



CSS Strategic Plan

2018 - 2021



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Table of Contents

1.0	INTRODUCTIONS.....	1
1.1`	About Caritas South Sudan.....	1
1.2`	Caritas South Sudan internal realities	3
1.3`	Strategic Planning Process	3
1.4`	CSS operational structure (insert).....	4
2.0	THE CONTEXT OF SOUTH SUDAN	4
2.1`	Political.....	4
2.2`	The social condition	5
2.3`	The Economic situation.....	6
2.4`	The church in present South Sudan	6
2.5`	The humanitarian perspective.....	7
2.6`	Priority issues.....	7
3.0	CSS VISION, MISSION, STRATEGIC OBJECTIVES	8
3.1`	CSS Vision, Mission.....	8
3.2`	Our core values and principles that shape our work.....	8
3.3`	Strategic Directions, Objectives and Activities	9
3.3.1	Strategic orientation 1: Disaster/emergency preparedness and humanitarian response.....	9
3.3.2	Strategic orientation 2: Peace building, social harmony and advocacy.....	11
3.3.3	Strategic Orientation 3: Integral Human Development.....	13
3.3.4	Strategic Orientation 4: Effective partnership for enhanced resource mobilization	15
3.3.5	Strategic Orientation 5: Organizational and institutional strengthening	16
4.0	IMPLEMENTATION, MONITORING AND EVALUATION	19
	ANNEXES.....	20

Acronyms

SSCBS	South Sudan Catholic Bishops' Secretariat
CI	Caritas Internationalis
CIMOs	Caritas Internationalis Member Organisations
CSS	Caritas South Sudan
ERST	Emergency Response Support Team
IDPs	Internally Displaced Persons
IGAD	Intergovernmental Authority for Development
SSCC	South Sudan Councils of Churches
NGOs	Non-Governmental Organisations
OCHA	Office for the Coordination of Humanitarian Affairs –
RMT	Resource mobilization team
SWOT	Strengths, Weaknesses, Opportunities and Threats
TGoNU	Transitional Government of National Unity

In order to achieve this strategic Goal, five strategic orientations were identified and developed. They are as follows:



Acknowledgement



South Sudan is still confronted with a major humanitarian crisis. A crisis which is becoming forgotten. In order to respond adequately to the signs of the time and the needs of the people, Caritas South Sudan developed the second strategic plan, which was participatory and well supported by all the stakeholders.

First of all, we would like to appreciate the support that has been offered to us by Caritas Internationalis since the creation of Caritas South Sudan. In a very special way our appreciation goes to Mr. Michel Roy, the General Secretary and his team, for having helped us to successfully take Caritas South Sudan forward. Caritas Africa readily walked with us, in the entire journey and for this we remain ever grateful. In particular we thank both organisations for their facilitation in developing this strategic plan.

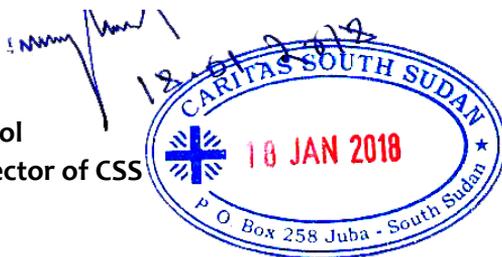
We sincerely want to thank His Lordship Bishop Erkolano Ludo Tombe, president of Caritas South Sudan, for his leadership, wise counsel and full participation in the three days consultations that informed this strategic plan. His presence was a guiding light to the CSS team in the planning process.

We would also like to thank diocesan Caritas directors team for their enthusiasm, commitment and participation in the entire process that enabled us to come up with a strategic plan document that was comprehensive and inclusive, incorporating ideas from the seven dioceses of South Sudan.

The presence and the continued support of the key Caritas Member Organizations (CAFOD, Trocaire in partnership, CRS and Cordaid) is highly appreciated. In addition; we acknowledge with appreciation CIMOs who are not present in the country but yet they tirelessly supported Caritas South Sudan through EAs in the last three years.

Last but not least we are most grateful to South Sudan Bishops' Secretariat team and in particular the secretary general, Fr. Charles Abbud for his mentorship in the entire process.

Gabriel Yai Kuol
Executive director of CSS



A word from His Lordship, President of Caritas SS



Caritas South Sudan in 2017 is celebrating its sixth anniversary as a national caritas and as a last born to Caritas international. Caritas South Sudan is steadily growing in its role as the instrument of the Catholic Church to witness the universal love for the poorest victims who have undergone untold sufferings for the past thirty years of bloody war in South Sudan/Sudan.

I am overwhelmingly grateful to the Caritas confederation for standing with the local church with concern and compassion, at a moment when the nation is bleeding; our poorest are living in inhuman conditions in the bushes and the church being crucified. Today even our parishes are attacked and the Christian communities have left the parishes in fear and taken refuge in the bushes and forests.

Looking back, we celebrate the little success we have made so far and appreciate lessons learnt from our failures. The work of Caritas remains timely in the prevailing context of South Sudan and the survival of the church. Caritas South Sudan has taken the journey with courage, counting on the benevolent support of the Caritas Member Organisations, partners and funders to make and let it grow.

This plan is a fruit of collective work with all the diocesan directors, diocesan staff and communities and takes CSS many steps further into the future in order to stand up to the needs of those who are suffering and looking up to the Church as the only source of compassion and love. Let us now translate the strategy into actions and results.

I wish to thank those who supported the development of this strategic plan and in particular Caritas Internationalis Secretary General for his unconditional support and faith that we can grow and allowing us to use the expertise and resources of his team, which has been indispensable in getting us started.

+ Erkolano Lodu Tombe

A blue circular stamp from the Diocese of Yei. The text inside the stamp includes "DIOCESE OF YEI", "78.1.2018", "WE CAME TO SERVE", and "Erkolano Lodu Tombe".

+ Erkolano Lodu Tombe
Bishop of Yei and President of Caritas SS

1.0 Introductions

The purpose of this strategic plan is to set a road map for Caritas South Sudan programme work in the next 3 years (2018-2021). The plan was developed in an inclusive participatory manner employing multi-facets approaches to ensure truly consultative and quality participation of primary stakeholders. It was aimed at reviewing and updating Caritas South Sudan strategic plan 2013-2015, informed by lessons learned and the changing country context.

The plan provides shared vision of CSS's future, and the major steps the management, staff and other stakeholders will take to move the organization into the desired future. This planning process is aimed at finding the best fit between CSS's mission, capabilities and its opportunities. Therefore, this will serve the purposes of;

- Creating a framework for decisions and/or for securing support/approval.
- Providing a basis for more detailed planning.
- Explaining the CSS's processes and programs to others in order to inform, motivate & involve.
- Assisting in benchmarking & performance monitoring.
- Stimulating change and become building block for next plan.

This Strategic Plan identifies who we are as Caritas South Sudan, where we want to go, and at a conceptual level, how we will get there.

