

**STRATEGIC PLAN FOR ABUKLOI
RUMBEK, LAKES STATE, REPUBLIC OF SOUTH SUDAN**

Message from the Executive Director



Abukloi Foundation is a 501(c)(3) non-governmental organization created to encourage positive change in South Sudan in the areas of education, agriculture, and economic and community development. On behalf of the Abukloi Foundation (AF), I am delighted to present to you our first Strategic Plan 2023 - 2028.

I would like to extend my appreciation to those who supported the development of this strategic plan document including AF staff, officials from various government Departments including; the Ministry of Education Science and Technology, and Ministry of Agriculture, the Ministry of Health, and more so our Consultant Lwettutte Billy who supported us in putting this document together

This Strategic Plan is important in that it articulates our Mission and Core Values as an organization as well as our Vision for the next ten years. It also outlines the strategic directions that are key to helping us realize that Vision and achieve our Mission. As we pursue our strategic directions, services will be developed, programs will be added and partnerships will be nurtured, each to increase the impact that the Abukloi Foundation makes in communities.

In South Sudan, AF will work towards this goal by focusing on its key program areas of Food Security and Livelihoods, Education, Health and Nutrition, Gender Based Violence and Peace Building, and Conflict mitigation. The South Sudan Context analysis conducted indicates that Education, security, and humanitarian situation are still wanting and this presents significant challenges in humanitarian response. Nevertheless, the Foundation will remain committed to its course of promoting sustainable development of local communities through capacity building and participatory community-driven initiatives. Abukloi Foundation therefore looks forward to the next ten years as we implement our Strategic Plan. With your help, we are confident that we will be successful in our Mission and continue to be an organization that we can each take pride in.

Thank you for your significant input, as well as your continued support and enthusiasm as we engage in this exciting journey and watch our plan unfold.

Angelo Maker

Executive Director
Abukloi Foundation

1.0: INTRODUCTION

1.1: Preamble

This document presents the strategy for the Abukloi Foundation (AF) for the period 2024–2034. The strategic intent emanates from our aspirations as an organization and builds on the current humanitarian situation in South Sudan as well as the achievements and lessons learned by AF in programme implementation over the past years. The past performance and context analysis highlighted the following key areas that need to be prioritized in the current strategy; Food Security And Livelihoods, Education, Health and Nutrition, Peace Building and Conflict Mitigation, and Gender-Based Violence.

1.2: The Planning Process

In preparing this Strategic Plan, AF adopted a participatory and inclusive process by ensuring a broad range of internal and external stakeholders' views and opinions are taken on board. The Plan was based upon AF' s Vision and Mission, Situation Analysis of South Sudan, analysis of AF strengths, weaknesses, opportunities threats and the anticipated political, economic, social and technical factors. An exceptional capacity development consultancy personnel (Lwettutte Billy) was contracted to facilitate the strategic planning process as well as support in the compilation of the final strategic plan.

1.3 The ten year programme of work 2024–2034

Based on the experience accumulated over the last thirteen years, a revised mission and objectives have been developed to guide programming and institutional growth over the next ten years. A set of core values that will provide the foundation for vertical and horizontal accountability have also been identified.

The process of developing the strategic plan has enabled and provided AF staff more clarity on the new strategic direction of the organization. AF' s Strategic Plan therefore seeks to consolidate and build on its previous achievements to enable achievement of a peaceful, healthy, educated and economically self-sustaining South Sudan

This part of the strategic plan sets out AF' s revised mission, vision, objectives, values and core programme areas of work. It also outlines the strategy for implementation, the human and financial resource requirements, as well as a monitoring framework for assessing productivity, outcomes and impacts.

1.4 Method of Work

The method of work used in developing the Strategic Plan included the following:

1. Consultative workshop with AF's senior management team
2. Strategic plan development workshop involving AF staff, partner NGOS, board members and government representatives from the Ministry of Agriculture, Ministry of Health, Ministry of Education, Science and Technology
3. Review of various documents and literature including AF documentation.
4. Compilation of the draft strategic plan.
5. Presentation of the draft strategic plan to the AF's senior management.
6. Writing, approval and launch of AF strategic plan.

2.0 ORGANIZATION INFORMATION

2.1 AF Background

Abukloi Foundation is a 501(c)(3) non-governmental organization created to encourage positive change in South Sudan in the areas of education, agriculture, Nutrition and health, and economic and community development. "Abukloi" is a Dinka word meaning "We Can Do It". The name reflects the vision, commitment, and determination to work together with the people of this region to bring about meaningful progress through the education of future leaders and the creation of a variety of self-sustaining projects.

Abukloi Foundation (AF) is a women-led non-profit making organization that was founded in South Sudan in 2011 by a group of visionary women with the aim of responding to the ever-increasing social, economic, health, and illiteracy challenges facing many people in South Sudan. AF is legally registered in South Sudan with the Ministry of Justice and Constitutional Affairs and the Relief and Rehabilitation Commission.

The operational philosophy of AF is Assets, based Community Development (ABCD) where we view our target communities as ASSETS with lots of opportunities, resources, and the ability to influence their desired outcomes other than as problem centers for humanitarian assistance.

Our programs are centered on rural vulnerable women, youth, and girls, and this is because AF believes that "if you educate a woman, you educate a nation". In addition, women and girls are the worst affected categories of people in South Sudan regarding poverty, education attainment, and human rights violations and are usually marginalized in development programs. AF also believes that youth play a very key role in transforming societies and are regarded to be having proactive minds towards development as well as being enthusiastic members of society. AF core sectors of work include Food Security & Livelihoods, WASH, Education, Health, and Peace Building as these are the most important development aspects that South Sudan needs to attain sustainable development (SDGs).

