

ACTION FOR CONFLICT RESOLUTION

Juba, South Sudan



Strategic Plan 2021-2023

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ACRONYMS.

ACR:	Action for Conflict Resolution
CEDAW	Convention for Elimination and Discrimination against women.
CP.	Child protection
CRC	Convention on the rights of the child.
CSOs	Civil society organizations.
GBV.	Gender Based Violence
ED.	Executive Director.
INGO.	International Non-Governmental Organization.
I O M	International Organization of Migration
IPC.	Integrated Food Security Phase Classification.
MDD	Music, Drama and Dance.
M&E	Monitoring and Evaluation.
NGO.	Non-governmental Organizations
NNGO	National Non-Governmental Organization.
NPA	Norwegian Peoples Aid.
PC	Programme Coordinator
RRC	Relief and Rehabilitation Commission,
R-TGoNU	Revitalized Transitional Government of National Unity.
SGBV	Sexual Gender Based Violence.
SOAR	Strength, Opportunity, Aspirations and Results
SWOT.	Strength, Weaknesses Opportunity Threats
UASC.	United Accompanied and Separated Children
UN	United Nations.
UNDP.	United Nations Development Programme.
UNICEF	United Nations International Children's Education Fund
USAID.	United States Agency for International Development.
VSLA's	Village Savings and Loan Associations.
WASH.	Water, sanitation, and hygiene

I. INTRODUCTION.

The three-year strategic plan of Action for Conflict Resolution (ACR) 2021-2024 serves as a road map and a guiding document to direct its programming and operational actions for the period. The development of this plan was through careful consideration of both international and relevant national development policy legal frameworks. E.g. Sustainable Development Goals (SDGs), South Sudan Strategic Plan and resolutions of international conventions and human rights instruments including the Convention on the Right of the Child (CRC) and the UN Convention on the Elimination of All forms of Discrimination against Women (CEDAW).

II. ABOUT ACR

ACR was formed in 2014, by concerned South Sudanese citizens to mitigate violent conflicts and promote peaceful co-existence amongst divided communities at all levels of society and respond to the dire social and humanitarians' needs of conflict affected populations in South Sudan

ACR is a legally registered National Non-Governmental Organization (NGO) by the Relief and Rehabilitation Commission RRC under registration no. **236**

As a non-political organization, ACR works to bridge the gaps between the government and grassroots communities, in order to enable a durable peace in South Sudan and the region. It believes in collaborating with other stakeholders to enhance peaceful co-existence among the communities of South Sudan regardless of age, gender, and ethnicity. ACR currently work in Unity State, however as needs demand, it will expand its operations to other states of South Sudan.

Our work is informed and guided by our beliefs and collaborative approach; we value involvement of stakeholders at state and local community-level decision making in order to build a sustainable peaceful society in South Sudan. We put emphasis on bottom up approach to solve community problems to ensure peaceful co-existence among warring parties

ACR seeks to address justice issues affecting communities; we'll do this through advocacy with other likeminded partners. We'll work closely with law practitioners to promote human rights, and involve women, children, and law enforcement in projects where it is required.

VISION

A peaceful, healthy, accountable and prosperous community based on justice, equality and respect for human rights

MISSION

Deepening peace building, mitigating conflict and advocate along with partners for sustainable development through community engagement

OUR VALUES

Trust between people is a critical foundation for lasting peace.

Peace is about resolving conflict without violence.

Leadership: We listen to and learn from our community. We address the root causes of community problems and mobilize resources for the community's priorities.

Equity: We strive for equity and we focus primarily, but not exclusively, on people who are vulnerable in the community.

Inclusiveness: We practice and champion inclusiveness in our community. We honor diverse strengths, needs, voices, and backgrounds of all members of our community.

Accountability: We serve as stewards for our community investments and honor the charitable intentions of our donors to meet current and future community needs. We hold ourselves to the highest standards of ethics, integrity, service, and fiduciary responsibility.

Respect for local culture and belief in the power of local capacities, ideas, and solutions.

Participation is a key as active interaction transforms relationships

ORGANIZATIONAL GOALS.

To further our mission of deepening peace, mitigating conflict and advocate along with other partners for sustainable development through community engagement, ACR will seek to achieve five main goals over the next three years listed in order of their priorities.