1.1 About Caritas South Sudan

Caritas South Sudan was formed in 2011 by the catholic Bishops under caritas internationalis Coordination Unit. The organisation was created in response to the worsening humanitarian crisis of the people of God and the collective duty and commitment of the church to alleviate suffering.

By creation of CSS, the church envisages enhanced voice of the voiceless for a developed, just and peaceful South Sudan. CSS developed their first strategic plan (2013-2016) which was launched on July 2013. The strategic plan focused on four strategic orientations;

1. Promote Integral human development through social, economic and political empowerment of the communities to eradicate poverty and live in dignity.
2. Promote effective disaster preparedness and prompt humanitarian response.
3. A firm commitment for conflict resolution, peace building and promotion of human rights.
4. Caritas South Sudan, an effective organization, committed to peace building integral human development, responding to emergencies and community needs.

However due to break out of the civil war in December 2013, most of these orientations were stalled as CSS concentrated on disaster preparedness and humanitarian response (orientation 2) mainly in the worst hit areas of unity state and Upper Nile among others.

CSS achievements over the period (2011-2016)

- Established CSS as an autonomous national organisation
- Development and implementation of the CSS 2013-2016 strategic plan
- Strengthened institutional capacity of CSS with the development of organisational systems, policies and procedures (operation manual).
- CSS became a full member of Caritas confederation
- Enhanced networking and collaboration between CSS and Caritas Dioceses
- Planned and implemented two Emergency Appeals
- Provision of field emergency response to IDPs in various dioceses in South Sudan
- Strengthened capacity in disaster preparedness and emergence response through creation and training of parish level volunteers in various Dioceses
- Enhanced peace building in conflict situation through peace building events and supporting trauma counselling and psychosocial support.

Caritas Witnessing as a service of the church

The work of Caritas South Sudan brought to evidence the church setting as a common platform for uniting the Christian communities in this dire moment of sufferings and violence. For example, in the diocese of Yei, an ecumenical leadership team composed of the major church leaders was created and became the space for reflection, synergy and means for carrying out the disaster response.

Caritas both at the national level and the diocesan level integrated the Justice and Peace issues within the pastoral programs. This is yet to be clarified at the level of the Catholic Bishops Conference. But at the moment Caritas has undertaken dialogue with the Justice and Peace committee of the CBCSS to address the issues related to Justice, peace and reconciliation. During these three years Caritas has been able to mobilize funds and coordinate the funding of the programs by the MO, although in spite of the efforts the response was not satisfactory.

The national secretariat in close collaboration with some dioceses was able to implement the Girl child education program in order to facilitate the continuity of the education of the most vulnerable, the girl child and young girls.

1.2 Caritas South Sudan internal realities

Caritas South Sudan Strengths, Weakness, Opportunities and Threats (SWOT):

Strengths	Weakness
<ul style="list-style-type: none"> ▪ Able leadership by the president/ ▪ Enjoy good image by people of South Sudan ▪ Membership to caritas internationalis ▪ Supportive Catholic church structures ▪ Registered with UNHAS for facilitation of staff movement ▪ Has wide range of network in the country through the dioceses 	<ul style="list-style-type: none"> ▪ Limited capacity to communicate internally and externally ▪ Limited capacity in resource mobilization ▪ Limited adherence to organizational systems, policies and procedures ▪ Weak capacity in project monitoring, evaluation and reporting ▪ Inadequate staffing ▪ Limited trust with some MO ▪ Unclear strategy on staff development
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Willingness of donors to support South Sudan ▪ Existence of networks of like – minded organizations (Act Alliance, NCC) ▪ A large pool of trained volunteers on disaster response within the dioceses 	<ul style="list-style-type: none"> ▪ Political Instability ▪ Inflation and soaring market prices (economic crisis) ▪ Escalation of conflicts ▪ Instability of financial institutions (banks) ▪ Collapse of communication Network coverage in most areas in South Sudan

1.3 Strategic Planning Process

This strategic plan was developed through a consultative and participatory process with the primary stakeholders. This involved consultative meetings with CSS staff to plan and initiate the planning process which included organizational self – assessment. Secondly, a three days workshop with stakeholders, including diocesan directors, carried an –in-depth review of the 2013- 2016 strategic plan and an analysis of the current South Sudan context and trends developed a strategic vision and direction for the organization 2018-2021. The plan was further informed by field reports during project implementation, Diocesan documents and external sources. The draft strategy was subject to scrutiny of a core team selected from the workshop participants who finalized the strategic plan document.

1.4 CSS operational structure

The organizational structure was revised and differentiated to reflect purpose and strategy. The organization was constructed around decentralized decision-making procedures and system which facilitate flexibility for individual and institutional growth, reduces bureaucracy and puts emphasis on CSS Vision and Mission. It was developed by representatives of all the stakeholders to facilitate ownership and partnering beyond CSS.

Key areas of reorganization included;

- Creation of Emergency Preparedness / response and Human resource coordinators.
- Towards making the centre lean and smaller and efficient organization for efficiency and effectiveness.
- Reducing the work load for Executive director towards organizational efficiency and effectiveness as opposed day- today running of programs (See Annex 2).

2.0 The Context of South Sudan

The Republic of South Sudan became independent on July 9, 2011 following a peaceful secession from the Sudan through a referendum in January 2011. The new nation, has the dual challenge of dealing with the long history of more than 50 years of conflict (South Sudan and the Sudan) and continued instability along with huge development needs. The current civil war began in December 2013 plunging the country into a deep political, socio-economic, and humanitarian crisis. It resulted in devastating losses of human lives and livelihoods, and ravaged the delivery of basic services. The crisis exerted a severe toll on an already impoverished nation, increasing the vulnerability and insecurity of people and communities, in several ways.

2.1 Political

Five years after gaining independence, South Sudan is gripped by civil war. A peace agreement mediated by the Intergovernmental Authority for Development (IGAD) was signed in August 2015. It provided a framework for the parties to end hostilities and, during a 30-month transitional phase, begin key governance reforms designed to put South Sudan back on a path to sustainable peace and recovery. The Transitional Government of National Unity was tasked with initiating and overseeing a permanent constitution-making process leading to national elections; ensuring justice and accountability for crimes committed during the conflict; implementing institutional reforms related to economic and financial management and devolution of executive powers; facilitating reconstruction; and creating an enabling environment for the provision of humanitarian assistance (agreement on the resolution of conflict in South Sudan, 2015).

In December 2015, the president dissolved south Sudan's 10 regional states and created new 28 new states which further fuelled conflicts in many areas. Although the two warring sides formed a National Unity Government in April 2016, in July 2016 they clashed (forces royal to President Kiir and those loyal to First Vice President Machar) at the Presidential Palace in the capital, Juba, and fighting spread into other parts of the country. After the departure of Riek Machar from Juba, the president was fast to announce a new First Vice President; Taban Deng of Unity state. This scenario increased, continuation and spreading of violence in insecure areas like Southern Unity and Upper Nile state. However, in 2016, the conflict proliferated away from the more 'traditional' theatres, and into previously unaffected locations like Northern Bahr el Gazal, and the Greater Equatoria region.