2.2 Our Vision

A peaceful, healthy, educated and economically self-sustaining South Sudan

2.3. Our Mission Statement

Promotion of sustainable development of local communities through capacity building and participatory community-driven initiatives

2.4 Our Motto

“We Can Do It”. Translating into working together with Local Communities for a prosperous South Sudan

2.5 AF’ s Objectives

AF is driven by the following core objectives in its program design and interaction with various stakeholders.

- a. To promote and strengthen sustainable food security and livelihood, especially among women and youths
- b. Promote peaceful co-existence amongst various communities through civic engagement.
- c. Promotion of quality and inclusive education among Children, Women, and Youths
- d. Improvement of the Health status of communities through Health promotion and education

2.6 AF’ s Values

Our values define who we are. They are the fundamental beliefs of AF and they guide our actions and behavior. They also influence the way we work with each other and the way we serve our clients and engage with our communities.

- a. **Equity**- AF shall ensure Equal Opportunity in all its programs.
- b. **Transparency and Accountability** - AF shall ensure a high level of openness and responsibility to all its stakeholders
- c. **Respect** - AF shall hold its stakeholders with a high level of esteem and appreciation
- d. **Integrity**: - We will always adhere to the highest ethical standards in all official obligations and personal responsibilities to society and the organization. Integrity is the core foundation of individual and corporate actions and shall be manifested through honesty, trustworthiness, honoring commitments, and taking full responsibility for our actions, both successes and failures.
- e. **Teamwork**: - We will work as a team as this is a driving force for the attainment of AF’s vision, mission, and objectives.

3.0 OUR PROGRAMME AREAS



FOOD SECURITY AND LIVELIHOODS



EDUCATION



GENDER BASED VIOLENCE



HEALTH AND NUTRITION



PEACE BUILDING AND CONFLICT MITIGATION

3.1 FOOD SECURITY AND LIVELIHOODS

Food and decent incomes is a basic human right. Everybody deserves to have enough food and income to live a full and healthy life with dignity. However, in South Sudan this basic human right has not been realized by many households yet South Sudan has all the necessary resources to avert hunger. Food shortage and insecurity is chronic in this country partly because of a high dependency on humanitarian food despite numerous natural resources and the country's agricultural base. AF therefore believes that hunger in South Sudan is largely man-made and can be prevented and completely eradicated if the agricultural potential of the Country is tapped into.

AF is therefore working with local communities to take action in preventing and fighting hunger in South Sudan through:

1. Availing and training farmers with agricultural tools (tractors and ox plough, hoes etc) to enable the transition from subsistence to large-scale farming.
2. Provision of emergency agricultural inputs to Internally Displaced Persons (IDPs) and other vulnerable groups such as women
3. Training of women and youths in business skills, marketing skills, vegetables, and crop production.
4. Provision of food assistance for the IDPs.
5. Championing the formation of farmers' cooperatives/groups as mechanisms for advocacy accessing farming inputs and credit.
6. Training of farmers in modern agricultural good practices, farming methods and facilitating farmers exchange programs

AF PROCESS TO FOOD SECURITY AND LIVELIHOODS

a) Evaluate Local Needs

To determine what causing hunger in a given area is, AF carries out comprehensive evaluations by collecting and analysing key data on local assets, resources, and livelihoods strategies. Our teams meet directly with community members to better understand local conditions and create a collaborative plan of action.

b) Respond to Emergencies

When disasters destroy infrastructure and food supplies, when violence forces thousands to flee, or when drought disrupts food production, Abukloi Foundation (AF) responds with distributions of food, farming kits and other items to prevent hunger in the short-term and ensure that crops can be replanted and livestock restocked in the future.

c) Provide Long-Term Solutions

Designed in collaboration with local populations, our strategies are context-specific: micro-grant support for families recovering from conflict, seeds and tools for agricultural recovery, livestock and veterinary services where needed, small business assistance, and other programs that help families regain self-sufficiency.

Our Impact in Food Security & Livelihoods

Abukloi Foundation empowers and supports students and community members to embark on Agricultural productions in school and at the community level through campus garden and community farms activities. The purpose for these activities are to empower the communities to be self reliance and contribute to the economic development.





3.2 Health and Nutrition

Abukloi Foundation supports health initiatives by supporting State Hospital through the provision of beds to reduce the sharing of beds by patients in the malaria ward. Abukloi also supports its female students with menstrual hygiene health tips. AF programs in Health and Nutrition are centered on three core themes maternal health, Water Hygiene and Sanitation (WASH), and Nutrition. Through its nutrition programs, AF prevents, diagnoses, and treats acute malnutrition in those most at risk, including young children and pregnant or breastfeeding women. Depending on the particular requirements of each situation, the context, and the local culture, AF designs health and nutrition programs that are tailor-made for the target community. These programs include an assessment of the community's nutritional needs and the diagnosis, treatment, and prevention of malnutrition. AF teams pay particularly close attention to training local workers to guarantee the autonomy of local entities in taking charge of and treating malnutrition.

In addition, AF also takes into account the quality and nature of the care given to children within the family and the community. Our programs therefore include the reinforcement of childcare practices and the parent-child relationship, promoting the child's physical and mental progress.

We Can Do It!

In addition to the health and nutrition themes above, AF has a keen interest in improving the water hygiene and sanitation outcomes of the communities we operate and live in. It should be noted that access to improved drinking water sources and improved sanitation and hygiene can improve nutritional outcomes and health. Good health in individuals and communities brings more assurance and efficiency in productivity across economic sectors besides contributing to the overall health of the ecosystem. This is because good hygiene and sanitation practices can prevent intestinal parasitic infections alongside diarrhea. These infections also have synergistic effects with increasing incidences of malnutrition among children.

