



REPUBLIC OF SOUTH SUDAN



**MHADM STRATEGIC PLAN
2018 - 2020**



About the Cover

The cover page is an abstract story design simulating human figure depicting the head and the body. The head is represented by the logo of Ministry of Humanitarian Affairs and Disaster Management (MHADM) while the body depicts three photographic scenarios. First illustration hazards flood emergency, when flood hazard strikes can cause disasters; damage, loss of properties, displacement and disruption of livelihood, While the second illustrates the displaced (IDPs) strive for humanitarian assistance, with the jurisdiction of MHADM in putting this strategic plan 2018 - 2020 as a step forward for disaster intervention measure.

The entire cover illustrates that the Government of South Sudan through the MHADM had developed a strategic plan 2018 -2020 to be equipped to counter disasters and to ensure lives are saved and the adverse impact of disasters are reduced across the Country..

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APPENDIX I

IMPLEMENTATION MATRIX

OUR PARTNERS



PARTNERS FOR RESILIENCE

South Sudan Red Cross

The Netherlands Red Cross



Climate Centre



LIST OF ABBREVIATIONS / ACRONYMS

5 Rs	Repatriation, Reintegration, Resettlement, Rehabilitation, and Reconstruction
CANS	Civil Authority of New Sudan
CBOs	Community Based Organizations
CDM	Comprehensive Disaster Management
CPA	Comprehensive Peace Agreement
CRDM	Cohesive Resettlement and Disaster Management
CSOs	Civil Society Organizations
DM	Disaster Management
EWS	Early Warning Systems
FAO	Food and Agricultural Organization
FEWS/NET	Famine Early Warning System Network
FRRA	Fashoda Relief and Rehabilitation Association
FSMS	Food Security Monitoring System
H.E	His Excellency
HA	Humanitarian Affairs
HAC	Humanitarian Aid Commission
IDPs	Internally Displaced Persons
IGAD	Intergovernmental Authority on Development
IGA	Income Generating Activities
IIRR	International Institute of Rural Reconstruction
INGOs	International Non-Governmental Organizations
ISDR	International Strategy for Disaster Reduction
LAF	Livelihood Analysis Forum
MAF	Ministry of Agriculture and Forestry
MARF	Ministry of Animal Resources and Fishery
MDGs	Millennium Development Goals
MHADDM	Ministry of Humanitarian Affairs and Disaster Management
MH	Ministry of Health
MoU	Memorandum of Understanding
MWRI	Ministry of Water Resources and Irrigation
NBS	National Bureau of Statistics
NGOs	Non-governmental organizations
No.	Number
OLS	Operation Lifeline Sudan
PfR	Partners For Resilience
RASS	Relief Association of Southern Sudan
RRC	Relief and Rehabilitation Commission
RS	Republic of Sudan
RSS	Republic of South Sudan
SPLM	Sudan People Liberation Army/Movement
SS	South Sudan
SSIM	Southern Sudan Independence Movement
SWOT	Strengths, Weakness, Opportunities, Threats
UN	United Nations

UN-IOM	United Nations – International Organization for Migration
UNHCR	United Nations High Commission for Refugees
WFP	World Food Program
WHO	World Health Organization

Fig 1	Current Man Power Structure
Fig 2	SWOT Analyses
Fig 3	Pestel Analyses
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VISION

A resilient Nation able to predict, prepare and proactively mitigate the effects of disasters

MISSION

Our mission is to formulate Policies, provide tools and approaches, and coordinate Disaster Management and Humanitarian Assistance in a manner that prioritizes the saving of lives, restoring dignity and sustaining hope for all people in general and vulnerable groups in particular.

PREFACE AND ACKNOWLEDGMENT

The Ministry of Humanitarian Affairs and Disaster Management (MHADM) is grateful to all those who participated in the Review of this Strategic Plan 2018-2020. Strategic Planning approach to management is a key pillar in the reforms in the public sector of the Republic of South Sudan. The approach is meant to address the socio-economic challenges facing our country. Strategic Planning provides the Government of South Sudan with an opportunity to plan, allocate and utilize public resources to achieve set national priorities. Further, the Plans create linkages between South Sudan Development Plan, Millennium Development Goals (MDGs), and other Government policies and reforms to accelerate economic recovery and growth. MHADM has fully embraced this approach to enhance its responsiveness and capacities to lead and manage humanitarian assistance, disaster preparedness and response, in both short term and long term.



An effective humanitarian and disaster management strategy that is responsive to both national interests and context-specific local needs entails formulation and implementation of policies and institutional frameworks which will enable the government and the people of South Sudan to prepare for, respond to, and recover from humanitarian issues and disasters. It also seeks to build on a rich history of tenacity, resilience and natural resources of the citizens of South Sudan. This Strategic Plan has been developed in order to enable the MHADM accomplish this mission and to chart its course towards its vision. The Plan has identified goals and strategic objectives, which will be pursued in order to effectively realize the Ministry's mandate as stipulated by the Presidential Decree No. 73/2011 of the Government of The Republic of South Sudan.