In the period between April and July 2016 the TGoNU were not able to show that controversial issues were being discussed or agreed upon. The main controversial issue being President Kiir's 28 states decree of October 2015, which undermined the terms of the peace agreement and sought to side-line tribal groups in South Sudan.

Overall, political instability continues to manifest in diverse ways in many parts of the country including; abduction and violation of women rights; increased Crime levels in urban areas especially in Juba; Illegal roadblocks, especially in rural areas/roads, demanding food or valuables. The abundance of small arms available amongst the civilian population, in South Sudan, resulted to continued loss of lives, violations of human rights and increased number of civilians experiencing Post Traumatic Stress Disorder.

2.2 The social condition

The movement of population affected their livelihood, because they were unable to carry out their normal livelihood activities and consequently resulted in high dependence on relief activities and food insecurity. Such constant displacement and difficulty to undertake an agricultural activity brought about extreme poverty and this is aggravated by destruction of property of those displaced people and the lootings that take place in their absence. Therefore, the violence resulted into large-scale loss of life and livelihoods, and displacement. More than 1.66 million people are internally displaced, including over 185,000 who sought refuge in Protection of Civilians sites inside United Nations bases; and 645,000 people fled to neighbouring countries (South Sudan crisis response plan, Office for the Coordination of Humanitarian Affairs – OCHA, 2016).

The second was the pervasive physical insecurity in conflict-affected states and the impact of internally displaced persons in neighbouring states and the capital. Uncontrolled proliferation of arms during the recent conflict led to the rearmament of many communities, undermining traditional systems of governance that had maintained a level of peace and security. The conflict also affected the traditional gender roles, with women assuming the role of head-of-household in a society where women have

less opportunity to generate income. Women were often forced to flee their villages and care for their children as the males in their families were killed or recruited into the forces. The conflict triggered psychological trauma, and continued violence affected large parts of the population, particularly women and children. Women and girls further experienced sexual and gender-based violence.

As of today, many children are not able to go to school due to the closure of schools and the population have less access to quality health care services due to closure of some health facilities.

The social fabric is affected and moral and social norms are not respected leading to chaos and social problems such as communal riots, cattle raiding increased number of street children and child labour among others

2.3 The Economic situation

The economical situation in the young nation is unstable characterized by inflation, devaluation of local currency in relation to the dollar, scarcity of basic commodities, high import rate compared to export. The south Sudanese pound which exchanged at 3.16 SSP for 1 \$ two years back is now exchanged at 180SSP for 1\$. South Sudan is in a deep economic crisis with long term implications and limited prospects for change in the near future.

Moreover, most of the financial institutions have closed down (banks) making it difficult for Government and organisations to pay workers. Some of the effects of the crisis include:

- inflation and shortage of hard currency (USD, pounds) will undermine mechanism that deliver humanitarian assistance through local market suppliers
- Food security deteriorated with increased violence
- Most of the items /goods procured from outside the country which further faces challenges due to frequent closure of borders due to insecurity and unsafe roads
- The collapse of banks has made difficult for government to regularly pay civil servants including the military resulting to increased crime.

2.4 The church in present South Sudan

The church continues to witness through its presence in this hostile and painful environment. Even though the Church itself is affected, she shows a determined will to be with the suffering lot as a sign of consolation and compassion. Church is seen as the only hope to give food, relief, protection and peace to those who are victims of this violence in many areas of the country.

The Church is also showing leadership in the society where the entitled leaders who are supposed to show leadership are lacking in their duties. This has led to negative feeling against the church and there is Suspicion on the church as being protestant to the conflicting

parties. But the Church is determined to be the voice of the voiceless.

Today in this conflict, the respect for the church as a religious institution is eroded. Parishes are closed due to attacks by armed factions, looting in the churches or burning the churches leading to the Closure of parishes and missionaries going away out of fear and inability to work.

In spite of these violence Church is considered as a secure institution to provide service and safe haven to those who have lost everything. The Catholic Church with the other churches are also involved in peace building and through Caritas as its social arm, the church witness's compassion, care and love to the victims who live dire conditions of sufferings.

2.5 The humanitarian perspective

Implementation of humanitarian activities by the NGOs in South Sudan is perplexing. Shortcomings range from poor road networks to insecurity. Both factors lead to delay of delivery of relief to the affected population. This kind of scenario tends to create poor relationships for both the beneficiaries and the donor towards the implementing organisation, increasing tension and misunderstanding. Though Humanitarian activities are implemented in areas of need, the government, of late has seized the International Non-Governmental Organisations (NGOs) from operating in the rebel-controlled Payinjar County.

Economical crisis that has hit the nation has to some extent interfered with the humanitarian work, for instance some banks are no longer operating at the states, hence, transaction funds for either salary payments or implementation of project related activities at the dioceses in the states remains challenging. Secondly relief items are too expensive to purchase therefore limiting the quantity. There is also shortage of goods in the local market, forcing the organization to opt for imports which in most cases are not only extra costly but also take long time to reach the intended destination.

2.6 Priority issues

From the situational analysis five priority issues of focus were identified. The priority issues have a direct consequence on CSS performance and if addressed will enable CSS deliver to its stakeholders and achieve its mandate. The strategies will be organized around the following areas of vulnerability;

1. Disaster unpreparedness and humanitarian crisis
2. Continued cycle of violent conflicts at national and community levels
3. Dis-empowered communities (Integral Human Development)
4. Limited partnership for enhanced resource mobilisation for impact of our programs
5. Weak organisational and institutional capacity

CSS's work will mobilize around national and area programs in the dioceses to tap into the contextual difference and realities. Based on these issues and considerations indicated above, it was realized there was enough justification for CSS to focus all efforts and resources in the following strategic orientations;

1. Disaster / emergency preparedness and humanitarian response
2. Peace Building, Social Harmony and advocacy
3. Integral Human Development
4. Effective Partnership for enhanced resource mobilisation for impact of our programs
5. Organisational and institutional strengthening

3.0 CSS Vision, Mission, Strategic Objectives

3.1 CSS Vision, Mission

Vision

Based on the gospel values and the catholic social teachings, Caritas South Sudan advocates for peace and reconciliation, fighting all forms of poverty and empowering people to live in dignity

Mission:

- Caritas South Sudan is committed to serve the human person in love and dignity.
- In solidarity with the poor, Caritas will witness for justice in the nation.
- A strong commitment to promote national reconciliation, peace and Human Right

3.2 Our core values and principles that shape our work

Caritas South Sudan is committed to serve the human person in love and dignity, in solidarity with the poor and underprivileged. Our work is grounded in Catholic Social Teaching, which stresses the dignity of the human person regardless of culture, ethnicity, gender or religion. This belief in the unity and diversity of humankind is the basic value we bring to what we do.