AF, therefore, believes that the health dignity of many South Sudanese can be restored through promotion of sustainable health approaches. This is aimed at addressing the disparity in water and sanitation coverage that exists in the country. For instance, nearly 90% of South Sudanese people lack access to clean drinking water and 95 % of the population does not have sanitation. AF is therefore working on projects that integrate sustainable and local innovation to meet the needs of the grassroots communities. Thus AF believes that everyone including the most marginalized has a right to safe water, hygiene, and sanitation as a basic essential service for improved productivity.



3.3 Peace building and conflict mitigation

The most conflict-affected areas in Africa are also the most food insecure with high illiteracy rates and poor health outcomes. In recognition of the fact that South Sudan is among the worst-insured countries in Africa, AF integrated peace-building and conflict mitigation into its programs. Armed Conflicts in South Sudan are diverse ranging from inter-tribal to political differences. Thus rural population has experienced the severe effects of these conflicts, especially through mass violence, internal displacements, abductions, rape, torture, refugee movements, destruction of infrastructure as well as the inadequacy of social amenities.

AF's approach to peacebuilding and conflict mitigation is as follows:

Working with local communities through addressing the underlying causes of conflicts and building meaningful peace. As AF subscribes to the notion that working with local communities on peace is “working with local people in solving national problems”. Organizing regular community dialogues and peace festivals as a means of addressing early signs of conflicts and prevention of conflicts. Extension of psychosocial support to victims of conflicts as a means of facilitating healing and reconciliation.

3.4 Education

South Sudan has some of the lowest educational indicators in the whole world. The adult literacy rate stands at only 27%. For instance, 70% of children aged 6-17 years have never set foot in a classroom (Unicef 2023). The completion rate in primary schools is less than 10%. This is one of the lowest in the world. Gender equality is also a great challenge with only 33% of girls in schools. There are only an estimated seven girls for every 10 boys in primary school and five girls for every 10 boys in secondary (World Bank 2023). In the whole country, only five hundred (500) girls are in the last grade of secondary school - senior four (EMIS Data 2022).

AF's approaches to improving education outcomes in South Sudan include;

- ♣ Championing against early marriages through advocacy at various levels and policy improvements
- ♣ Improving access to quality education through Abukloi Secondary School
- ♣ Promotion of alternative education programs

ABUKLOI SECONDARY SCHOOL

Abukloi Secondary School is a school for all South Sudanese children irrespective of their ethnicity, religion or beliefs, with the motto: “Problems Require Solutions”



Abukloi Foundation educates and transforms young people not only in academic courses but also in the following human development activities:

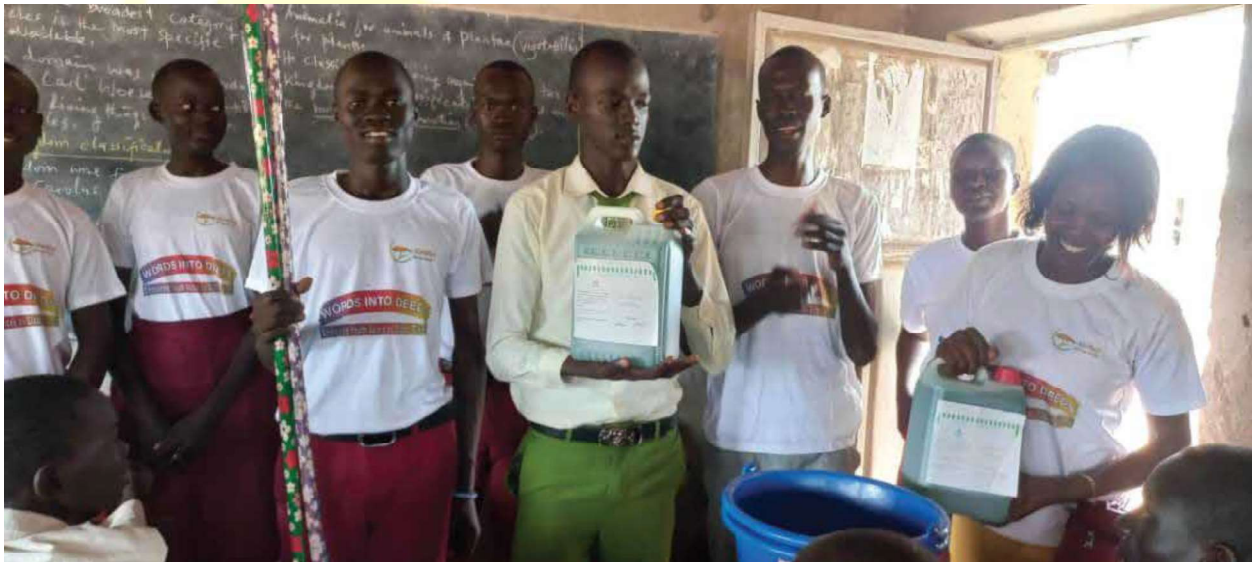
1. Cultural Studies Program ·

- ♣ Teach literacy in native languages
- ♣ Foster pride and understanding of all of South Sudan’ s cultures
- ♣ Employ local instructors
- ♣ Encourage writing in native languages



2. Fine and Craft Arts Program (music/writing?)

- ♣ Arts education bolsters academic achievement
- ♣ Arts education reduces stress and builds confidence
- ♣ Provide resources to produce arts and crafts
- ♣ Learn about art history of Africa
- ♣ Train how to market products



It has become clear that improvements to current facilities are necessary to continue to enhance teaching and learning. With its record of academic achievements, the time has come to move forward with the next step toward accomplishing the school's strategic vision of building Our Future:

3.5 Gender-Based Violence

Our Gender Based Violence (GBV) response programs demonstrate AF's understanding of the linkages and complexities involved in the abuse of women. A multi-sectoral approach is used to address gender-based violence through partnering with organizations working with women, men, and children and continuous engagement with duty bearers such as police and other government departments. For women survivors of GBV, support groups are conducted by experienced Social Workers. There are group sessions held monthly for young women where they discuss issues affecting them.

