering the Swift Mobile Action Response Team (SMART) a Model Emergency Response team.	2.1 Communities and households supported to increase agricultural skills, production and marketing	3.1 Targeted communities adopt sustainable coping strategies and demonstrating self-reliance
	1.2 Improved and Stabilized Access to Food for Targeted Households.(Food, Cash Grants, Cash Transfers, Voucher)	2.2 Communities and households supported to adopt livelihood diversification	3.2 Communitie sbased early warning systems established
	1.3 Increased access to emergency livelihood kits for targeted households (seeds, tools, fishing kits)	2.3 Productive community assets restored / created through Food / Cash for Asset	3.3 Targeted communities trained on climate smart agriculture
	1.4 Increased access to emergency livestock services to targeted households (animal health)	2.4 Short-term hunger reduced and school attendance increased through Food for Education	3.4 Increase in number of community-based livestock / Vet services based on indigenous knowledge
	1.5 Improvement in GAM and SAM rates among targeted Children	2.5 Improved community access to quality MIYCF, CMAM and WASH services	3.5 Improved value chain and market systems for livestock and agricultural products
		2.5 Improved community access to Livestock Services - Health and Production	3.6 Increased knowledge of natural resource management and use

		2.6 Increased community cohesion and peaceful coexistence through Peace Building, Youth and Women Empowerment	3.7 Increased access to basic educational services at primary and secondary levels
	1.6 Increased gender and protection awareness among targeted communities	2.7 Increased participation of men, women, boys and girls in resilience building activities within the target communities	3.8 Increased participation of men, women, boys and girls in resilience building activities within the targeted communities
	1.8 Increased access to WASH services and reduced prevalence of waterborne diseases		3.9 improved WASH services for targeted households and public facilities with a well established value - chain system
Activities	<ul style="list-style-type: none"> - Emergency food assistance - Emergency NFI - Emergency livelihoods - Emergency nutrition - Emergency livestock services - Emergency WASH - Gender and Protection 	<ul style="list-style-type: none"> - Food Security and Livelihoods - Nutrition - Educational and Peace building - WASH - Livestock Services - Youth and Women Empowerment - Gender and Protection - Disaster Risks Reduction 	<ul style="list-style-type: none"> - Food Security and Livelihoods - Nutrition - Educational and Peace building - WASH - Livestock Services - Youth and Women Emp. - Disaster Risks Reduction
Cross - cutting Results	<ul style="list-style-type: none"> - Conflict sensitive programming - Peace Building Initiatives targeting Youth and Women - Gender considerations and mainstreaming - Climate change adaption - Quality Assurance: (Assessment, Targeting Efficiency, M&E, Accountability to Disaster Affected) - Capacity Enhancement for National Institution. (NNGOs, CBOs CSO, Local and National Government) 		

Cont....

9. Strategic Results Framework

STRATEGIES →	OUTPUTS →	OUTCOMES →	GOAL
<p>Emergency Rapid Response: Provide timely, relevant and adequate life saving services</p> <p>Support Protracted and Fragile Contexts: Enable Communities to protect and Sustain Livelihoods</p> <p>Support Early Recovery: Empower communities to manage disaster risk reduction and promote livelihoods</p>	<ul style="list-style-type: none"> • Emergency food assistance, NFI, WASH, nutrition, livestock, GBV and protection services provided timely and equitably • Community engagement and participation enhanced • Agricultural and livestock extension services provided • Community trained and empowered on CMAM • School feeding implemented • Community assets restored • Women and Youth provided with skills • GBV and protection services provided • Community trained on climate smart agriculture • Community based veterinary services established • Value chains and market systems for agricultural and livestock established • Community trained in natural resource management and disaster risk reduction • Basic educational services are improved 	<ul style="list-style-type: none"> • Lives saved • Malnutrition reduced • Livelihood assets protected • Improved coping strategies and livelihood diversification among targeted communities • Increased self-reliance and disaster risk mitigation and management strategies 	<p style="text-align: center;">↓</p> <ul style="list-style-type: none"> • Increased Resilience of Targeted Vulnerable Populations in South Sudan

10. Cross-Cutting Results

1. Protection Considerations Mainstreamed in SAADO's Livelihood Programming

Disasters and conflicts devastate lives and livelihoods. People do not only fear for their safety and dignity through violence and displacement, but the destruction of livelihoods is frequently a direct or indirect consequence of conflict. In responding to these threats people are often faced with the choice of pursuing livelihood strategies under extreme risk to personal safety. SAADO will mainstream protection considerations into all our sector programming, developing programme approaches sensitive to protection risks.