We are committed to;

- **Respect for human dignity:** Recognizing the God-given dignity of each person we serve.
- **Transparency and Accountability:** maximizes on responsible stewardship of all

resources entrusted to us.

- **Solidarity with the poor:** We believe in the spirit of standing with the poor all the time
- **Social justice:** we are committed to wider concern for social justice
- **Spirit of Partnership:** we endeavour to promote and retain partnership with like – minded organisation

3.3 Strategic Directions, Objectives and Activities

The new strategic plan is developed for a period of four years starting from 2018-2021. The main goal of the strategic framework will be to consolidate the focus of the organization and ensure that it is promoting integral human development and responding to the crisis situation in the country.

In order to achieve this strategic goal, five strategic orientations have been identified and agreed upon. They are as follows.

1. Disaster/emergency preparedness and humanitarian response
2. Peace building, social harmony and advocacy
3. Integral Human Development
4. Effective partnership for enhanced resource mobilization for impact of our programs
5. Organizational and institutional strengthening of CSS and Member Organizations

3.3.1 Strategic orientation 1: Disaster/emergency preparedness and humanitarian response

South Sudan is a country that has experienced the effects of disasters (both natural and man-made) that have manifested themselves in the form of war, inter-ethnic fighting and outbreak of diseases among others. These disasters have led to loss of life, destruction of property of those displaced people and the lootings of their assets as well as massive displacement of population thus negatively affecting their livelihood since the conditions are not conducive for normal livelihood activities to be undertaken. This situation has therefore led to severe food insecurity and dependent on relief activities. It is therefore evident that these disasters have gone a long way in aggravating suffering for people and especially the most vulnerable including women and children. The country remains highly volatile and uncertain as to when peace will be restored. The poor have been trapped in a vicious cycle of poverty with no assets and basic goods and services for their survival. Caritas South Sudan is convinced that the risk of the disasters can be reduced, if preventive measures are taken. However, when these disasters cannot be prevented, responding timely and appropriately can reduce loss of life and harm of the people.

In view of this context of uncertainties and hopes, Caritas' strategic orientation will focus on linking relief, rehabilitation and development in order to prepare the beneficiaries to move towards development activities

Strategic Objective 1.1	Effective and efficient disaster mitigation and response across the dioceses in South Sudan	
Broad Activities	Results	Indicators
1.1.1. In collaboration with all the Dioceses facilitate the identification, review and enforcement of disaster and emergency response policies at state and national level.	Effective disaster and emergency response policies in place and in use	No of policies reviewed
1.1.2. Facilitate the establishment and strengthening of ERT at both the Diocese and the national level to spearhead emergency and disaster response.	Effective ERT in place at the diocese and national level	No of functional ERTs in place
1.1.3. Support the Dioceses in strengthening vulnerability and risk mapping in their areas	Diocese with updated vulnerability and risk mapping documents.	No of Dioceses with up to date vulnerability and risk maps
1.1.4. Enhance the capacity of CSS and all the Dioceses in setting up functional EWS at state and national level.	Effective and functional EWS at both the diocese and national level	No of effective EWS in place
1.1.5. In collaboration with the Dioceses and other partners facilitate the coordination of disaster response interventions in the affected areas.	Effective disaster response	No of disasters responded effectively
1.1.6. In collaboration with all the Dioceses and other partners facilitate integrated resource mobilization interventions for disaster response	Adequate resources for disaster mitigation and response	Amount of resources mobilized
1.1.7. Promote community disaster risk reduction (CMDRR) at the diocese level	Active CMDRR at the Diocese level	No of Diocese with active CMDRR units
Strategic Objective 1.2	Increased capacity of CSS and the Dioceses in disaster mitigation and response across the dioceses in South Sudan	
Broad Activities	Results	Indicators
1.2.1. Facilitate the building of the capacities of ERT at both the Diocese and the national level	Active ERT in place in all the Diocese and at the national level	No of ERT trained
1.2.2. Facilitate the assessment of staff capacity gaps on disaster mitigation and response.	Capacity gaps identified and filled	No of capacity gaps identified
1.2.3. Facilitate the enhancement of capacities of staff at the national and Diocese level on integrated disaster response and CMDRR	Staff with enhanced capacities	No of staff with enhanced capacities

Strategic Objective 1.3	Enhanced collaboration and networking for timely and effective disaster response across the dioceses in South Sudan	
Broad Activities	Results	Indicators
1.3.1. In collaboration with the all the Dioceses facilitate regular mapping of partners and stakeholders to identify areas of collaboration in disaster response	Partners and stakeholders known and engaged	No of partners and stakeholder mapped
1.3.2. Facilitate and participate in collaborative meetings on disaster response and mitigation both at the state and national level.	Active participation in disaster preparedness	No of collaborative meetings attended
1.3.3. Support donor linkages and networks on disaster response and mitigation	Strong rapport with donors and partners in disaster response	No of linkages and networks supported
1.3.4. Support regular learning and experience sharing forums on disaster preparedness and response	Increased access to knowledge and information	No of learning and experience sharing forums conducted

3.3.2 Strategic orientation 2: Peace building, social harmony and advocacy

South Sudan has continued to experience widespread inter-ethnic conflicts that have taken both a political and a tribal angle resulting in great animosities among the various ethnic groups in the country. The feeling of exclusion among the communities of various ethnic backgrounds has resulted in armed conflicts thus leading to loss of life and property not to mention displacement. Caritas South Sudan is convinced that peace is an important ingredient for human development and therefore interventions geared toward reducing conflict must revolve around peace building and building social harmony. This strategic orientation will therefore focus on peace building initiatives through dialogues and awareness creation on peace and social harmony. Advocacy shall be the overriding approach in this strategic orientation.

Strategic Objective 2.1	Enhanced capacities of institutions for peace building efforts across the dioceses in South Sudan	
Broad Activities	Results	Indicators
2.1.1. Support the Dioceses in undertaking conflict assessment and mapping in their areas	Diocese with knowledge on conflict hot spots in their areas	No of Diocese who have managed to conduct conflict assessment and mapping
2.1.2. Support all the Dioceses in the building and strengthening of institutions engaged in peace promotion	Institutions at the Diocese level with enhanced capacity on peace promotion	No of community institutions identified or formed No of institutions strengthened through training.