- 1. Create space and platforms for people affected by conflict to dialogue, reconcile and initiate trauma healing services.*

ACR will provide training to community leaders which may include but not restricted to: chiefs, elders, payam and boma administrators, county administrators, cattle camp leaders, youth leaders, local councilors and women leaders.

Dialogue and reconciliation initiatives will be facilitated to address intra and inter-ethnic disputes over natural resource management in hot spot areas where land-associated conflicts originate, we will conduct land rights sessions and campaigns to educate parties in conflict across the board to reach a positive solution over land related disputes.

Youth engagement activities Experience has shown over time that youth are among the main actors in local conflicts. ACR will support and facilitate the youth led activities e.g. friendly sports in a way to redirecting their energy and focus towards positive living and prepare them to become constructive and productive members of society. Through sports, youth will be able to express themselves, learn aspects of teamwork, leadership and positive social life skills. Beside sporting activities, ACR will promote income generating activities for youth so that instead of acquiring wealth through violent means, they will be working to produce income using productive methods.

2. Promote safety and advocate for children, women and girl's rights in conflict affected regions in South Sudan.

Child protection-CP An estimated 2.5 million children and caregivers in South Sudan are most at risk of violence, exploitation and abuse, requiring sustained child protection services. Children from displaced communities and those from conflict-affected areas are particularly vulnerable as they are exposed to multiple protection risks including violence, recruitment, family separation, psychosocial distress, and exploitation. The number of unaccompanied and separated children (UASC) continues to rise with more than 19,000 UASC since 2013. Of the registered UASC, more than 8,400 remain as active cases and are waiting to be reunified with their families and communities through family tracing and reunification services. Furthermore over 19,000 associations of children to armed forces and groups have been reported through verified and unverified sources since the start of the conflict.

All the children formerly associated with armed groups will require highly specialized services and reintegration support. This situation is compounded by the lack of critical child protection services, reduced community capacity to protect children and protracted violence. ACR will work to increase child protection services and strengthen response system mechanism, family tracing and reunification of separated children and children associated with armed forces. Provide psychosocial support services to victims of violence and sensitize communities against acts of violence and abuses meted on women and children.

Gender-based violence-GBV. Women and girls, particularly those who are internally displaced and living near cantonment sites, are most at risk to GBV. A breakdown of traditional protection mechanisms coupled with changing roles within the family and the increased exposure to groups with differential power to commit violence have made these groups more vulnerable. The GBV risk factors considered for the analysis included distance travelled by households more than 30 minutes to fetch water and firewood. ACR will seek to collaborate with other actors to increase provision of medical care, psychosocial support, safety, legal aid, and strengthening of GBV referral pathway, provision of dignity kits and livelihood support and mitigation measures will form the response mechanism.

3. Increase access to equitable, inclusive and quality education for children affected by conflict in unity state South Sudan.

Education system and infrastructure in South Sudan is fragile, with limited equitable access to quality education for children and youth (aged 3–17), who represent 45 per cent of the population. This has major negative consequences on people's living conditions and mental well-being. A total of 3.1 million children will need access to education services in 2020. This includes an estimated 3 million South Sudanese girls and boys who are estimated to be out of school and have no access to pre-school, primary and secondary education in 2020.

Many out-of-school children can be found in these groups as a result of multiple intersecting exclusionary factors, including early marriage, forced recruitment to armed groups, and physical and other disabilities. Internally displaced families and those returning to their places of origin often have no means to support the education of their children.

ACR with support from partners will provide learning facilities including construction of temporary learning shelters, distribute learning materials, renovate former schools and carry out campaigns against child marriages, establish adult learning facilities.

4. Improve food security and livelihoods among conflict affected communities in Unity State.

Some 6.35 million people, or 54 per cent of the total South Sudan population, were severely food insecure (IPC Phases 3, 4 and 5) in August 2019. This included an estimated 1.7 million people who are facing emergency acute food insecurity (IPC Phase 4) and 10,000 people in a catastrophic situation (IPC Phase 5). The majority of people classified as being in catastrophe were in Yirol East of Lakes, while people in IPC Phases 3 and 4 are in Jonglei and Upper Nile.