Our work is underpinned by a human rights framework. We believe all people who access GBV services from AF have to be empowered to exercise their rights. Emphasis is placed on educating and raising awareness on the rights of women and supporting them to recover from Trauma and related effects of violence.

Our program focus under GBV includes

- ♣ Individual therapy for women and children
- ♣ Championing Early marriages
- ♣ Economic empowerment to women's groups
- ♣ Family therapy
- ♣ advocacy for women's inclusion in decision making
- ♣ Play therapy
- ♣ Referrals
- ♣ Workshops and trainings on GBV, child abuse, Trauma Counselling, HIV/AIDS,
- ♣ Education and awareness sessions on GBV and Child Abuse at schools

Due to the sensitivity of issues under this section and concerning our confidentiality policy, the foundation reserves the images of clients, not to compromise their rights to privacy

4.0 SITUATIONAL ANALYSIS

4.1 Introduction

The basic thrust of this section is to seek to answer the question of where are we to determine cutting-edge developments and trends in humanitarian response in South Sudan. This chapter also probes further the adequacy of directional policies and the ability to effectively deliver its agenda in consideration of emerging opportunities and threats.

South Sudan Context analysis, Political, Economic, Socio-Cultural, Technological, Legal, and Environmental (PESTLE) analysis as well as Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis forms the basis of developing strategic goals and strategies for this AF strategic plan.

4.2 South Sudan Context Analysis

South Sudan has some of the lowest educational indicators in the whole world. The adult literacy rate stands at only 27%. For instance, 70% of children aged 6-17 years have never set foot in a classroom (Unicef 2023). The completion rate in primary schools is less than 10%. This is one of the lowest in the world. Gender equality is also a great challenge with only 33% of girls in schools. There are only an estimated seven girls for every 10 boys in primary school and five girls for every 10 boys in secondary (World Bank 2023). In the whole country, only five hundred (500) girls are in the last grade of secondary school - senior four (EMIS Data 2022).

The humanitarian situation in South Sudan has deteriorated dramatically within the last three years since the outbreak of the Juba conflict in December 2013. This is largely due to the devastating combination of conflicts (political and inter-communal), economic decline, and climatic shocks of both drought and floods. The country is greatly facing unprecedented humanitarian needs, in an unprecedented number of locations, and these needs are projected to keep on increasing over the next few years if the security and economic factors are not urgently addressed.

UNOCHA (2017) estimated that 7.5 million people across South Sudan now need humanitarian assistance and protection. Since the conflict in South Sudan began in December 2013, about 3.4 million people have been forced to flee their homes, including nearly 1.9 million people who have been internally displaced and about 1.5 million who fled as refugees to neighboring countries of Sudan, Uganda, Kenya and Ethiopia.

Mortality has been exacerbated by conflict, acute malnutrition, and disease, with 13 out of 44 counties surveyed in 2021 having Crude Death Rates (CDR) above the emergency threshold of 1 death per 10,000 people per day. There continue to be reports of sexual violence, including rape and gang rape, committed by all parties to the conflict (Humanitarian Response Plan - HRP 2022)

Hunger and malnutrition have reached historic levels. At the height of the lean season

in July 2021, some 14.8 million people - more than one in three people in South Sudan - were estimated to be severely food insecure. This number is expected to rise as high as 5 million in 2022. The food security situation is at the most comprised level since the crisis commenced in 2013- the combination of conflict, economic crises, and lack of adequate levels of agricultural production have eroded vulnerable households' ability to cope (HRP 2022). More than one million children under age 5 are estimated to be acutely malnourished, including more than 273,600 who are severely malnourished

The economic crisis has escalated, leaving the urban poor increasingly desperate and destitute. The South Sudanese Pound (SSP) rapidly depreciated in 2023, reaching an all-time high of more than 1000 SSP to 1 US Dollar in November 2022. The cost of living has risen exponentially, with the South Sudan annual Consumer Price Index (CPI) increasing by 1835.7 per cent from October 2022 to October 2022, the highest year-on-year inflation rate in the world. Insecurity along main roads has crippled trade and trader's ability to access hard currency for imports (HRP 2022).

With needs rising rapidly in the Country and the deteriorating humanitarian aid, AF has rigorously prioritized its strategic plan 2024/2034 into short term, medium and long term. The attainment of our strategic objectives in such a complex and challenging humanitarian environment therefore depends on the level of humanitarian funding to South Sudan as well as how the security situation will keep on unfolding therefore it difficult to ascertain the outcomes.

It is therefore our appeal that this strategic plan 2024/2034 gets funded so that to enable AF responds to robust needs of the vulnerable communities in South Sudan.

4.3 PESTEL Analysis

CATEGORY	ISSUES	EFFECTS
Political	On-going security unrest in the major parts of country High prevalence of Political divisions/orientations	Affects AF ability to deliver its services to the people Interferences of programme timeframes Ability of some staff to work in certain locations

Economic	<p>Rapidly rising Inflation in the country now estimated at 450%</p> <p>Insufficient supply of food commodities in the country</p> <p>Lack of adequate economic control by the government including taxation which results into Double taxation by private individuals</p> <p>Increasing poverty</p> <p>High unemployment</p> <p>Declining economic aid South Sudan</p>	<p>Increase in demand by communities fo humanitarian assistance</p> <p>Failure by AF to fulfil its mandate because inadequate supply of food and inflation</p>
Social-cultural	<p>Negative attitudes of some communities towards external persons</p> <p>Acceptance of raiding and looting among some communities as a normal accepted behavior</p> <p>Rigid cultures towards issues of early marriage (both boys and girls) and inheritance of the wives of the dead</p> <p>High proliferation of girls as a source of family wealth</p> <p>Cultural preference for traditional birth attendants to trained health workers</p> <p>High corruption in government entities</p>	<p>Increase in conflicts</p> <p>Resistance in community behaviour change</p>
Technological	<p>Poor communication services in the country side</p> <p>Increasing use of social media</p>	<p>Delay in programme reporting</p> <p>Increased online visibility of AF</p>