2.1.3. Support the Diocese in the formation and strengthening of peace committees at the Parish level	Effective and active peace committees	No of peace committee formed and strengthened
2.1.4. Facilitate regular meetings with the Diocese and other partners on peace and reconciliation	Good rapport between CSS, the Dioceses and partners on peace efforts	No of meetings on peace and reconciliation undertaken
2.1.5. Collaborate with the Dioceses in supporting identified institutions in information gathering and dissemination on peace and reconciliation.	Institutions actively engaged in information gathering and dissemination	No of community institution involved in information gathering and dissemination
2.1.6. Facilitate the formation and strengthening of resource mobilization teams at the Diocese and national level to mobilize funds for peace and reconciliation efforts.	Active resource mobilization teams in place at the Diocese and national level	No of resource mobilization teams formed and active
Strategic Objective 2.2	Enhanced engagement in peace, peace building and reconciliation efforts across South Sudan	
Broad Activities	Results	Indicators
2.2.1. In collaboration with all the Diocese identify and build the capacities of identified leaders/peace champions on peace promotion	Leaders with enhanced capacity on peace building	No of leader with enhanced capacities on peace
2.2.2. Collaborate with Justice and Peace Commission at the national secretariat and desk offices in the dioceses in mainstreaming peace and reconciliation efforts.	Peace building effectively mainstreamed	No of programs with peace integrated into them
2.2.3. Facilitate the building of capacities of staff from CSS and the entire Diocese on integrating peace and reconciliation in the programs and Parish communities.	Staff with increased capacity to engage on peace promotion	No of staff with enhanced capacities
2.2.4. Support all the Dioceses in training identified community members on gender and child protection.	Communities with increased awareness on peace	No community members trained
2.2.5. Support the Diocese in creating awareness on peace and reconciliation among the communities	Communities with increased awareness on peace	No community members aware about peace
2.2.6. In collaboration with the Dioceses and other partners conduct regular sharing forums on progress of peace and reconciliations.	Partners sensitized on peace and reconciliation	No of sharing forums conducted

2.2.7. Collaborate with Justice and Peace Commission at the national secretariat and in the dioceses in promoting peace and reconciliation dialogues and mediation meetings.	Enhanced adherence to peace	No of dialogues and mediation meetings conducted on peace and reconciliation
Strategic Objective 2.3		
Increased access to trauma healing and counselling for people affected by conflict.		
Broad Activities	Results	Indicators
2.3.1. Facilitate the building of the capacities staff at both the national and the Diocese level on trauma healing and counselling.	Increased capacity of staff on trauma healing and counselling	No of staff trained on trauma healing and counselling
2.3.2. Work closely with all the Dioceses in facilitating the identification of people affected by conflict and war at the Diocese level	People negatively affected by war and conflict identified and counselled	No of people affected by war and conflict identified
2.3.3. In collaboration with all the Diocese and partners facilitate the identification and training of resource persons on trauma healing and counselling.	Resource persons with skills on trauma healing and counselling	No of persons trained on trauma healing and counselling
2.3.4. Support all the Diocese on trauma healing and counselling initiatives	People affected by war and conflict with access to counselling	No of people benefitting from trauma healing and counselling sessions
2.3.5. In collaboration with the Dioceses and other partners promote exchange visits, sports and cultural festivals for peace and reconciliation.	Increase awareness and acceptance on peace	No of exchange visits conducted No of peace promotion events conducted

3.3.3 Strategic Orientation 3: Integral Human Development

<p>The continued existence of conflict that has forced majority of the communities especially women and children to be subjected to extreme poverty thus making access to basic services e.g. health, food, water etc. to be very poor. Such experiences have eroded the communities' individual self- esteem leaving individuals vulnerable to manipulations and exploitations. Caritas is committed to ensuring that the human dignity is restored through deliberate efforts to reduce extreme poverty as well as through efforts to empower communities politically and economically take an active role in influencing their destiny.</p>		
Strategic Objective 3.1		
Increased capacity of the Diocese in identification and addressing of community priority needs.		
Broad Activities	Results	Indicators
3.1.1. Support the initiatives of all the Dioceses in identifying and aligning interventions at the Diocese level to community priority needs	Community priority needs identified and documented	No. of communities that have identified community needs

3.1.2. In collaboration with the Dioceses and other partners facilitate community consultation and partnership in development interventions	Real community felt needs identified and being addressed	No of consultations conducted
3.1.3. In collaboration with the Dioceses facilitate the identification and building of the capacity of community resource persons on human development	Community resource persons with relevant skills to pass to the others	No of resource persons trained
3.1.4. Collaborate with the Dioceses and other partners in building the capacity of community institutions as a vehicle for development at the parish level.	Strong and active community institutions	No of community institutions trained
Strategic Objective 3.2		
Increased engagement and participation of the communities in income generation interventions.		
Broad Activities	Results	Indicators
3.2.1. Collaborate with other partners to facilitate the training of identified groups/cooperatives at the Diocese level on governance, income generation and financial management	Increased capacity among groups on governance and income generation	No of groups trained No of group officials trained
3.2.2. In collaboration with the Diocese and other partners support identified community organizations/cooperatives on economic empowerment	Increased incomes for group members	No of groups supported to initiate IGAs
3.2.3. Work closely with the Dioceses and other partners in promoting savings and credit schemes among the communities and especially women	Active cooperative societies emerging	No of cooperative groups formed and supported No of cooperative groups trained
Strategic Objective 3.3		
Enhanced technical support to Diocese on thematic areas		
Broad Activities	Results	Indicators
3.3.1. Support the Dioceses efforts in enhancing communities' access to basic services e.g. health, water, education etc	Communities access quality basic services e.g. water, health, education etc	No of thematic projects supported
3.3.2. Facilitate regular forums between CSS staff, Diocesan staff and technical experts from the relevant ministries for expert sharing	Increased expertise among staff	No of forums conducted

3.3.3. Lobby for the secondment of technical staff from the relevant ministries to respective projects at the Diocese level	Diocese projects with qualifies staff seconded from the relevant ministries	No of staff seconded
3.3.4. Support efforts to facilitate linkage of Dioceses with technical expertise at national and state level	Dioceses with full access to technical support	No of linkages created for technical support
3.3.5. Facilitate development assistant to enhance the communities' access to basic services	Increase access to basic services for the communities	No of projects supported at the Dioceses and Parish level.

3.3.4 Strategic Orientation 4: Effective partnership for enhanced resource mobilization for impact of our programs

South Sudan is blessed with numerous donors and supporter who have been engaged in various efforts ranging from humanitarian support to community development. However most of these organizations work independently of one another and at time duplicating their efforts at the community level. The approaches used by these organizations also differ thus presenting a challenge at the community level. Despite the fact that there is a Ministry that is supposed to coordinate the operations of these partners, little ground has been covered in this area. In spite of this scenario Caritas acknowledges that it cannot work alone neither does it have all the resources not have the capacity to cover all the areas adequately and effectively. Due to this Caritas is committed to creating good rapport with all the partners as a way of enhancing sharing and learning from each other. It is also through this partnership that pulling of resource for a worthy cause can happen.