ACR work in an area where displacement and conflicts are so rampant; areas without sustainable stability to allow people settle in one location for longer to engage in agriculture activities. ACR with support and in collaboration with partners will intervene to provide agricultural inputs to vulnerable households to alleviate food gaps and food insecurity among vulnerable households. We will organize and train farmers in improved farming skills to increase food production. Organize women to form village savings and loan associations (VSLA's)

5. Increase access to quality Water, Sanitation and Hygiene among our beneficiary populations.

According to South Sudan Humanitarian Needs overview 2020, water points and latrines, is weak in South Sudan, Poor access to WASH services and goods combined with high levels of food insecurity has a detrimental impact on the health of the most vulnerable, as seen through the high prevalence of malnutrition and water-borne diseases, with 74 per cent of households reporting members affected by a water or vector-borne disease. The most commonly self-reported diseases were malaria, fever and acute watery diarrhoea.

Poor access to water may drive people to collect water from potentially contaminated sources. Limited or no sanitation infrastructure may increase the need for new latrine construction as well as place an increasing demand on the frequency of faecal waste management of existing sanitation structures. Without adequate WASH infrastructure, the potential presence of water or vector-borne diseases as well as the ability to contain them may impact the well-being of the local populations at risk of disease outbreaks in the increasingly congested urban setting. ACR will facilitate drilling of boreholes, train water management committees, carry out awareness on hygiene and sanitation.

6. Improve governance and human rights to strengthen social cohesion and peacefulness in the program areas.

South Sudan has continued to face challenges of governance and often faced criticisms in the manner it has handled the inherent rights of its citizens that are prescribed in its national laws. Enforcing rule of law have always been a challenge especially given the fragility of the state and the institutional capacities of the institutions that are charged with the responsibility to ensure that these laws work. On the other hand, the citizens especially those in the rural lack knowledge and information regarding their rights and what is expected of them as citizens in contributing to the well-being of the country ensuring citizen participation.

ACR with support from its potential partners will implement activities to strengthen state and local government structures to better deliver in their roles and raise awareness on citizen rights and accountability. We'll promote dialogue between the communities and local governments on specific issues of concern for the community to understand government position and receive feedback. We'll conduct activities that raise awareness on elections and citizen participation.

HOW ACR WILL GET RESULTS.

Community Engagement. ACR is a community-based organization this is because its activities are poised at creating change and transformation of attitudes among community members in their perceptions about peace, gender and marriages. We'll engage communities in dialogues to build and foster social cohesion and peaceful co-existence. We need to inculcate a spirit of ownership in the community in whatever area of intervention to ensure durability and sustainability of community projects.

Lean staff and experts ACR will ensure it recruits and engages qualified staff who are well prepared for their responsibilities to serve in the organization. We have a good understanding of the projects we undertake with partners including on peacebuilding, education, protection, livelihoods and food security. Gender equality forms the core organizational culture, we'll ensure that gender mainstreaming is practiced and tracked in all our project activities with responsible staff held accountable for its success.

Networking and Partnerships, ACR relies on networks of partners both at local community level for implementation of projects and at national and international level for support on resource mobilization. Some of the partners include at international level, UNDP South Sudan, USAID VISTAS, UNICEF, Norwegian Peoples Aid (NPA) This partnership is built through action learning and accompanying partners on the ground where they address human rights, conflict and humanitarian issues. Experiences are shared through learning, monitoring and evaluation of activities.

III. ACR STRATEGIC PLAN 2021-2023

This Strategic plan has been developed through a series of consultation with board members, staff and community representatives, members of state and counties governments and partners committed to the transformation of violent conflict and peacebuilding and articulates how ACR will achieve its mission in the coming three years from 2021 to 2024.

Recognizing that a strategic plan is only as good as its execution, this plan will be accompanied by a detailed implementation schedule, a re- alignment of existing resources, a fundraising strategy and a monitoring and evaluation plan.

During this strategic planning process, ACR applied the Strength, Opportunities, Aspirations and Results (SOAR) approach to strategy as opposed to Strength, Weakness, Opportunity and Threats (SWOT) analysis used before. Because of our human nature, SWOT analysis tends to dwell disproportionately on weaknesses and threats and most times ending up concentrating on what we do wrong and thereby amplifying the negative. Above SWOT analysis, we chose to dwell on our strengths, aspirations and opportunities towards building a strong, safe and resilient communities. SOAR approach to strategy development definitely provides us with this direction.