Environmental factors	<p>Heavy rains and flooding in major parts of the country which hamper programme implementation</p> <p>prolonged drought seasons</p> <p>Landmines in many part of the country</p> <p>Hilly topographies that affect ability of staff to reach target communities</p>	<p>Increase in most at risk populations</p> <p>Deaths</p> <p>Logistical challenges in programs implementation</p>
Legal	<p>Lack of compliance to the rule of law</p> <p>Negligence of some leaders to register organizations due to conflict of interest</p> <p>Regular government interference on licencing and management of NGOs</p> <p>overnment red-tape (beuaracracies) in regard to NGO compliance</p>	

4.4 SWOT ANALYSIS

Strengths

CORE:

Connections and relationships: ABUKLOI has developed numerous and diverse connections and relationships that will support its mission (e.g., relationships with health care providers in South Sudan, the Lost Boys, and institutional partners such as Virginia State and Old Dominion Universities).

Reputation: ABUKLOI is a Women-led and faith-based organization. Accordingly, it has earned a reputation of a being trustworthy in South Sudan.

Physical resources: ABUKLOI has developed several key physical resources including a school, 100 acres of land, clean well water, and a latrine system for its current facilities.

Staffing and educational curriculum: ABUKLOI has hired four (4) teachers and a staff person for its school. It has developed a curriculum that aligns with South Sudan’s national curriculum.

Others

- ◆ Committed staff able and willing to work
- ◆ Positive attitude of communities towards AF programs
- ◆ Strong and committed leadership within the organization
- ◆ Diverse staff that easily promote organizational values
- ◆ Good support from various stakeholders including CSOs, government and donors
- ◆ The organization is legally within the laws of South Sudan
- ◆ Existence of internal capacity building mechanisms for staff
- ◆ Good internet services for communication
- ◆ Good relations with already existing donors eg UNFAO, Save the Children, UNICEF, American Embassy, and UNWOMEN

Weaknesses

CORE:

Financial challenges: Although ABUKLOI has been successful in securing funding and using this funding effectively, funding has been somewhat intermittent. Longer-term funding and financial mechanisms for self-sustainment need to be developed.

Challenges to organizational focus: Developing a school is interconnected with a variety of challenges in the community (e.g., health and malnutrition, safety, financial challenges, etc.). These challenges, not only are interconnected with school attendance and other measures of educational effectiveness, but also represent moral imperatives for ABUKLOI's faith-based vision, mission, and value system. It can be difficult to maintain focus on school priorities, while also balancing the need to resolve this host of interconnected challenges.

Organizational knowledge: Although ABUKLOI's leadership is highly educated and has a variety of expertise, ABUKLOI's challenges are so diverse that additional knowledge and expertise is likely to be needed.

Resources: ABUKLOI lacks some helpful resources such as reliable means to connect to the internet in South Sudan.

Others

- ◆ Inadequate transport facilities
- ◆ Lack of adequate technical expertise in programme some areas
- ◆ inadequate compliance with organization policy guidelines and SOPs
- ◆ Lack of a sophisticated monitoring and evaluation systems
- ◆ Limited compliance by staff to financial guidelines and procedures

Opportunities

CORE:

University partnerships: ABUKLOI is developing university partnerships to obtain the diverse knowledge base that it needs.

Evolving educational programs: ABUKLOI recognizes that the definition of education may evolve over time to include health care and women's advocacy. Further, additional vocational training based on The Republic of South Sudan's workforce

objectives is needed. These could include the following: entrepreneurship, agriculture, training in developing alternative energies such as solar power as well as technological innovations that may be useful in the classroom (cell phones).

Others

- ◆ Peace and reconciliation initiatives initiated by the government with support from development partners
- ◆ Governmental prioritization of agriculture as the backbone of South Sudan economy
- ◆ Existence of famine and poverty in the country which provides opportunity for AF's response
- ◆ Availability of funding partners and donors within and outside South Sudan
- ◆ Political will by government to support AF programs
- ◆ Community willingness to work with AF
- ◆ Availability of natural resources eg livestock, land which can be exploited to support communities

Threats

CORE:

National infrastructure and national challenges: The Republic of South Sudan is the youngest country in the world. Consequently, much of its governmental infrastructure is in the process of being developed and many of the traditional governmental supports that are available in more developed countries are currently absent. Additionally, the Republic of South Sudan has other related challenges that impact ABUKLOI (e.g., cultural traditions, unified language, austerity, high unemployment, high prices, youthful demographic, potential for political conflicts). ABUKLOI recognizes that many of South Sudan's challenges also represent opportunities (i.e. the country's youthful demographic represents unique strengths, flexibility, and possibilities for innovation).

Sustainability: Any relatively new organization faces a host of traditional challenges related to sustainability. ABUKLOI also faces a variety of more unique challenges to its sustainability (e.g., location of its governing body in the United States). It seeks to develop ABUKLOI as a self-sustaining organization over time.