Strategic Objective 4.1	Increased capacity of the CSS in partnering, collaboration and networking.	
Broad Activities	Results	Indicators
4.1.1. In collaboration with the Diocese facilitate the mapping of all partners at the diocese and national level	Database of all the partners and their focus available	No. of partner mapping conducted
4.1.2. Participate in regular collaboration and networking efforts	Improved rapport with other partners	No of collaboration and networking efforts undertaken
4.1.3. In collaboration with partners and Dioceses facilitate the training of staff on networking and collaborations and advocacy	Staff with increased capacities on networking, collaboration and advocacy	No of staff trained
4.1.4. Work closely with government ministries and departments at both the state and the national level	Improved relations with the government	No of ministries engaged
4.1.5. Support Dioceses in partnering and collaborating at the local level	Improved rapport with other partners at the Diocese level	No of Diocese collaborating with other partners

4.1.6. Facilitate the branding of CSS at all levels (state and national level) for publicity	Increased CSS visibility	No of brandings undertaken
4.1.7. Developing close linkage with the Bishop secretariat on resource mobilization	Departments within CSS working closely together	Level of working closely
Strategic Objective 4.2		Increased capacity of the CSS in resource mobilization
Broad Activities	Results	Indicators
4.2.1. Facilitate the formation and strengthening of CSS resource mobilization team (RMT) to spearhead resource mobilization efforts.	An active RMT engaged in resource mobilization	No of RMT established No of RMT members trained on resource mobilization
4.2.2. Support RMT in undertaking resource mobilization efforts	Increased resources from resource mobilization efforts	No of resource mobilization efforts
4.2.3. Support the training of CSS and Diocese staff on proposal development and resource mobilization	Staff with skills and knowledge on resource mobilization	No of staff trained
4.2.4. Support Diocesan resource mobilization efforts for projects addressing basic community needs.	Dioceses actively engaged in resource mobilization efforts	No of resource mobilization initiatives undertaken
4.2.5. Facilitate efforts towards supporting Dioceses' linkage with donors and other thematic networks	Diocese with linkages to multi donors	No of linkages with donors established

3.3.5 Strategic Orientation 5: Organizational and institutional strengthening of CSS and Member Organizations

The conditions of war and conflict that have led to loss of life and displacements have forced CSS and indeed many other organizations to be on emergency mode throughout. This has resulted in most organization focusing on humanitarian support as a way of saving lives. These conditions have in a way prevented the growth of organization including CSS. The implementation of this strategy would require a steady and strong organization that would guarantee the implementation of planned intervention. Key areas of focus would include skilled and competent staffing, adequate facilities and access to adequate resource. Due to this Caritas is committed to strengthening its organizational and institutional capacity to be in a position to deliver its mandate. In addition to this Caritas shall deliberately build the capacities of its member organizations.

Strategic Objective 5.1		Increased capacity of the CSS staff to be efficient and effective in their work.	
Broad Activities		Results	Indicators
5.1.1. Facilitate the undertaking of staff capacity assessment gaps for CSS and Diocese staff to identify areas that requires filling		Identified capacity gaps	No of gaps identified
5.1.2. Facilitate the regular building of the capacity of CSS staff at the national and the Diocese level on identified gaps		Filled capacity gaps among staff	No of staff trained
5.1.3. Facilitate the building of the capacity of CSS staff and national secretariat on governance (leadership and management, PCM, Finance management, M&E, Reporting)		Skilled staff	No of staff trained on governance No of national secretariat members trained on governance
5.1.4. Promote the capacity enhancement of diocesan staff and diocesan directors		Increased staff skills at the diocese level	No of diocesan staff trained
Strategic Objective 5.2		Improved governance and governance systems for efficient delivery of CSS mandate.	
Broad Activities		Results	Indicators
5.2.1. Facilitate the improvement of human resources management in the national secretariat and in the dioceses		Competent human resource department	No of initiatives done at the human resource department
5.2.2. Facilitate restructuring of staff and departments to conform with Caritas strategic directions		An effective workforce	No of staff workforce retained
5.2.3. Facilitate the establishment of Caritas general assembly		An effective general assembly	No of general assemblies established
5.2.4. Facilitate the mobilization of resources from donors geared towards enhancing the capacities of staff and secretariat		Increased resources for undertaking staff capacity enhancement	Amount of resources mobilized
5.2.5. Facilitate the review and enforcement of identified existing policies		Existence of effective policies	No of policies reviewed and enforced
5.2.6. Facilitate the improvement of communication channels and structures		Improved communication between CSS and Diocese and with partners	No of communication equipment in use Level of communication between CSS and Diocese
5.2.7. Facilitate regular staff remuneration and motivation to improve their output.		Motivated staff	No of staff motivated

Strategic Objective 5.3	Improved monitoring and evaluation systems for quality information gathering and sharing.	
Broad Activities	Results	Indicators
5.3.1. Facilitate training of CSS and Dioceses staff on monitoring and evaluation	Increased skills on M&E among staff	No of staff trained on M&E
5.3.2. Facilitate the strengthening of an integrated M&E systems at both the national and Dioceses level	Existence of an effective M&E system	No of M&E system improved Level of use of the M&E system
5.3.3. In collaboration with all the Diocese facilitate regular monitoring and evaluation of interventions implemented	Regular update of progress	No of quality reports developed and shared No of evaluations done No of audits conducted
5.3.4. Facilitate the development of E-newsletter for passing information and learning's across the CSS structures	Increased sharing of information among staff and partners	No of e-letters developed Frequency of these e-letters
5.3.5. Facilitate the improvement of knowledge management unit(KMU) at both the Diocese and national level	Increased access to relevant information by staff	No of KMU established and in use
Strategic Objective 5.4	Improved working conditions and facilities.	
Broad Activities	Results	Indicators
5.4.1. Facilitate procurement of items and supplies	Improved working environment	No of items procured
5.4.2. Facilitate the acquisition of identified equipments and facilities	Improved working equipments and facilities	No of equipments procured Na of facilities acquired
5.4.3. Facilitate relevant office renovations	Improved office environment	No of offices renovated

4.0 Implementation, Monitoring and Evaluation

The strategic plan will be operational zed by all departments of CSS by cascading and development of individual departmental annual plans that should constitute CSS business plan. The annual plans will further be broken down into manageable quarterly plans. The plans will be implemented in collaboration with the various member organisations

The plan will be monitored and reported upon based on identified indicators and reporting schedules in accordance to management arrangement with different development partners, (Annex 1 see draft annual work plan December January 2018- December 2018)

CSS Strategic directions

Annex 1: ANNUAL WORKPLAN

JANUARY – DECEMBER 2018

Strategic orientation 1: Disaster/emergency preparedness and humanitarian response				
Strategic Objective 1.1	Effective and efficient disaster mitigation and response across the dioceses in South Sudan			
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
1.1.1. In collaboration with all the Dioceses facilitate the identification, review and enforcement of disaster and emergency response policies at state and national level.	No of policies reviewed	2 policies (emergency response policy, Disaster preparedness policy,)	2 Policies	
1.1.2. Facilitate the establishment and strengthening of ERT at both the Diocese and the national level to spearhead emergency and disaster response.	No of functional ERTs in place	8 ERT	2 ERT	
1.1.3. Support the Dioceses in strengthening vulnerability and risk mapping in their areas	No of Dioceses with up to date vulnerability and risk maps	7 Dioceses	3 Diocese	
1.1.4. Enhance the capacity of CSS and all the Dioceses in setting up functional EWS at state and national level.	No of effective EWS in place	7 Diocese EWS	2 Diocese	
1.1.5. In collaboration with the Dioceses and other partners facilitate the coordination of disaster response interventions in the affected areas.	No of disasters responded effectively	7 Dioceses	7 Dioceses	
1.1.6. In collaboration with all the Dioceses and other partners facilitate integrated resource mobilization interventions for disaster response	Amount of resources mobilized	Resources for 7 Diocese	5 Dioceses	
1.1.7. Promote community disaster risk reduction (CMDRR) at the diocese level	No of Diocese with active CMDRR units	7 Diocese CMDRR	2 Diocese CMDRR	