The planning team adopted strategic participatory assessment using appreciative inquiry and emphasizes on strength, opportunities, aspirations and results and encourages relationship building and hence very relevant for peace-building oriented organizational planning. During this inquiry ACRs greatest strengths and opportunities were discovered and explored among the stakeholders. Staffs were invited to share their aspirations and co-construct their most preferred future. Important time was spent on visioning and co-constructing the preferred future. This provided a transformation point in which values informing ACR's vision and mission statement were affirmed. Long-term objectives and strategic alternatives and recommendations were presented. It is from this process that the thematic priorities and activities to best achieve the desired future was developed.

THE STRATEGIC APPROACH.

Community Mobilization and Sensitization; Someone once said that, “people start to inquire and speak passionately on issues affecting them, that should be the beginning awareness that will propel them to take control of the environment surrounding them” many at times communities are blamed for perpetuating harmful cultural practices, but little is appreciated that those cultures were built over centuries and will be hard to undo without consistent and unrelenting approach. ACR will embark on community mobilization and community sensitization to ensure that communities assume full responsibility over issues and that they are ready to lead in the change required. This approach will continue to be vital for both short and long term interventions.

Capacity Building and Training; To exert influence towards realization of the aspired future for the communities and South Sudan, ACR will undertake deliberate efforts to develop and strengthen capacities of the local community structures, the peace committees, youth groups, women groups, local leaders, to assume full responsibility to tackle issues of local nature and influence those at the regional and national level as a bloc by advocating for their rights through available mechanisms.

STRATEGIC FOCUS

ACR has defined its operating niche by taking into account definition and analysis of its institutional tenets, analysis of external environment to determine real and felt needs of communities in South Sudan; and analysis of internal environment that establishes the capability and areas of growth of the organization that effectively laid the foundation for its strategic direction and thematic priorities.

IV. THE OPERATING CONTEXT

There are myriad humanitarian needs across South Sudan as a result of multiple and interlocking threats, including armed conflict and inter-communal violence, economic decline, disease, and climactic shocks.

Political Environment.

The parties to the conflict in South Sudan signed a revitalized agreement in September 2018, which ushered in a relative peace and silence of guns in other parts of the country. The formation of the Revitalized Transitional Government of National Unity (R-TGONU) on February 22, 2020 is a major step towards consolidating peace and stability in the country. While such important steps are being undertaken by the national government, it is observed during the writing of this Strategic Plan that community and communal fighting flares up in Lakes and Jonglei States, and this might undermine the already fragile peace that has been realized in the recent past. The future remains unpredictable due to presence of holdout groups that did not sign the agreement and are not part of the current government.

The situation may remain calm leading to permanent peace or slide back to violence and causing more harm and further humanitarian crisis depending on how things will play out at the ongoing talks with the hold out groups in Rome as well as finalization of the hanging security arrangements. It is hoped that realization of peace and stability will yield positive dividends of free movement of people and livestock, reduced human mortality, thriving businesses and private sector enterprises increasing investment opportunities for foreign investors, economic growth and better living conditions for the entire population.

While on the other hand, sliding back to active violence will spark and escalate humanitarian crisis, increasing deaths, displacement, destruction of property, increased poverty, sickness and disease, crime, insecurity, hunger, limited freedom of movement and speech, looting and vulnerability including rampant violations of human rights and heightened levels of corruption.

Economic Environment,

The cumulative effects of widespread violence have led to sustained economic decline. The deep economic crisis has caused high prices and shortages of production inputs. Food prices that slightly declined in 2018 are still very high and directly linked to imports. This is although the population is struggling with the hurting economy and reduced buying power. South Sudan has become a dollar driven economy, the national currency the South Sudanese pounds has remained weak since the outbreak of the crisis in 2013 and is not reliable due to its deteriorating and often changing value. Community vulnerability will continue to be witnessed which will require close monitoring and swift humanitarian response when needed.

Steady economic growth boosts infrastructure development, better living standards, employment and market demand for domestic products. Conversely, a struggling economy like the current South Sudan economy breeds corruption, high crime rates, soaring inflation rates, high food prices, scarcity of resources, limited services and market collapse and dependency on humanitarian support. Good economy brings prosperity even to those at the remote areas.

