




Resilience & Inclusive Social Empowerment (RISE) 2023-2025.

The Organisation's Strategic Plan

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Background

Who we are

Founded in Bor town in late 2010 in the wake of heightened inter-communal clashes and child abduction amidst poor child care in the underserved Jonglei state - Bor (South Sudan), since formalization in 2011, Hold the Child has operated in various regions of South Sudan delivering Community centered and Child focused programs. We are Relief, Development and Advocacy Not for Profit Organisation that works in a network of 3 country based organizations in the region (South Sudan, Uganda and Kenya). We are set out to inspire and champion a collaborative action by Families, Communities, Authorities, Key stakeholders and Actors towards optimal child welfare.

OUR VISION

A peaceful, healthy and dynamic society where the rights of children and other vulnerable groups are protected and promoted

OUR MISSION

To strengthen the resilience and capacity of families and communities to meet their obligations to the child through community centered child survival and development initiatives.

OUR VALUES

At all levels our teams and internal systems the standing values of; Integrity, Collaboration, Accountability, Nurture.

2014-2022 in Numbers



78% cure rate for children under **5** years enrolled in our feeding centers (**42** sites cumulatively)



3,500 (**2,144** boys and **1,356** girls) in Children newly admitted in pre-school



102,314 Children (**52,013** Boys & **50,301** Girls) Reached with psychosocial support



161 Children (**160** Boys & **1** Girls) former Child soldiers reintegrated



5,495 (**3,307** girls and **2,188** boys) new admissions in primary schools



274 (**112** girls and **162** boys) adolescents and youths graduates of Market driven vocational education



\$9.2 million in grants: **56%** Protection, **29** Health & Nutrition and **5%** Education activities

Sustenance 2030 & RISE Strategy

Sustenance Theory of Change

Inspired by our work through the 2020 decade, the local brand, and expertise; the organisation takes on a decade ambition which seeks to 'Empower families & Communities for Optimal Child care'. Through the 12 prescribed strategic priorities, we;

- a) Will forge and advance strategic partnerships for Child Survival, Welfare and Development
- b) Have re-invented our approach to local resilience and through participation
- c) Will innovate and champion evidence driven causes through a multi-level advocacy model

Anchored on approaches which: Prioritises the most in need, Deployment of Child friendly community based Action, Mainstreaming of crosscutting themes, Sound monitoring and learning, and Ensure value for money; Sustenance 2030 ambition will provide a guiding touch to the in-country 3 program cycles and entrench the organisations commitment to human rights, neutrality, impartiality and independence.

Resilience & Inclusive Social Empowerment Strategy (RISE)

Aimed at making Hold the Child a strategic voice for children, a humanitarian provider of choice and a champion of participatory resilience building and development. In pursuit of the organization's long standing mission, and the call 'Our Action. Our Future' RISE was adopted at the start of 2021, the model prioritized measures to progressively improve:

1. Program quality and deliver far reaching results
2. Organizational performance
3. Reach and influence (strategic communication)

The 2021-2023 cycle was interrupted by the severe COVID-19 impacts and the an extended and revised version 2023-25 has been adopted.



A photograph of three children sitting on the ground in front of a traditional thatched hut made of bamboo or reeds. The child on the left is wearing a green shirt and is looking towards the camera. The child in the middle is wearing a light blue shirt and a white skirt, and is looking away from the camera. The child on the right is wearing a patterned shirt and a white skirt, and is looking towards the camera. They are all sitting on the ground, and there are some sandals nearby.

SOUTH SUDAN, THE WORKING CONTEXT

The nation's protracted unrest and overwhelmed local abilities to cope, continue to interact with a host of international influences to present a context characterised with:

Millions of IDPs. *Returnees*. **Persons at risk of statelessness**. Food insecurity. Low productivity. Malnutrition. *High youth unemployment*. **Low incomes**.

Access constraints. Restricted Operating environments. Community watch groups. Militias

Psych distress. *Gender based violence*. **Harsh traditional practices**. *Child marriages*. **No justice and reparations for conflict related gender violence survivors**.

Children association with armed groups. Increased crime rates. **Justice for Children crisis**. *Increasing violence against children*. **Missing, separated and unaccompanied children**. Child neglect. **Increasing levels of street children**.

Increasing inequalities. **Low school retention rates**. Low literacy levels.