The implementation of this Plan will enable the MHADM to effectively respond to emerging challenges as well as play a leading role in preventive, proactive and constructive responses to humanitarian and disaster management. The Plan provides a solid framework for respective departments within MHADM to develop work plans to operationalize a coordinated implementation of this Strategic Plan. Furthermore, as provided for in this Plan, the MHADM will develop a framework for monitoring, learning and evaluation of the achievements, lessons and challenges of the proposed programmes with a view to improving efficiency, accountability and creativity in service delivery.

In this regard, therefore, I wish to give special thanks to Undersecretary, Mr. Gatwech Peter Kulang, for his personal contribution, guidance and dedication during the preparation of the Plan. I sincerely appreciate the contribution of Director Generals (DGs), Directors and Members of Staff within MHADM who continue to go beyond their call of duty to work towards our vision. We owe a debt of gratitude to all stakeholders, including Humanitarian Organizations and Donors whose support has complemented our work. Most of the stakeholders were consulted during the process of developing this Plan as a way of building consensus around priority areas and relevant approaches in disaster preparedness and response. I also wish to thank everyone who was involved in the production of this Plan for their invaluable inputs, efforts, time and commitment. Last but not least, I wish to thank Dr. Augustino Ting Mayai from The SUDD Institute for enormous contributions towards our endeavours, UNDP Consultant and entire leadership and **PfR partners** for their financial and technical support. Finally, I wish to reiterate that the MHADM is committed to work with other ministries and all stakeholders and, indeed, the peoples of South Sudan to create “A Safe, Responsive and Resilient Society for Sustainable Development.”

A handwritten signature in blue ink, appearing to read 'H. Mar Nyuot'.

**Hon. Hussein Mar Nyuot,
The Minister, MHADM**



The Ministry of Humanitarian Affairs and Disaster Management Strategic Plan 2018 – 2020 set out to build on the achievements of the previous years while being aligned to the Reform Agenda by the Ministry as well as putting to consideration the clauses of Chapter 3 of the Agreement on the Resolution of Conflict in South Sudan. In 2017, following the formation of TGoNU and the magnitude of humanitarian needs in the country, the Ministry initiated a reform Agenda 2017 including internal re-organization necessitating the need to review the current ministerial strategic plan to enable the Ministry deliver its mandate.

The formulation of this Strategic Plan was guided by the overall national planning framework and the need for the Ministry to position itself in fulfilling this national mandate. In responding to this, the Ministry evaluated her strengths and reviewed the achievements and challenges experienced in the past few years.

In preparation of this Plan, the Ministry reviewed its vision, mission, objectives, strategies, and Expected performance benchmarks. It is noted that the Plan will also act as a guide for assessing performance and achievements of results in the Ministry for the next three years, that is, improved humanitarian response through formulation of sound policies, coordination with various stakeholders to prepare and mitigate impact of disasters, support the mobilization of resources for timely interventions and developing of early warning system.

During the review and formulation of this Plan, the approach taken was consultative and participatory. The consultations were inclusive in order to ensure that the final document reflected both institutional and national aspirations.

To effectively implement this Plan, heads of departments and all staff in the Ministry must work as a team in service delivery. Each Department or Directorate is therefore required to translate the strategic action plan into departmental work plans and hence provide the foundation for departmental performance evaluation. At the same time, we expect to see closer collaboration, consultation and communication between all the departments and directorates in this ministry.

I wish to recognize the role played by Banak Joshua Deiwai (DG, Disaster Management); Jiath Yual Yoa (Ag DG, Administration and Finance); Betty Kitta Scopas (Ag. DG Early Warning Systems) and Lawrence Akola Sarafina (Ag DG, Planning, Coordination and Training) for providing overall leadership during review and preparation of this strategic plan.

A handwritten signature in green ink, appearing to read 'Gatwech P. Kulang'. The signature is fluid and cursive, written over a white background.

Mr. Gatwech Peter Kulang
Undersecretary, MHADM

Last but not least, my special commendation goes to the Facilitation and Drafting Team led by Dr. Augustino Ting Mayai from The SSUDD Institute. This team worked tirelessly to synthesize this Plan that will take us for the remaining period of the implementation of the Ministry's Strategic Plan, 2018 - 2020.