Social Environment

Some harmful cultural practices have been intensified by the conflict and humanitarian crisis. For example, a recent study found that conflict-fueled poverty and food insecurity were the most common reasons for early marriage, with girls displaced by conflict at particular risk.¹ Destruction of schools and displacement of teachers has severely impacted access to education as well as the protective environment. Other basic needs such as food, nutrition and health care that are closely associated with education are scarce. This has made the youth vulnerable to the impacts of the conflict forcing them to adopt negative coping mechanisms. Stigma and discrimination of people with disabilities is very high. Different forms of threats to people in need e.g. Sexual Gender Based Violence (SGBV), forced displacement, famine or severe food insecurity and malnutrition as well as disease, epidemics and traumatic stress have continued unabated. ACR is therefore pressured to better position itself to intensify its work on peace building, protection, education, food security and livelihoods services in those most in need areas.

At the writing of this plan, it is estimated that 6.35 million people (54%) of the population are classified in crisis IPC phase 3) while 1.7 million people are facing emergency IPC phase 4. In this case, community vulnerability will continue to be witnessed in the foreseeable future with continuing dependency on humanitarian aid even with changes in the political landscape. The developments after formation of the R-TGoNU will determine the kind of future for South Sudan since there will still be expected localized conflicts pitting communities against each other. On the other hand, restored peace will spur returns giving disputation over land rights and access to resources and increased need for humanitarian services.

Besides the major social issues induced by war and conflict, are also high are school dropouts emanating from negative community attitude towards education, especially for girls, deteriorating cultural values like never before. Cattle rustling, targeted and retaliatory attacks, high levels of ethnic hostility and child abduction are some of the negative contributors.

Technological Environment.

Technology has advanced in South Sudan compared to early 2000s when available means of communication was the Thuraya satellite phones only. The entire country was almost fully covered by network. Access to Internet services was increasingly becoming better, but that progress was impeded when the war broke out in 2013 leading to destruction of the communication infrastructures in places like Upper Nile and other parts of the Equatorias. Today there remains a large population of South Sudanese in the rural areas that have no access to telephone networks leave alone access to Internet. This situation will also impact negatively on humanitarian organizations operational capacities especially those whose activities are mainly concentrated in the remote areas.

Success of the fiber optic project will bring a lot of benefits for organizations among others are organizational visibility through online presence, online line marketing and fund raising and enhanced communication.

¹ South Sudan Humanitarian Needs Overview 2020

V. STRENGTH, OPPORTUNITY, ASPIRATIONS AND RESULTS (SOAR) ANALYSIS.

In our strategic planning process, we deliberately focused on our strengths and opportunities so that we can grow them until they crowd out our weaknesses and threats.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Good partnership relationship with incumbent donor. • Experience and expertise in peace building and humanitarian programming • Recognition and acceptance by government, donors, and community • Legal status • Existence of leadership structures • Qualified staff • Well established system • Collaboration and networking with INGOs and NNGOS 	<ul style="list-style-type: none"> • Partnership and networking with CSOs coalitions for advocacy. • Available humanitarian funding windows in the country. • Mainstream gender in all program activities • Increase fundraising and resource mobilization activities. • Employ and retain qualified staff • Scale up growth and strengthen systems and structures
ASPIRATIONS.	RESULTS
<p>Working with partners such as the UN Women, USAID, UNDP, UNICEF, I O M, NPA, to scale up our portfolio and sell our vision, mission in a more focused and targeted approach in the region and the world.</p>	<ul style="list-style-type: none"> • Increase in community dialogues and reconciliation, and participant attendance. • Secure more financial support from the current and potential donor partners. • Grass root voices heard in policy forums at different levels of policy making. • Increase advocacy and networking on current humanitarian issues.

VI. TARGET GROUPS.

ACR currently works Unity State, however if opportunities opened up dependent on available financial support it is bale to work in any part of South Sudan. We work with different groups from different social, religious, political, and economic background. ACR target groups include both program beneficiaries and strategic partners. In its thematic priorities, ACR works directly with communities affected by conflict as well as organizations involved in peace building and conflict resolution as well as those involved in providing life-saving humanitarian services.

Program Beneficiaries

ACR's work is focused towards supporting the most vulnerable and the disadvantaged among the communities. We primarily but not exclusively with women and girls, the elderly and

people with disabilities and those affected by crisis regardless of age and gender. During this period, ACR will work with the following categories of people.