2. Gender Equity Mainstreamed in SAADO's Livelihood Programming

SAADO will through this strategy operationalize its commitment to reducing gender disparities and support female and youth empowerment:

- SAADO will engage men, women, boys, girls and others household members who influence gender relations.
- SAADO's project proposals and theory of change will reflect the role of women and youth in achieving sustainable positive change.
- Focus on time-poverty of women and how children are cared for when women engage in SAADO implemented livelihood projects.
- Prioritize learning around youth and livelihood programming, including activities aimed at making sure youth (particularly girls) get better opportunities for education and training.
- SAADO's livelihood assessments will include assessment of GBV and its drivers and identify how livelihood and food security efforts can contribute to its mitigation. Work with partners to ensure that livelihood and food security activities contribute to more effective protection of women and youth in displacement and refugee populations.

3. Conflict Sensitive Programming

Social cohesion reinforces a community's resilience to climatic, economic and political shocks. At the centre of community cohesion is trust and SAADO's livelihood interventions have significant potential of influencing this trust.

- SAADO will make deliberate efforts to understand every project area's potential social, political and economic fault lines as well as linkages within and between communities.
- Through this strategy, SAADO will increase staff awareness of the importance of social cohesion and work across countries in the region to capture and share best practices.
- Learn from other sectors within SAADO how social cohesion has been mainstreamed. Lead further research and learning around social cohesion and positive change in livelihoods.

11. SAADO Commitments and Partnerships

South Sudan represents a unique humanitarian challenge due to its fragility characterized by many years of armed conflicts, natural disasters, food insecurity and extreme poverty. Getting majority of South Sudan's population on the path to meaningful recovery, self-reliance and development requires an ambitious and sustained level of commitment and collaboration leading to learning and engaging innovative approaches. As SAADO aspires through its positive philosophy, the people of South Sudan have a reason for hope.

Over the last few years the international community has been engaged in discussions over how to improve the impact, effectiveness and sustainability of humanitarian action in South Sudan, particularly that of national and international NGOs and frontline actors. Through the national and international NGO forum and cluster mechanism, the issues of community participation, ownership, alignment, harmonization, managing for results and mutual accountability have taken the center stage. NGOs are realizing that working in a more coordinated manner with each other represents a better and meaningful humanitarian, recovery and development outcomes.

As part of this strategy, SAADO makes its commitment to fostering a partnership approach to advance the following 5 commitments and to seek programming and funding opportunities presented by the same.

1. **Commitment to Cluster Mechanism:** SAADO will continue to play a key and leading role in the clusters - Food Security and Livelihoods Cluster, WASH, NFI, Nutrition and Protection Cluster.
2. **Commitment to Consortium Approach:** SAADO will seek ongoing strategic partnerships with other national and international NGOs, agencies and foundations for the purpose of encouraging quality programming, continuous learning, improvement and also as a strategic effort towards fundraising for community focused common goals and impact.
3. **Commitment to Quality Assurance:** The main aim of quality assurance in humanitarian action is to promote quality and accountable support to vulnerable communities affected by or at risk of crisis. SAADO will support quality in humanitarian action by formally endorsing the humanitarian principles, the code of conduct and by aligning with SPHERE standards and mainstreaming complaints management mechanisms in all our projects.
4. **Commitment to Sustainable Development Goals:** The 17 Sustainable Development Goals (SDGs) define global sustainable development priorities and aspirations for 2030 and seek to mobilize global efforts around a common set of goals and targets. SAADO will work with other humanitarian and development actors to promote Poverty Eradication (SDG1), Zero Hunger (SDG2), Inclusive, quality and equitable Education (SDG4), Gender Equality (SDG5).
5. **Commitment to issues of Gender Based Violence:** South Sudan has a history of gender-based violence (GBV) during times of conflict and instability. GBV is any act of violence against women that results in, or is likely to result in, physical, sexual, or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life. SAADO is committed to working with donors, UN and other NGOs to monitor, advocate against and empower communities around GBV as a core sector in SAADO's mandate.

12. SAADO's Focus on Learning

Apart from opportunities presented by the commitments and partnerships, SAADO will adopt an approach of intentional learning and research to inform SAADO's thought-leadership, evidence of impact, sustainability and continuous improvement of SAADO's investments. Our learning will be mainstreamed in all sectors and focused on the following areas:

- **Planning:** All of SAADO's project planning sessions will be guided by open and objective reflection on our past performance.
- **Real-time learning:** During implementation, SAADO leadership will send out technical review teams to the field to conduct mid-term review of work in progress and in a consultative way, conduct operational audit of on-going project performance and progress.
- **After-action review:** SAADO will, two months after project end conduct a comprehensive after-action review that will be based on a consultative and objective reflection on project performance. In this learning event, the leadership, programme and administration staff will conduct learning covering the entire project cycle, openly discussing what we did well and what we did not do well (for the ended project) in relation to;
 - **Assessment:** How did we conduct the entire assessment process (planning, community participation, required information, data, tools, conduct, role of the community, analysis review, documentation).
 - **Project Design:** How did we conduct the entire design process (problem analysis, objective setting, resource planning, and implementation plan).
 - **Implementation and Monitoring:** How did we conduct the entire implementation process (implementation planning, resource allocation, logistics, implementation, community participation, and monitoring, reporting, support from Human Resource, Finance, Procurement, and Administration).