High birth rates. *High maternal mortality rates*. **High Infant mortalities**.

Natural calamities. **Disease outbreaks & Pandemics**. Funding environment change. Inflation

Digital divide. *New technologies and Social Media influence*. **Innovations & Upcoming players**.

Evolving policy environments.

2021-2023 cycle was severed by unprecedented COVID-19 impacts.

RISE 2023-2025 is therefore a review and an extension which will build from 2022 foundational works.

2023-2025 Operational Focus

Abyei

- (a) UNHCR + CERF supported Returnee tracking, Solutions for IDP and persons with special needs (2021-23)
- (b) UNICEF -CERF support Child protection in emergency (2022)

Juba

- (a) UNICEF (2017) education in emergency
- (b) 2017-2020 radio activity and adolescent mentorship
- (c) 2020-2023 engagements on nationality rights and prevention of statelessness

Fangak

- (a) UNICEF, WFP, SSHF 2013-2022 nutrition programming (2013-2022)
- (b) IOM/CFP IDP tracking activity (2015)
- (c) SSHF education in emergency (2015-17),
- (d) SSHF (ACF) protection (2020-21) including Malualkon (NBeG)

Raja

- (a) UNICEF child protection (2018-19)
- (b) SSHF child protection 2019-20)
- (c) UNHCR Returnee tracking, Solutions for IDP and persons with special needs (2021-23)
- (c) UNMISS QIP (2022)

Wau

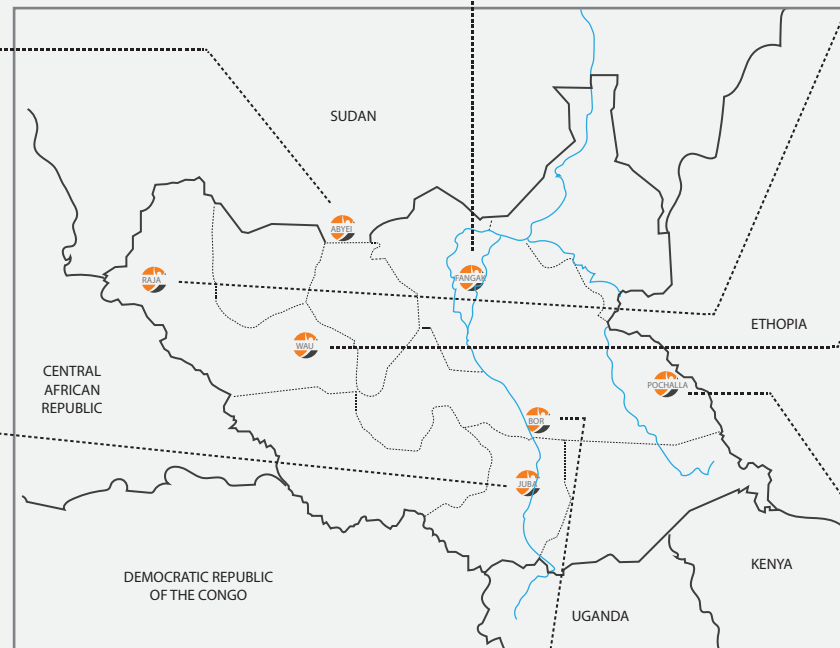
- (a) UNICEF, IOM, Malterser Int child protection (2016)
- (b) SSHF child protection 2016-21)
- (c) UNICEF child protection 2017-22)
- (d) UNMISS QIPs (2021, 22, 23)
- (e) UNHCR Statelessness (2021-22) including Juba, Bor, Pochalla, Akobo

Bor

- (a) UNICEF supported Child Act Dissemination (2011)
- (c) UNICEF education in emergency including Uror (2012)
- (c) WFP nutrition activity (2014-17)
- (d) UNICEF Child protection in Bor PoC (2015-16) including Pochalla
- (e) Save the Child -NORAD education quality improvement (2016-17)

Pochalla

- (a) SSHF education in emergency (2013-14) including Uror
- (b) GECS (2013-15) including Akobo, Uror, Twic East
- (c) SSHF child protection (2014-15)
- (d) UNICEF child protection (2016-19)
- (e) UNHCR Statelessness (2022-23) including Juba, Wau, Akobo



Strategic Area 1: Program Results

We will go the whole way to ensure that marginalised communities have equitable access to quality services, youth and women are empowered, and communities and children are heard by 2025.