Others

- ◆ Insecurity in major parts of the country
- ◆ High expectations from the community and government
- ◆ Poor infrastructure such as roads, communication networks
- ◆ Changing government policies towards NGOs e.g levying of taxes for staff
- ◆ Changing weather partners
- ◆ Delay by donors to remit funds in time

4.0. STRATEGIC OBJECTIVES AND PROGRAMME FOCUS

5.1. Introduction

The strategic goals and objectives herein have been developed taking into account the context, SWOT, and PESTEL analysis conducted above and a series of assessments done by the Foundation and other development partners within South Sudan. The overall goal of Abukloi Foundation is to grow into a strong institution, that can cope with the challenges of a changing and transforming society, achieve effectiveness and efficiency in product service delivery, ensure equal opportunities in all its programs, and contribute to the socio-economic development.

CORE VALUES AND OBJECTIVES TO ACHIEVE BY 2034

Strategic Goal 1: To Provide an Innovative Sustainable, Self-reliance and Quality Education to Communities in South Sudan

Specific Objectives

1. To improve quality teaching and learning through teachers' training programs and resource development
2. To improve school infrastructure including classrooms, libraries, and laboratories to have a conducive environment for learning
3. To increase access to comprehensive Education through establishing primary school, vocational, and Research Centers (Academy)

Strategy

1. Establishing Abukloi Academy with an enrollment of 3000 students of whom 75% are girls. This shall be done through:
 - ♣ Drawing of architectural plans and land clearing in preparation for building the Academy
 - ♣ Construction of classrooms, offices, dormitories, staff quarters, and other facilities.
 - ♣ Stocking of the academy with furniture, textbooks, lab equipment, and others
 - ♣ Staffing of the academy (Teachers and support staff)
 - ♣ Registration of students and opening of the academy
2. Establishing Abukloi Primary School whose graduates will join Abukloi Academy. This shall be achieved through:
 - ♣ Drawing of architectural plans and land clearing in preparation for the construction of the Primary school.
 - ♣ Construction of classrooms, offices, dormitories, staff quarters, and other facilities.

- ♣ Stocking the Primary School with furniture, textbooks, lab equipment, and others
 - ♣ Staffing of the Primary School (Teachers and support staff)
 - ♣ Registration of students and opening of the Primary school
3. Building Abukloi Vocational Institute and a research center to absorb Academy graduates for Diplomas & Degrees. This shall be achieved through:
- ♣ Drawing of architectural plans and land clearing in preparation for construction of Abukloi Vocational College.
 - ♣ Construction of classrooms, offices, dormitories, staff quarters, and other facilities.
 - ♣ Stocking of the Vocational Collage with furniture, textbooks, lab equipment, and others
 - ♣ Staffing of Abukloi Vocational College (Tutors and support staff)
 - ♣ Registration of students and opening of Abukloi Vocational College

Strategic Goal 2: Improve the economic resilience of the Communities in South Sudan and the Abukloi Foundation

Specific Objectives:

1. To establish business enterprises to aid the foundation's sustainability.
2. To establish a loan scheme to help communities create small-scale businesses.
3. To provide business and financial management training to the communities.

Strategy

1. Establish Abukloi Enterprises & legally register it to operate as a business in South Sudan. This shall be achieved through:
 - ♣ Registration of Abukloi Enterprises
 - ♣ Incorporation of Abukloi enterprises
 - ♣ Establishing the feasible Business model for Abukloi Enterprises.
 - ♣ Identifying the Business Niche for Abukloi enterprises.
2. Establish Abukloi Microfinance services that will eventually become Abukloi Bank. This shall be achieved through:
 - ♣ Registration and incorporation of Abukloi Microfinance services
 - ♣ Preparation of policies and paperwork needed for the microfinance operation
 - ♣ Staffing of the microfinance operations
 - ♣ Launching the operations of Abukloi Microfinance operations
3. economically empower women and Youth who graduate from the community and Abukloi Academy in job creation for self-reliance. This shall be achieved through:
 - ♣ Identification and registration of youth and women groups to be supported by Abukloi
 - ♣ Sensitization of the youth and women groups on business skills through seminars

- ♣ Giving loans to youth and women groups entrepreneurs
- ♣ Monitoring the business activities of the youth and women groups to ensure loan recovery

Strategic goal 3: Tackling food insecurity in Lakes State (Rumbek) through traditional & modern agricultural practices to provide food and economic development for self-reliance.

Specific strategic Objectives

1. To establish an Abukloi Mega farm of more than 100 Feddans.
2. To boost students' feeding program from the Abukloi Mega Farm.
3. To create employment for more than 1000 Youth and Women in Abukloi farm & related activities
4. To use Abukloi farm as a demonstration farm to extend agricultural skills to local farmers in Rumbek
5. To ensure food security in Lakes State and enable Farmers to produce Surplus for sale

Strategy

1. Establish Abukloi Mega farm of more than 100 Feddans.
 - ♣ Land clearing
 - ♣ Land ploughing
 - ♣ Application of fertilizers & manure to increase land fertility and crop productivity.
 - ♣ Seed preparation, Planting & crop rotation.
 - ♣ Guiding and protection of crops by fencing and spraying Insecticides and pesticides.
 - ♣ Harvesting and drying of the harvest
 - ♣ Storage in the field
 - ♣ Threshing packaging, and transportation of the harvests to the storage facility
 - ♣ Marketing of the farm surplus.
2. Boost students' feeding program from the Abukloi Mega Farm
 - ♣ Providing vegetables from the farm to boost quality of student' s food.
 - ♣ Selling farm produce to finance purchase of food nutrition & other feeding requirements for students.
 - ♣ Animal husbandry by practicing zero grazing
 - ♣ Poultry rearing for eggs and meat for students.
3. **ensure food security in lakes state and enable Farmers to produce Surplus for sale**
 - ♣ Prevention of depletion of seeds between planting & harvesting season.
 - ♣ Training farmers about extensive farming that can generate surplus for sale.