13. Corporate Objectives

SAADO South Sudan that is Excellent in Planning, Management, Delivery and Accountability							
GOAL	FUNDRAISING	PROGRAMS	FINANCE	HR	ADM/ LOGS	PROCUREMENT	SECURITY
Strategic Objectives	Increase SAADO National Portfolio and Funding Market Share	Promote Excellence and Accountability	Provide Leadership in Compliance and Financial and Financial risk Mitigation	Support Staff Performance Management, Staff Wellbeing and Policy	Promote Efficiency, Compliance and Effective Asset Control and Mgt.	Provide, Timely, Relevant, Efficient, Transparent and Cost Effective Services	Support SAADO mandate on duty of care, Promoting safe and secure operations
Results	Donor mapping conducted frequently and external engagement strategy developed	Staff equipped with relevant skills, guidance notes, guidelines and manuals	Financial reports submitted on time to budget holders	Increased compliance with HR policies	Increased effectiveness in asset management and control	Increased compliance with SAADO procurement policy, transparency and accountability	SAADO national and international staff trained in the minimum hostile environment awareness
	Increased leverage of Cluster mechanisms for visibility	Consistent and accurate application of M&E for evidence	Efficient budget and cash flow management	Improved focus on staff wellbeing and support	Improved efficiency, timeliness and cost efficiency of logistics support	Improvement in procurement lead time	SAADO field operations guidance aligned to UNDSS security protocols

Cont....

13. Corporate Objectives

Cont....

	Development of creative replicable project models	Consistent and purposeful field monitoring, review and support	Improved documentation management	Improvement in the staff recruitment lead time	Improved efficiency, timeliness in admin systems and support	Increased cost efficiency	SAADO evacuation plans and warden systems reviewed and strengthened
	New opportunities lead to timely quality concept notes	Creative, Timely and Accurate Reporting	Increased compliance audit pass rates and donor confidence	Increased compliance in staff record management			SAADO actively included in the UNDSS briefing and support
	SAADO's Communication and Advocacy Strategy activated and paying off	Effective communication with disaster affected communities using CDAC standards	Timely and effective invoice tracking				SAADO Staff and guest briefed

14. Risks and Opportunities

<p>Strengths</p> <ul style="list-style-type: none"> • Flexibility • Responsive to changing environment • Good reputation • Competent staff 	<p>Weaknesses</p> <ul style="list-style-type: none"> • High Staff turnover rate • Bureaucracy • Slow turnaround times during implementation
<p>Opportunities</p> <ul style="list-style-type: none"> • Formation of new states presents opportunities for additional programmes. • ARCISS also presents new opportunities • Interest from international communities for South Sudan • The needs which are huge present opportunities for increased interventions. 	<p>Threats</p> <ul style="list-style-type: none"> • Conflict in areas of operations • Continued currency devaluation • Staff being targeted in areas of operation • Lack of sustained funding source • Political and ethnic polarisation which interferes with projects.

15. SAADO's Risk Register

Risks Identified	Controls in place	Responsible
Reputational risk due misappropriation of funds due to weak systems causing donor dissatisfaction and loss of opportunity	Finance system in place with controls and checks in place	Country Director Finance Director
Volatile economy, local market systems and foreign exchange rate leading to lack of relief	Constantly monitor market trends and maintain timely reporting and inform donor of significant changes such as price spikes,	Programs Director

Cont...

15. SAADO's Risk Register

Cont...

Risks Identified	Controls in place	Responsible
supplies, fuel and making humanitarian action more expensive and untenable	increase in cost of transportation, exchange rates etc	
Restricted access to beneficiaries in conflict zones impeding humanitarian service delivery	Work closely with other actors within the humanitarian system led by UNOCHA to advocate for unconditional, unlimited access	Country Director
Increased insecurity threatening safety and security of staff and assets	Professional security guards secured Review and improve security training for all staff Review and improve security SOPs for serious events e.g evacuations, ambushes etc.	Operations manager
Using black market to access fuel	Forward planning by the department of operations	Operations manager
High staff turnover and loss of key staff due to competition and demand outstripping available skilled staff	Continued engagement in the NGO Forum and frequent salary and benefits survey Reasonable investment in staff care and wellbeing, to improve loyalty and motivation	Country Director and HR Manager
Lack of donor interest and or misalignment with donor priority	Increased and strategic donor engagement throughout the 5 year period	Country Director Programs Director

16. Success Measures

Measures of Success:	When this will be measured:
Increased organizational efficiency and cost effectiveness of implementing this strategy	Quarterly
Effective alignment of SAADO's business models to the programmatic platforms	Annually
Implementation and measurement of all the Strategic Objectives within the period	Bi annually
Achievement of the expected programmatic results within the period	Monthly
Achievement of the cooperate objectives and expected results within the period	Annually
Opportunities in the SWOT analysis turned into strengths within the period	Quarterly



YOUTH AGAINST POVERTY

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