We will not champion these changes on our own. Hold the Child will work with: Children and their communities; Government agencies; Local, International and Intergovernmental organisations; the Private sectors and the Donor community. Together we will impact communities for optimal child care, where they will equally contribute to local sustainable, and progressive child survival and development indicators.

Population estimate at **11 million**

9.4 million are in need for assistance (2023), **55%** are Children

Infant mortality at **63 per 1,000 live births**

2.8 school age going Children are out of school

The three results pathways for 2023-25.

Improving Access to Basic Services

During 2023-25, Hold the Child will:

- Champion an enterprise incentive model for last mile health workers to facilitate effective preventive and first line care (home and community based care)
- Contribute to service delivery i.e. Nutrition, Immunization, SRH, Mobile clinics and last mile care given the opportunities. Deliver gains for the National Health sector strategic plan
- Contribute to the promotion of WASH practices in returnee areas e.g. Raja
- Contribute to service delivery i.e. protection (child protection), primary education given the opportunities. Deliver gains for the National Education sector strategic plan, Child rights plan of action

Advance Women and Youth as primary caretakers

During 2023-25, Hold the Child will:

- Contribute to TVET, and peacebuilding in returnee areas, given the opportunities
- Contribute to the demobilization of youth gangs (out of school children) and enroll them to FAL, and TVET in areas e.g. Wau, Juba, Abyei, Bor where we work
- Contribute to the scale-out of mobile TVET for pastoral communities of Jonglei, Western Bahr El Gazal and Warrap
- Champion training curricular development and market development in selected artisans

Opportunities for Expression & Participation

During 2023-25, Hold the Child will:

- Champion the modelling out of sports and creative arts education (to spur child participation, creativity and competitiveness)
- And facilitate the modelling and working of children councils in the states we operate
- Champion a CSO network on nationality rights in South Sudan to advance agendas including birth registration, and prevention of statelessness for returnees and other minority groups

Strategic Area 2: Organizational Performance

We will technically and otherwise invest in building a dependable organisation, optimised systems and practices to derive earmarked results, institutional branding, and ensure value for money by 2025.

With particular attention default locations, Hold the Child will invest in systems, tools and the building of a culture of performance, care and stewardships at all levels.

Building from: The adopted Internal control framework (2019); Key policies (i.e. Finance, Procurement, Anti Fraud etc.); Tools (i.e. Planning, Requisition and Tracking and Reporting); Structural role segregation and approval matrix; Audit report recommendations among others.

The three performance pathways for 2023-25:

Participatory and Adoptive Management

To further optimise gains on a results based management approach, we will work to improve stakeholder and beneficiary communication and feedback loops, and contribute to sustainable organisational legacy.

Measures including:

- Participatory Annual Cyclic Processes (Program Cycle) i.e. Results Planning, Fundraising, Implementation, Monitoring, Evaluation and Learning inline with the results based management approach
- Constituency building under strategic thematic program areas including networks
- ccountability to affected communities

Build a Performing Organization

Inline with the adopted internal control framework, Measures to improve operational efficiency, value for money and the management of operational risks include:

- Mandatory Policy and Standards Induction at team on-set, Mandatory Refreshers and Display of key Policy Standards and Procedures
- Standard Program/Project Inductions and engagement at all levels
- Costs effective organisational structuring, Invest in people and support capacity building opportunities for program staff at all levels
- Adopt automation for most of the routine process
- Regular field spot-checks, part of standards assurance measures
- Pursue third party system assessments and validation, not limited to UN-HACT risk assessments and Mandatory Audits

Adoptive Knowledge systems

To knowledge management gains, the following are measures to generate, share and use knowledge of what works to better child welfare collaboratively with other players:

- Robust MEAL systems and practices at levels
- Strategic research programing inclusive of thematic cases studies with projects in what works
- Thematic Knowledge Network sessions and learning platforms
- Accountability to affected communities
- Operate an online knowledge repository

Strategic Area 3:

Strategic Communication

We will invest in context appropriate and technologically responsive platforms to effectively engage and voice for children, build programmatic synergies, innovate and advocate for children and young people, and champion good practices within our niche sectors.