Strategic Objective 1.2		Increased capacity of CSS and the Dioceses in disaster mitigation and response across the dioceses in South Sudan		
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
1.2.1. Facilitate the building of the capacities of ERT at both the Diocese and the national level	No of ERT trained	40 ERT members (5 per each)	15 ERT members (3 ERT teams)	
1.2.2. Facilitate the assessment of staff capacity gaps on disaster mitigation and response.	No of capacity gaps identified	16 staff (2 per diocese and 2 from CSS)	16 staff	
1.2.3. Facilitate the enhancement of capacities of staff at the national and Diocese level on integrated disaster response and CMDRR	No of staff with enhanced capacities	40 staff (5 per diocese and 5 from CSS)	-	
Strategic Objective 1.3		Enhanced collaboration and networking for timely and effective disaster response across the dioceses in South Sudan		
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
1.3.1. In collaboration with the all the Dioceses facilitate regular mapping of partners and stakeholders to identify areas of collaboration in disaster response	No of partners and stakeholder mapped	400 Partners	100 Partners	
1.3.2. Facilitate and participate in collaborative meetings on disaster response and mitigation both at the state and national level.	No of collaborative meetings attended	96 collaborative meetings	32 collaborative meetings	
1.3.3. Support donor linkages and networks on disaster response and mitigation	No of linkages and networks supported	30 linkages	5 linkages	
1.3.4. Support regular learning and experience sharing forums on disaster preparedness and response	No of learning and experience sharing forums conducted	6 forums	2 forums	

Strategic orientation 2: Peace building, social harmony and advocacy				
Strategic Objective 2.1	Enhanced capacities of institutions for peace building efforts across the dioceses in South Sudan			
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
2.1.1. Support the Dioceses in undertaking conflict assessment and mapping in their areas	No of Diocese who have managed to conduct conflict assessment and mapping	7 Dioceses	2 Dioceses	
2.1.2. Support all the Dioceses in the building and strengthening of institutions engaged in peace promotion	No of community institutions identified or formed No of institutions strengthened through training.	21 Community Institutions (Cis)	4 Cis	
2.1.3. Support the Diocese in the formation and strengthening of peace committees at the Parish level	No of peace committee formed and strengthened	All Parishes in 7 Dioceses	Parishes in 2 Dioceses	
2.1.4. Facilitate regular meetings with the Diocese and other partners on peace and reconciliation	No of meetings on peace and reconciliation undertaken	48 meetings	8 meetings	
2.1.5. Collaborate with the Dioceses in supporting identified institutions in information gathering and dissemination on peace and reconciliation.	No of community institution involved in information gathering and dissemination	21 Community Institutions (Cis)	4 Cis	
2.1.6. Facilitate the formation and strengthening of resource mobilization teams (RMTs) at the Diocese and national level to mobilize funds for peace and reconciliation efforts.	No of resource mobilization teams formed and active	8 RMTs	2 RMTs	

Strategic Objective 2.2	Enhanced engagement in peace, peace building and reconciliation efforts across South Sudan			
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
2.2.1. In collaboration with all the Diocese identify and build the capacities of identified leaders/ peach champions on peace promotion	No of leader with enhanced capacities on peace	70 Leaders	21 Leaders	
2.2.2. Collaborate with Justice and Peace Commission at the national secretariat and desk offices in the dioceses in mainstreaming peace and reconciliation efforts.	No of programs with peace integrated into them	Programs in 7 Dioceses	Programs in 2 Dioceses	
2.2.3. Facilitate the building of capacities of staff from CSS and all the Diocese on integrating peace and reconciliation in the programs and Parish communities.	No of staff with enhanced capacities	30 staff	8 staff	
2.2.4. Support all the Dioceses in training identified community members on gender and child protection.	No community members trained	175 community members	-	
2.2.5. Support the Diocese in creating awareness on peace and reconciliation among the communities	No community members aware about peace	7 Diocese	2 Diocese	
2.2.6. In collaboration with the Dioceses and other partners conduct regular sharing forums on progress of peace and reconciliations.	No of sharing forums conducted	48 forums	2 forums	
2.2.7. Collaborate with Justice and Peace Commission at the national secretariat and in the dioceses in promoting peace and reconciliation dialogues and mediation meetings.	No of dialogues and mediation meetings conducted on peace and reconciliation	24 Dialogues meetings	2 Dialogues	

Strategic Objective 2.3		Increased access to trauma healing and counselling for people affected by conflict.		
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
2.3.1. Facilitate the building of the capacities staff at both the national and the Diocese level on trauma healing and counselling.	No of staff trained on trauma healing and counselling	40 staff	15 staff	
2.3.2. Work closely with all the Dioceses in facilitating the identification of people affected by conflict and war at the Diocese level	No of people affected by war and conflict identified	700 people	700 people	
2.3.3. In collaboration with all the Diocese and partners facilitate the identification and training of resource persons on trauma healing and counselling.	No of persons trained on trauma healing and counselling	35 persons	-	
2.3.4. Support all the Diocese on trauma healing and counselling initiatives	No of people benefitting from trauma healing and counselling sessions	7 Dioceses	7 Dioceses	
2.3.5. In collaboration with the Dioceses and other partners promote exchange visits, sports and cultural festivals for peace and reconciliation.	No of exchange visits conducted No of peace promotion events conducted	7 Exchange visits	-	
Strategic Orientation 3: Integral Human Development				
Strategic Objective 3.1		Increased capacity of the Diocese in identification and addressing of community priority needs.		
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
3.1.1. Support the initiatives of all the Dioceses in identifying and aligning interventions at the Diocese level to community priority needs	No. of communities that have identified community needs	7 Dioceses	7 Dioceses	
3.1.2. In collaboration with the Dioceses and other partners facilitate community consultation and partnership in development interventions	No of consultations conducted	7 Dioceses	7 Dioceses	