VII. THEMATIC PRIORITIES.

1. Peace building and Conflict Transformation;

The occurrences of conflict in South Sudan is cited as related to competition over natural resources at both the national and at the grassroots, the specific triggers of conflicts include; weak governance and administrative structures at lower levels, land and administrative boundaries and abundant prevalence of small arms and light weapons in the hands of unauthorized persons especially the youth.

ACR will with support of its partners shall organize localized reconciliation and dialogue conferences, train and raise awareness on conflict issues. Establish local structures to respond to communal conflicts and violence by bringing different parties to dialogue. We do this to reduce or eradicate inter-ethnic disputes and natural resource management and other social differences for communities to rebuild social capital and community-government relations through community dialogue and participatory planning processes at lower levels of government, we will facilitate youth engagement activities to promote to raise awareness on important issues and promote peaceful co-existence among youth through sports e.g. peace games, music, dance and dramas.

2. Protection.

Child protection-CP According to South Sudan humanitarian needs overview 2020, as cited before, the number of unaccompanied and separated children (UASC) continues to rise with more than 19,000 UASC since 2013. Of the registered UASC, more than 8,400 remain as active cases and are waiting to be reunified with their families and communities through family tracing and reunification services. This situation is compounded by the lack of critical child protection services, reduced community capacity to protect children and protracted violence.

ACR will work to increase child protection services and strengthen response system mechanism, family tracing and reunification of separated children and children associated with armed forces. Provide psychosocial support services to victims of violence and sensitize communities against acts of violence and abuses meted on women and children.

ACR will develop and support child friendly spaces to provide safe playing environment for children. The same places will also serve as points to provide psychosocial support services including counseling for trauma healing.

Gender based violence-GBV; In South Sudan, women are vulnerable to risks of attacks and other forms of violence which usually can escalate during times of inter-clan or household conflicts. Women and girls bear the burden of traveling long distances to and fro in search of drinking water sources which further expose them to all forms of abuses including gender-

based violence-GBV. The high burden of domestic work on women and girls is such that women's time is fully utilized. Traditionally, their responsibilities involve household care, raising children, caring for other vulnerable members of the household, as well as agriculture and some livestock activities, thus leaving little time for active participation in community activities.

The transitional constitution 2011 supported by other government policies highlights measures to support gender equality among others, but gender social norms still promote inequitable power dynamics that continue to have repercussions on women and girls. These dynamics limit access to quality services and increase risk to sexual and gender-based violence. ACR will collaborate with other actors to increase provision of medical care, psychosocial support, safety, legal aid, and strengthening of GBV referral pathway, provision of dignity kits and livelihood support and mitigation measures will form the response mechanism.

3. Education

An estimated 3.2 million boys and girls will have no access to education by 2020. A slight increase from the estimation of 2.9 million people in need of education services in 2019. Education service delivery is severely hampered by successive years of conflict in addition to political and economic instability—the majority of out-of-school children remain in remote rural areas with little or no school coverage. Limited disability-, gender- or conflict-sensitive education infrastructure is a barrier for children to access education services. Available assessments and data paint a dire picture of deeper exclusion, particularly for children with disabilities, pastoralist children and children in conflict-affected areas. Lack of basic services and infrastructure has disproportionate impacts on girls who face specific challenges due to lack of WASH facilities at schools, poor accommodation in classrooms and long walking distances to schools.

ACR will engage in construction and rehabilitation of temporary learning spaces or permanent class rooms for children affected by conflict to widen access to education. We'll expand the program to include setting up of vocational training centers for youths and school dropout both ladies and boys.

To address the cultural reasons for the high dropout rates in females and retarded progress for girls, ACR will undertake community sensitization campaigns to educate parents, caretakers, community leaders, government at different levels and children on the importance of education in fulfilling the ideal of a personal development and prosperous, informed and self-sufficient nation.

ACR will advocate for safe friendly learning environments for children with special education needs and constructing facilities designed to meet education needs of children with special educational needs.

ACR will seek to improve the access to education services for all children and will advocate and network with, development partners, and government to increase capitation grant to offset the operating costs of schools.

ACR will embark on increasing enrolment in schools by distribution of learning materials to needy children and other vulnerable children. We'll also establish adult literacy learning facilities with special focus on women and girls and boys to cater for the needs of those who for some reasons have dropped out of school. We will hold consultative and dialogue meetings with traditional and local government leaders to raise awareness on children education and campaign against discrimination of girls' right to education and early marriages.