- ♣ Implementing sustainable business models that reduce production waste like compound food granaries
- ♣ Prevention of famine and malnutrition among Abukloi families
- ♣ Making Lakes state into a vibrant, resilient, and self-sustaining economy in terms of food production

Strategic Goal 4: Providing quality health care for the entire Abukloi community through preventive medicine to reduce the burden of chronic diseases.

Specific Objectives

1. To provide basic medical treatment to students, Teachers of Abukloi, and their families.
2. To establish Abukloi Pharmacy and sell medicine to generate income for the organization' s sustainability.
3. To reestablish the Abukloi clinic that will extend services to the wider community in Rumbek.
4. To develop and transform Abukloi Clinic into a fully-fledged modern Hospital

Strategy

1. **Provide basic medical treatment to students, Teachers of Abukloi, and their families.**
 - ♣ Recruiting of the School Nurses
 - ♣ Procurement of basic medicines for the treatment of students and teachers
 - ♣ Procurement of basic medical equipment
 - ♣ Procurement of an ambulance for referrals to the main hospital for complex cases
 - ♣ Launching of Abukloi health care for the School
 - ♣ Designate a health unit within the school premises for the school nurse to operate from.
2. **Establish Abukloi Pharmacy and sell medicine to generate income for the organization' s sustainability.**
 - ♣ Identifying the Pharmacy Business Premises (Location near Rumbek National Hospital or in the market)
 - ♣ Furnishing the Pharmacy Premises with necessary accessories & equipment
 - ♣ Licensing of the Abukloi Pharmaceuticals business
 - ♣ Employment of Abukloi Pharmacist
 - ♣ Stocking Abukloi Pharmacy with medicines and other needed stock
 - ♣ Launching of the Abukloi pharmacy operations
3. **Reestablish Abukloi clinic that will extend services to the wider community in Rumbek.**
 - ♣ Identifying the business premises for Abukloi clinic
 - ♣ Registration of Abukloi clinic with relevant government authorities.
 - ♣ Furnishing the Clinic Premises with necessary accessories & equipment

- ♣ Recruitment of Abukloi Clinic staff
 - ♣ Stocking Abukloi Clinic with medicines and other needed stock
 - ♣ Launching of the Abukloi Clinic operations
4. **Develop and transform Abukloi Clinic into a fully-fledged modern Hospital**
- ♣ Identifying the business premises for Abukloi Hospital (Consider power source)
 - ♣ Registration of Abukloi Hospital with relevant government authorities.
 - ♣ Furnishing the Hospital Premises with necessary accessories & equipment
 - ♣ Recruitment of Abukloi Hospital staff
 - ♣ Stocking Abukloi Hospital with medicines and other needed stock
 - ♣ Launching of the Abukloi Hospital operations



Budget

Narrative

Total budget = \$19,760,400

Strategic Goal 1 = \$3,930,000

- a. Establishing Abukloi Academy with an enrollment of 3000 students of whom 75% are girls. = **\$1,215,000**
- b. Establishing Abukloi Primary School whose graduates will join Abukloi Academy. = **\$790,000**
- c. Building Abukloi Vocational Institute and a research center to absorb Academy graduates for Diplomas & Degrees. = **\$1,934,000**

Strategic Goal 2 = \$3,939,200

- a. Establish Abukloi Enterprises & legally register it to operate as a business in South Sudan. = **\$147,200**
- b. Establish Abukloi Microfinance services that will eventually become Abukloi Bank. = **\$129,000**
- c. Economically empower women and Youth who graduate from the community and Abukloi Academy in job creation for self-reliance= **\$1,394,000**

Strategic Goal 3 = \$2,070,200

- a. Establish Abukloi Mega farm of more than 100 Feddans. =\$ **995,000**
- b. Boast students' feeding program from the Abukloi Mega Farm =\$**787,200**
- c. Ensure food security in Lakes State and enable Farmers to produce Surplus for sale =\$**288,000**

Strategic Goal 4 = \$9,821,000

- a. Provide basic medical treatment to students, Teachers of Abukloi, and their families =\$**1,840,000**
- b. Establish Abukloi Pharmacy and sell medicine to generate income for the organization' s sustainability =\$**1,750,000**
- c. Reestablish Abukloi clinic that will extend services to the wider community in Rumbek. =\$**2,092,000**
- d. Develop and transform Abukloi Clinic into a fully-fledged modern Hospital =\$**4,139,000**

Budget Description

Item	Activity	Period of Implementation	Amount (USD)	Total (USD)
Strategic Goal 1: To Provide an Innovative Sustainable, Self-reliance and Quality Education to Communities in South Sudan				
Establishing Abukloi Academy with an enrollment of 3000 students of whom 75% are girls.	Drawing of architectural plans and land clearing in preparation for building the Academy	2025	39,000	1,215,000
	Construction of classrooms, offices, dormitories, staff quarters, and other facilities.	2026	726,000	
	Stocking of the academy with furniture, textbooks, lab equipment, and others	2027	265,000	
	Staffing of the academy (Teachers and support staff)	2027	121,000	
	Registration of students and opening of the academy	2028	64,000	
Establishing Abukloi Primary School whose graduates will join Abukloi Academy.	Drawing of architectural plans and land clearing in preparation for the construction of the Primary school.	2025	13,000	790,000
	Construction of classrooms, offices, dormitories, staff quarters, and other facilities.	2025	495,000	
	Stocking the Primary School with furniture, textbooks, lab equipment, and others	2027	231,000	
	Staffing of the Primary School (Teachers and support staff)	2027	40,000	