3.1.3. In collaboration with the Dioceses facilitate the identification and building of the capacity of community resource persons on human development	No of resource persons trained	24 persons	-	
3.1.4. Collaborate with the Dioceses and other partners in building the capacity of community institutions as a vehicle for development at the parish level.	No of community institutions trained	21 CIs	2 CIs	
Strategic Objective 3.2	Increased engagement and participation of the communities in income generation interventions.			
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
3.2.1. Collaborate with other partners to facilitate the training of identified groups at the Diocese level on governance, income generation and financial management	No of groups trained No of group officials trained	28 groups	-	
3.2.2. In collaboration with the Diocese and other partners support identified community organizations on economic empowerment	No of groups supported to initiate IGAs	28 groups	-	
3.2.3. Work closely with the Dioceses and other partners in promoting savings and credit schemes among the communities and especially women	No of cooperative groups formed and supported No of cooperative groups trained	28 groups	8 groups	
Strategic Objective 3.3	Enhanced technical support to Diocese on thematic areas			
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
3.3.1. Support the Dioceses efforts in enhancing communities' access to basic services e.g. health, water, education etc.	No of thematic projects supported	21 projects	-	

3.3.2. Facilitate regular forums between CSS staff, Diocesan staff and technical experts from the relevant ministries for expert sharing	No of forums conducted	6 forums	1 forum	
3.3.3. Lobby for the secondment of technical staff from the relevant ministries to respective projects at the Diocese level	No of staff seconded	21 staff	2 staff	
3.3.4. Support efforts to facilitate linkage of Dioceses with technical expertise at national and state level	No of linkages created for technical support	21 linkages	2 Linkages	
3.3.5. Facilitate development assistant to enhance the communities' access to basic services	No of projects supported at the Dioceses and Parish level.	35 projects	-	
Strategic Orientation 4: Effective partnership for enhanced resource mobilization for impact of our programs				
Strategic Objective 4.1	Increased capacity of the CSS in partnering, collaboration and networking.			
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
4.1.1. In collaboration with the Diocese facilitate the mapping of all partners at the diocese and national level	No. of partner mapping conducted	450 partners	100 partners	
4.1.2. Participate in regular collaboration and networking efforts	No of collaboration and networking efforts undertaken	6 collaboration and networking efforts	2 collaboration and networking efforts	
4.1.3. In collaboration with partners and Dioceses facilitate the training of staff on networking and collaborations and advocacy	No of staff trained	40 staff	5 staff	
4.1.4. Work closely with government ministries and departments at both the state and the national level	No of ministries engaged	6 Ministries	1 Ministry	
4.1.5. Support Dioceses in partnering and collaborating at the local level	No of Diocese collaborating with other partners	7 Dioceses	2 Dioceses	

4.1.6. Facilitate the branding of CSS at all levels (state and national level) for publicity	No of brandings undertaken	240 brandings	30 brandings	
4.1.7. Developing close linkage with the Bishop secretariat on resource mobilization	Level of working closely	One linkage	One linkage	
Strategic Objective 4.2	Increased capacity of the CSS in resource mobilization			
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
4.2.1. Facilitate the formation and strengthening of CSS resource mobilization team (RMT) to spearhead resource mobilization efforts.	No of RMT established No of RMT members trained on resource mobilization	1 RMT	1 RMT	
4.2.2. Support RMT in undertaking resource mobilization efforts	No of resource mobilization efforts	1 RMT	1 RMT	
4.2.3. Support the training of CSS and Diocese staff on proposal development and resource mobilization	No of staff trained	40 Persons	5 Persons	
4.2.4. Support Diocesan resource mobilization efforts for projects addressing basic community needs.	No of resource mobilization initiatives undertaken	63 Initiatives	6 Initiatives	
4.2.5. Facilitate efforts towards supporting Dioceses' linkage with donors and other thematic networks	No of linkages with donors established	40 Linkages	3 Linkages	
Strategic Orientation 5: Organizational and institutional strengthening of CSS and Member Organizations				
Strategic Objective 5.1	Increased capacity of the CSS staff to be efficient and effective in their work.			
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
5.1.1. Facilitate the undertaking of staff capacity assessment gaps for CSS and Diocese staff to identify areas that requires filling	No of gaps identified	40 gaps	5 gaps	
5.1.2. Facilitate the regular building of the capacity of CSS staff at the national and the Diocese level on identified gaps	No of staff trained	40 staff	15 staff	

5.1.3. Facilitate the building of the capacity of CSS staff and national secretariat on governance (leadership and management, PCM, Finance management)	No of staff trained on governance No of national secretariat members trained on governance	20 staff	6 staff	
5.1.4. Promote the capacity enhancement of diocesan staff and diocesan directors	No of diocesan staff trained	28 staff	7 staff	
Strategic Objective 5.2	Improved governance and governance systems for efficient delivery of CSS mandate.			
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
5.2.1. Facilitate the improvement of human resources management in the national secretariat and in the dioceses	No of initiatives done at the human resource department	3 Initiatives	1 Initiative	
5.2.2. Facilitate restructuring of staff and departments to conform with Caritas strategic directions	No of staff workforce retained	All staff	¾ of the staffing	
5.2.3. Facilitate the establishment of Caritas general assembly	No of general assemblies established	1 GA	1 GA	
5.2.4. Facilitate the mobilization of resources from donors geared towards enhancing the capacities of staff and secretariat	Amount of resources mobilized	Resources for training 40 staff	Resources for training 15 staff	
5.2.5. Facilitate the review and enforcement of identified existing policies	No of policies reviewed and enforced	3 Policies	2 Policies	
5.2.6. Facilitate the improvement of communication channels and structures	No of communication equipment in use Level of communication between CSS and Diocese	40 equipments	2 equipments	
5.2.7. Facilitate regular staff remuneration and motivation to improve their output.	No of staff motivated	All staff	All staff	

Strategic Objective 5.3		Improved monitoring and evaluation systems for quality information gathering and sharing.		
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
5.3.1. Facilitate training of CSS and Dioceses staff on monitoring and evaluation	No of staff trained on M&E	10 staff	10 staff	
5.3.2. Facilitate the strengthening of an integrated M&E systems at both the national and Dioceses level	No of M&E system improved Level of use of the M&E system	1 system	-	
5.3.3. In collaboration with all the Diocese facilitate regular monitoring and evaluation of interventions implemented	No of quality reports developed and shared No of evaluations done No of audits conducted	18 quarterly periodic reports developed and shared 1 evaluations done 1 audits conducted	6 quality periodic reports developed and shared	
5.3.4. Facilitate the development of E-newsletter for passing information and learnings across the CSS structures	No of e-letters developed Frequency of these e-letters	1 e-newsletter	-	
5.3.5. Facilitate the improvement of knowledge management unit (KMU) at both the Diocese and national level	No of KMU established and in use	1 KMU	1 KMU	
Strategic Objective 5.4		Improved working conditions and facilities.		
Broad Activities	Indicators	2018-2021 target	2018 target	Person Responsible
5.4.1. Facilitate procurement of items and supplies	No of items procured	Assorted	Assorted	
5.4.2. Facilitate the acquisition of identified equipments and facilities	No of equipments procured Na of facilities acquired	Assorted	Assorted	
5.4.3. Facilitate relevant office renovations	No of offices renovated	8 Offices	1 Office	

Annex 2: CSS OPERATION STRUCTURE