Within our niche sectors, we will appraise the tools, models, platforms, networks and practices currently in use as well as feedback, to progressively adopt improvements and strategic communication alignments.

Building from: Existing online platforms, partnerships and sector collaborations, and sub-national leadership; Recent and current participation among sectors at sub-nation and national forums, Participation in CSO forums, Recent thematic publications; and National radio programming.

The two strategic communication pathways for 2023-25:

Build Meaningful Partnerships

Measures to optimise gains from the diverse partnership arrangement and program collaboration arrangements to increase role in decision processes, funding volumes, and diversity:

- Assume and maintain sectorial leadership all levels with default niche sectors
- Sectorial engagements through existing technical working groups and forums at national level
- Access and strengthen participation in key funding steering committees, we will maximise the opportunities around the localisation narrative to secure these accesses
- Establish strategic and sectorial consortiums with International and Local NGOs with focus to our default locations
- Advance to clear out administrative barriers to bilateral donors and prospective diplomatic missions

Branding

Measures to build a national brand and children's platform include the following:

- Optimise brand visuals at all sites, and by activities
- Standardise last mile photography and operate a photo repository
- Consolidate and build compelling and interactive online platforms
- Publish thematic case studies and feature advocacy reports, infographics etc. communication products
- Adopt and progressively build a robust campaign platform with key annual targets

ANNEX 1: 2023-2025 program and operational performance plan

Strategic Area	Impact Statement	Sector/Domain	Performance Indicator	Baseline	Target	Means of Verification	Frequency
Program Quality	P1. (Access) Improved Access to Basic Services	Health	# of service points supported	7	20	Program performance reports	Quarterly
			# of communities supported through positive deviance initiatives	N/a	20	Program performance reports	Quarterly
			# of case referrals handled	N/a	1,500	Referral pathway matrices	Bi-quarterly
		Protection	# of direct case management handled (children)	200	1,000	Program performance reports	Quarterly
			# of persons supported through Nationality documentation sponsorship	3,600	10,000	Program performance reports	Quarterly
			# of cases supported through legal assistance	N/a	1,200	Program performance reports	Quarterly
			# of case referrals handled	240	1,000	Referral pathway matrices	Bi-quarterly
		Education	# of schools supported/operated	N/a	50	Program performance reports	Quarterly
			# of teachers trained/supported	N/a	500	Program performance reports	Quarterly
			# of children (new) enrolled for primary/secondary education	N/a	2,000	Program performance reports	Quarterly
	P2. (Empower) Empowerment for Youth and Women	Education, Protection	# of adolescence, youths and women enrolled into vocational/FAL/ and other AES models	N/a	1,000	Program performance reports	Quarterly
			# of market development initiatives supported (locations)	N/a	10	Program performance reports	Quarterly
			# of enterprises kickstarted	9	50	Program performance reports	Quarterly
	P3. (Participation) Opportunities for Expression & Participation	Health, Protection, Education	# of children clubs supported	10	50	Program performance reports	Quarterly
			# of sports and creative arts education initiatives (locations)	N/a	5	Program performance reports	Quarterly
			# of CSO knowledge networks facilitated	N/a	2	Program performance reports	Quarterly
Organizational Performance	M1. (Planning) Participatory and Adoptive Management	Management	# of area needs assessment and appraisals	N/a	21	Strategic assessments tracker	Annually
			# of quarterly evaluation sessions	2	12	Quarterly evaluation session minutes	Quarterly
			# of annual evaluation sessions	1	3	Annual evaluation session minutes	Annually
	M2. (Organization) Organizational Performance	Management	# of organisational policy reviews	1	3	Annual policy update tracker	Annually
			% of annual budget targets raised by sector/program	30%	100%	Annual income expenditure statements	Annually
			% of staff undergoing mandatory annual policy refreshers	30%	100%	Capacity Building Reports	Quarterly
			% of project reporting timeliness by locations	N/a	100%	Program performance reports	Quarterly
	M3. (Knowledge) Adoptive Knowledge Systems	Management	# of program feedback sessions	N/a	21	Project beneficiary feedback reports	Quarterly
			# of annual county perception survey on service delivery	N/a	21	Annual AAP reports	Annually
			# of knowledge events/initiatives conducted	N/a	9	Event reports	Annually
Strategic Communication	B1. (Partnership) Build Meaningful Partnerships	Partnerships	# of sectorial leadership initiatives	3	6	Coordination minutes	Quarterly
			# of strategic NGO consortiums engagements	N/a	7	Teaming agreements/Corespondencies	Quarterly
			% of resilience/development projects by annual budgets	N/a	40%	Annual income expenditure statements	Annually
			% of field sites with standard visibility measures	3	7	Site operation spot-check reports	Quarterly
	B2. (Branding) Branding for Far Reaching Changes	Branding	# of testimonial profiling by program	N/a	30	Published testimonials/bulletins	Quarterly
			# of local events conducted/contributed to	3	21	Event reports	Quarterly
			# of online campaigns handled	N/a	6	Social media analytics	Quarterly
			# of thematic infographics	N/a	3	Published thematic infographics	Quarterly
			# of feature advocacy reports	1	9	Published feature reports	Quarterly