	Registration of students and opening of the Primary school	2028	11,000	
Building Abukloi Vocational Institute and a research center to absorb Academy graduates for Diplomas & Degrees.	Drawing of architectural plans and land clearing in preparation for the construction of Abukloi Vocational College.	2029	45,000	1,934,000
	Construction of classrooms, offices, dormitories, staff quarters, and other facilities.	2030	943,000	
	Stocking of the Vocational Collage with furniture, textbooks, lab equipment, and others	2032	532,000	
	Staffing of Abukloi Vocational College (Tutors and support staff)	2033	294,000	
	Registration of students and opening of Abukloi Vocational College	2034	120,000	
Strategic Goal 2: Improve the economic resilience of the Communities in South Sudan and the Abukloi Foundation				
Establish Abukloi Enterprises & legally register it to operate as a business in South Sudan.	Registration of Abukloi Enterprises	2025	6,000	147,200
	Incorporation of Abukloi enterprises	2025	3,200	
	Establishing the feasible Business model for Abukloi Enterprises.	2025	125,000	
	Identifying the Business Niche for Abukloi Enterprises.	2025	13,000	
Establish Abukloi Microfinance services that will	Registration and incorporation of Abukloi Microfinance services	2026	11,000	129,000

eventually become Abukloi Bank.	Preparation of policies and paperwork needed for the microfinance operation	2024	30,000	
	Staffing of the microfinance operations	2027	69,000	
	Launching the operations of Abukloi Microfinance operations	2027	19,000	
Economically empower women and Youth who graduate from the community and Abukloi Academy in job creation for self-reliance	Identification and registration of youth and women groups to be supported by Abukloi	2024	5,000	1,394,000
	Sensitization of the youth and women groups on business skills through seminars	2025-2034	564,000	
	Giving loans to youth and women groups entrepreneurs	2026-2034	745,000	
	Monitoring the business activities of the youth and women groups to ensure loan recovery	2026-2034	80,000	
Strategic goal 3: Tackling food insecurity in Lakes State (Rumbek) through traditional & modern agricultural practices to provide food and economic development for self-reliance.				
Establish Abukloi Mega farm of more than 100 Feddans.	Land clearing	2024	26,000	995,000
	Land ploughing	2024	59,000	
	Application of fertilizers & manure to increase land fertility and crop productivity	2024 2027 2030 2033	92,000	
	Seed preparation, Planting & crop rotation	2024-2034	246,000	
	Guiding and protection of crops by fencing and spraying Insecticides and pesticides	2024-2034	398,000	
	Harvesting and drying of the harvest	2024-2034	32,000	
	Storage in the field	2024-2034	57,000	

	Threshing packaging, and transportation of the harvests to the storage facility	2024-2034	69,000	
	Marketing of the farm surplus	2024-2034	16,000	
Boast students' feeding program from the Abukloi Mega Farm	Providing vegetables from the farm to boast the quality of student's food	2024-2034	34,000	787,200
	Selling farm produce to finance the purchase of food nutrition & other feeding requirements for students	2024-2034	1,200	
	Animal husbandry by practicing zero grazing	2026-2034	456,000	
	Poultry rearing for eggs and meat for students	2025-2034	296,000	
Ensure food security in Lakes State and enable Farmers to produce Surplus for sale	Prevention of depletion of seeds between planting & harvesting season	2024-2034	19,000	288,000
	Training farmers about extensive farming that can generate surplus for sale	2024-2034	68,000	
	Implementing sustainable business models that reduce production waste like compound food granaries	2024-2034	195,000	
	Making Lakes state into a vibrant, resilient, and self-sustaining economy in terms of food production	2024-2034	6,000	
Strategic Goal 4: Providing quality health care for the entire Abukloi community through preventive medicine to reduce the burden of chronic diseases.				
Provide basic medical treatment to students, Teachers	Recruiting of the School Nurses	2026	3,000	1,840,000
	Procurement of basic medicines for the	2026-2034	569,000	

of Abukloi, and their families	treatment of students and teachers			
	Procurement of basic medical equipment	2026 2029 2032	1, 589, 000	
	Procurement of an ambulance for referrals to the main hospital for complex cases	2027	70, 000	
	Launching of Abukloi Health Care for the School	2027	58, 000	
	Designate a health unit within the school premises for the school nurse to operate from	2026	120, 000	
Establish Abukloi Pharmacy and sell medicine to generate income for the organization's sustainability	Identifying the Pharmacy Business Premises (Location near Rumbek National Hospital or in the market)	2027	3, 000	1, 750, 000
	Furnishing the Pharmacy Premises with necessary accessories & equipment	2027	439, 000	
	Licensing of the Abukloi Pharmaceuticals business	2026	6, 000	
	Employment of Abukloi Pharmacist	2027	26, 000	
	Stocking Abukloi Pharmacy with medicines and other needed stock	2027	1, 245, 000	
	Launching of the Abukloi pharmacy operations	2027	31, 000	
Reestablish Abukloi clinic that will extend services to the wider community in Rumbek.	Identifying the business premises for the Abukloi clinic	2029	3, 000	
	Registration of Abukloi clinic with relevant government authorities.	2028	6, 000	2, 092, 000

	Furnishing the Clinic Premises with necessary accessories & equipment	2029-2030	689,000	
	Recruitment of Abukloi Clinic staff	2029-2030	65,000	
	Stocking Abukloi Clinic with medicines and other needed stock	2029	1,289,000	
	Launching of the Abukloi Clinic operations	2030	43,000	
Develop and transform Abukloi Clinic into a fully-fledged modern Hospital	Identifying the business premises for Abukloi Hospital (Consider power source)	2032	3,000	4,139,000
	Registration of Abukloi Hospital with relevant government authorities	2032	10,000	
	Furnishing the Hospital Premises with necessary accessories & equipment	2032-2033	1,098,000	
	Recruitment of Abukloi Hospital staff	2032	98,000	
	Stocking Abukloi Hospital with medicines and other needed stock	2032-2033	2,810,000	
	Launching of the Abukloi Hospital operations	2034	120,000	