4. Food Security and Livelihood;

ACR will strive with support from partners to address immediate food security and livelihood needs of vulnerable and disaster-affected households in the program areas. In an emergency context, immediate food needs will be fulfilled during a relief phase, followed by more sustainable approaches such as animal care, improved agricultural practices, rehabilitation of agrarian infrastructure and cash-based programmes during early recovery and rehabilitation phases.

ACR will provide appropriate livelihood productive inputs (seeds, tools, livestock and fishery inputs) and trainings towards meeting the special needs of children, women and girls meant to reduce critical intra-family food and nutrition deficits and increase incomes and food production to contribute to livelihood recovery and resilience.

5. Water Sanitation and Hygiene-WASH.

ACR with support from partners will seek to increase access to water supply and hygiene and sanitation in the targeted communities. We will facilitate rehabilitation, maintenance and construction of community boreholes and water points. Our point of intervention will as well be during emergencies where public health is at risk high due to shortage of water supply, poor hygiene and sanitation services associated with floods and other disasters. We will implement these activities in schools, health facilities and public markets among others. Because of the special role women play in water management, emphasis will be made to ensure that women are engaged as key stakeholders in all WASH in all stages.

Our work will also focus towards attitudinal change where hygiene and sanitation activities are poorly practiced. Women will be empowered and trained to take on leadership and management roles in their communities on water management committees.

ACR shall create promotional activities focused in four key hygiene practices areas: Hand washing with soap, use of appropriate latrines, safe storage and treatment of water at households and food hygiene.

6. Governance & Human Rights.

South Sudan has continued to face challenges of governance and often faced criticisms in the manner it has handled the inherent rights of its citizens that are prescribed in its national laws.

Enforcing rule of law have always been a challenge especially given the fragility of the state and the institutional capacities of the institutions that are charged with the responsibility to ensure that these laws work. On the other hand, the citizens especially those in the rural lack knowledge and information regarding their rights and what is expected of them as citizens in contributing to the well-being of the country ensuring citizen participation.

ACR with support from its potential partners will implement activities to strengthen state and local government structures to better deliver in their roles and raise awareness on citizen rights and accountability. We'll promote dialogue between the communities and local governments on specific issues of concern for the community to understand government position and receive feedback. We'll conduct activities that raise awareness on elections and citizen participation.

VIII. MONITORING AND EVALUATION

ACR has an internal performance management plan with indicators to measure impact and performance of its different activities. ACR staff shall prepare quarterly financial and narrative reports, holds quarterly review meetings to discuss success and or lessons learnt to guide decisions.

These reports will be used to track indicators and achievement of results as well as inputs and outputs such as different program events/activities. ACR staff, trustees and evaluation consultants also hold monitoring visits to collect feedback from beneficiaries and program partners. Evaluation is based on and not limited to the following;

- The level of participation and gender balance
- The extent to which relevant themes are covered
- Expression of satisfaction with the trainings
- Improved capacity to address conflict problems

Mid way into the strategic plan period and at the end of 2022, ACR will engage an external consultant to assess the overall impact of planned activities, make concrete recommendations on the overall relevance and effectiveness of the program and suggest recommendations to influence further programming.

Strategic Plan Budget

Budget Required for Successful Implementation of Strategic Plan 2021-2024.

Goal # 1. Create space and platforms for people affected by conflict to dialogue, reconcile and initiate trauma healing services.			
Objective(s)	Performance Indicator	Responsible Person	Time Frame
Deepen conflict analysis and training for conflict resolution	Executive Director (ED), Programs Coordinator	\$115,000	December 31, 2023

and learning	(PC)		
Increase community dialogues and reconciliation meetings among warring parties.	Executive Director, M&E officer, Program Coordinator	\$ 145,000	December 31, 2023
Promote peace through advocacy and community education campaigns.	Executive Director (ED), Programs Coordinator (PC) M&E Officer.	\$ 90,000	December 31, 2023
Empower youth to engage in peacebuilding and conflict transformation activities.	Executive Director (ED), Programs Coordinator (PC) M&E Officer.	\$ 210,000	December 31, 2023
Promote gender equality to promote women participation in peacebuilding.	Executive Director (ED), Programs Coordinator (PC) M&E Officer.	\$ 120,000	December 31, 2023

Goal # 2. Promote safety and advocate for children, women and girl's rights in conflict affected regions in South Sudan.