EXECUTIVE SUMMARY

Disaster preparedness and management is a crosscutting activity that affects every sector of South Sudan society. Often, hardly any attention is paid to context-specific needs assessment, appraisal of the nature and magnitude of a disaster once it occurs, evaluation of impact of disasters on the cultures, local economies and levels of resilience of affected populations, and careful consideration of the extent of emergency assistance that is required to build on community based organic response to disasters. It is also significant to note that the dominant relief-to-development continuum approach to disaster management that begins with prevention through mitigation, preparedness and then emergency response and rehabilitation in a cyclical manner, does not seem to constructively respond to the needs, challenges and aspirations of the people of South Sudan.

In responding to these needs and challenges in disaster preparedness and management, one strategic approach that has been adopted in this Strategic Plan is an integrated framework that interconnects disaster relief and development. In other words, while undertaking emergency response (to save lives and livelihoods), we must also implement preventive and/or development measures (vulnerability reduction) simultaneously. This holistic approach provides a basis for complementing disaster risk reduction with economic empowerment.

Disasters in South Sudan are driven or triggered by various factors key of which are climatic changes and human negligence resulting in high levels of vulnerability. For instance, in spite of the huge relief resources that are delivered to the country annually, poverty levels remain high with lofty estimates of people unable to access basic needs. In addition, changes in climate have not only disrupted the patterns of daily economic activities but also compounded the ability of communities to respond with tenacity when disasters strike. In short, disasters disrupt the normal functioning of the local communities of the South Sudan society at large, generally resulting in unnecessary deaths, human sufferings, loss of properties i.e livestock. Resources that could otherwise be used for sustainable development are instead diverted to save lives and minimize property loss.

It is against this backdrop that this Plan focuses on strengthening disaster preparedness and response while, at the same time, alleviating poverty, engaging the affected community in well planned and managed public works that have disaster-proofing content, supporting development programs that combine disaster prevention and mitigation measures. Therefore, as the country is prone to various hazards, it is envisioned that all development programmes will develop contingency plans to avoid disruption of ongoing development programmes when an emergency occurs.



THE BENCH MARK

Benchmark for the development of this Strategic Plan is guided by the Sendai Framework for Action (2015-2030). The Sendai framework provides the unique opportunity to promote a strategic and systematic approach to reducing vulnerabilities and risks to hazards. The 10 core tenets of the Sendai Framework include:

- Establishment of national/institutional and legislative frameworks;
- Demonstration of government commitment through availing resources for risk management policies and programmes;
- Integration of disaster with development;
- Promotion of inclusive community participation;
- Establishment of a Strong framework for identification, assessment and monitoring disaster risks
- Enhanced Early Warning and Early Response System;
- Use of knowledge, research, innovation and education to build a culture of safety and resilience at all levels in the community;
- Strategic integration of environmental and natural resources management with risk reduction
- Strengthening safety-nets by improving social and economic development practices; and
- Strengthened disaster preparedness for effective response at all levels.

STRATEGIC GOALS OF THE MHADM

Building on the Sendai Framework for Disaster Risk Reduction (DRR) 2015 -2030, this Strategic Plain is aiming to achieve the following seven goals:

1. To provide leadership in Disaster Preparedness and Risk Management through a clear articulation of policy and strategic direction;
2. To strengthen the design and implementation of disaster mitigation interventions;
3. To enhance disaster preparedness and post disaster assessment at all levels of society;
4. To strengthen institutions and enhance human knowledge, skills and capacity in disaster preparedness and response at all levels of society;
5. To measurably increase funding and other resources for disaster preparedness and response;
6. To promote and strengthen partnerships amongst all stakeholders involved in disaster-sensitive development; and
7. To Monitor, evaluate and learn from the implementation of relevant policies, approaches and this Strategic Plan.