ANNEX 2: 2023-2025 Systems improvement plan

#	Bussiness Process Categories	Core Management Activity	Time Frames (Quarters: 2023-25)											
			Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
1.1.1	Management Processes	Program Cycle Management	Annual Planning and Evaluation Cycles	X			X	X			X	X		X
1.1.2			Quaterly Planning and Evaluation Cycles	X	X	X	X	X	X	X	X	X	X	X
1.1.3			Organisational Systems Appraisal Compliance Aspects: Processes, Tools, Staffing, Vendors		X			X			X			X
1.1.4			Policy Reveiws and Updating		X				X			X		
1.1.5			Management Information System Deployment		X	X	X	X	X	X	X	X	X	X
2.1.1	Operational Processes	Strategic Communication and Partnerships	Annual Partnership Mapping	X				X			X			
2.1.2			HRP preparations				X			X				
2.1.3			Annual Program Development (for Specific Continuing Donors/Partners)	X			X	X		X	X			
2.1.4			Partnership Outreaches	X	X	X	X	X	X	X	X	X	X	X
2.1.5			Competitive Bidding (Contracts and Grants)	X	X	X	X	X	X	X	X	X	X	X
2.1.6			Editorial Calendar Implementation (Events, Publications, Media etc)	X	X	X	X	X	X	X	X	X	X	X
2.2.1		Program Delivery	Coordination Processses (National and Sub-national forums)	X	X	X	X	X	X	X	X	X	X	X
2.2.2			Annual Team Leaders Refreshers on Program Standards and Processes	X				X			X			
2.2.3			Quality and Sound Program Delivery and Documentation	X	X	X	X	X	X	X	X	X	X	X
3.1.1	Support Processes	Compliance (Statutory, Professional and Contractual)	Standard Accounting Practices	X	X	X	X	X	X	X	X	X	X	X
3.1.2			Spot Checks	X	X	X	X	X	X	X	X	X	X	X
3.1.3			Audits and Third Party Risk Assesments		X				X			X		

ANNEX 3: 2023-2025 Budget Projections

Description	Target 2023 (\$)	Target 2024 (\$)	Target 2025 (\$)
Income by Program Area			
<i>Pathway 1. (Access): Improved Access to Basic Services</i>			
(a) Health	250,000	600,000	600,000
(b) Protection	420,000	440,000	440,000
(c) Education	290,000	470,000	520,000
	960,000	1,510,000	1,560,000
<i>Pathway 2. (Empower): Empowerment for Youth and Women</i>			
(a) Protection	150,000	150,000	150,000
(b) Education	120,000	180,000	250,000
	270,000	330,000	400,000
<i>Pathway 3. (Participation): Opportunities for Expression & Participation</i>			
(a) Health	80,000	120,000	120,000
(b) Protection	180,000	220,000	220,000
(c) Education	70,000	60,000	90,000
	330,000	400,000	430,000
Total Income	1,560,000	2,240,000	2,390,000
Expenditure			
Personnel	234,000	336,000	358,500
Travels	31,200	44,800	47,800
Program Results (lastmile: Services, Empowerment and Platforms)	1,092,000	1,568,000	1,673,000
Operation Expenses	156,000	224,000	239,000
Other Support expenses	46,800	67,200	71,700
Total Expenses	1,560,000	2,240,000	2,390,000



**Resilience &
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(RISE) 2023-2025.
(South Sudan)**