Objectives	Person Responsible	Resources Required	Time
1. Increased access to live saving protection interventions for conflict affected children	Executive Director, Programs Coordinator	\$ 579,000	December 31 ,2023
2. Increased provision of general protection and HLP rights amongst persons with specific needs	Executive Director (ED), Program Coordinator (PC)	\$ 450,000	December 31, 2023
3. Increase awareness raising among children and families on PFS, Child protection risks and GBV	Executive Director (ED), and Programs Coordinator (PC)	\$ 135,000	December 31, 2023
4. Enhance Capacity building activities for community	Executive Director (ED), Programs	\$ 225,000	December 31, 2023

structures and peer groups	Coordinator (PC)		
Goal # 3: Promote access to equitable, inclusive and quality education for crises affected children, youth and adults through formal and informal education			
Objective(s)	Responsible Person	Resources Required	Timeline
1. Increase enrolment, retention and completion of primary school by all children	Executive Director (ED), and Programs Coordinator (PC)	\$ 675,000	December 31, 2023
2. Increased access to learning opportunities for crises affected youth and adults	Executive Director (ED), Programs Coordinator (PC)	\$ 750,000	December 31, 2023
3. Increase the distribution of scholastic learning and teaching materials	Executive Director (ED), Program Coordinator (PC)	\$ 150,000	December 31, 2023
4. Provide Alternative Education Programme to enhance literacy among young adult dropouts	Executive Director (ED), and Programs Coordinator (PC)	\$ 150,000	December 31, 2023
Goal # 4 Improved livelihoods and food security among crises affected individuals and households in program areas.			
Objective(s)	Performance Indicator	Responsible Person	Time Line
Increase use of Improved Agricultural Technologies & Management Practices for the crises affected households	Executive Director (ED), Programs Coordinator (PC)	\$ 150,000	December 31, 2023
Increase Agricultural Inputs (Seeds & Tools) for the crises affected households	Executive Director (ED), Programs Coordinator (PC) M&E Officer.	\$ 300,000	December 31, 2023
Goal # 5. Increase access to quality Water, Sanitation and Hygiene among our beneficiary populations.			

Objective(s)	Responsible Person	Resources Required	Time line
Increase access to safe quality water through drilling of boreholes and treatment of water sources.	Executive Director (ED), Programs Coordinator (PC) M&E Officer	\$ 550,000	December 31, 2023
Improve hygiene and sanitation practices among conflict affected households in program areas.	Executive Director (ED), Programs Coordinator (PC) M&E Officer	\$ 225,000	December 31, 2023
Strengthen capacities of local community structures for better management of water resources	Executive Director (ED), Programs Coordinator (PC) M&E Officer	\$ 140,000	December 31, 2023

Goal # 6: Improve governance and human rights to achieve social cohesion and peacefulness in the program areas

Objectives	Responsible Person	Resources Required	Timeline
Increased citizen and government dialogues on issues affecting communities.	Executive Director Program coordinator	\$45,000	31-12-2023
Increased knowledge on governance and human rights.	Executive Director, Program Coordinator	\$ 120,000	31-12-2023
Increase citizen awareness on elections and citizen participation.	Executive Director, Program Coordinator	\$360,000	31-12-2023
Enhance advocacy and lobbying for government response on policy matters.	Executive Director, Program Coordinator	\$ 60,000	31-12-2023

ACR PROGRAM BUDGET - JANUARY 2021 TO DECEMBER 2023				
Program Areas	2021	2022	2023	Total (USD)
Peace building & Conflict transformation	295,000.00	225,000.00	160,000.00	680,000.00
General Protection	493,000.00	450,000.00	422,000.00	1,365,000.00
Education	665,000.00	600,000.00	460,000.00	1,725,000.00
Food Security & Livelihoods	245,000.00	150,000.00	55,000.00	450,000.00
WASH	335,000.00	335,000.00	210,000.00	880,000.00
Governance and human rights.	140,000.00	155,000.00	135,000.00	430,000.00
Total	2,173,000.00	1,915,000.00	1,442,000.00	5,530,000.00

ACR Organizational Structure.