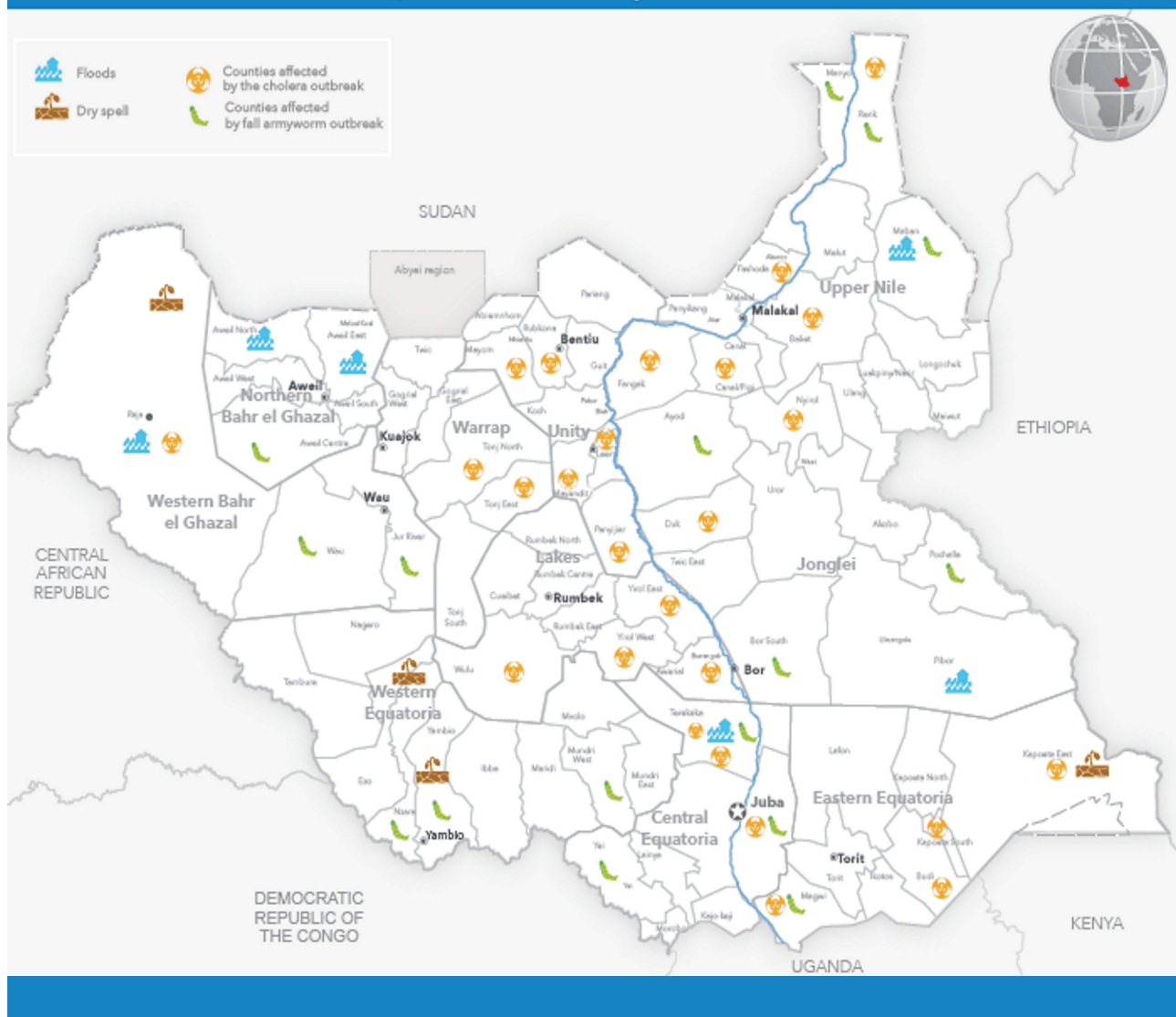
PRIORITY AREAS

Based on the The Sandai framework and the Strategic goals of MHADM, this Plan aims at address the key challenges facing disaster preparedness and management systems in the republic of South Sudan today. In this light, we recognize that that the following are priority areas:

- a) Development of a disaster Risk Management policy for effective disaster preparedness and response at all levels;
- b) Development of risk assessment tools that would ensure identification of vulnerabilities and development of sufficient preventive and/or mitigation interventions;
- c) Improvement of community preparedness and involvement in disaster risk management;
- d) Development of tools, frameworks and platforms to effectively manage disasters risks;
- e) Strengthening of the capacity of the Ministry and the Relief and Rehabilitation Commission (RRC) and the State Offices; and
- f) Increasing funding and investment in disaster preparedness and response by communities, state-governments, national government, humanitarian organizations and other stakeholders.

In conclusion this is a comprehensive two (2) year (2018 - 2020) strategy to address the challenges with our disaster management system. However, the success will largely depend on the ability to generate necessary resources we need to implement the strategic plan; our willingness and ability to work together; and our technical capacity to monitor and evaluate implementation of the plan to ensure that always targets are met to achieve South Sudan vision 2040 and the South Sudan Development Plan 2011-2013.

SOUTH SUDAN : Natural disasters, Cholera and Fall armyworm outbreaks in 2017







CHAPTER ONE

INTRODUCTION AND BACKGROUND

CHAPTER ONE

INTRODUCTION AND BACKGROUND

The signing of the Comprehensive Peace Agreement (CPA) in 2005 brought to an end one of the world's longest civil wars. On 9th July 2011, the CPA period expired following the vote for self-determination resulting in the separation between the North and South Sudan through an internationally supervised referendum that was held in early January 2011. The attainment of independence on 9th July 2011, created a unique window of opportunity for the people of various institutions in the Republic of South Sudan to formulate new development frameworks and set new standards for efficient service delivery. In particular, this post-independence period offered an opportunity for young nation-state to institute the rationalisation of institutions through: alignment of structures and systems with clear mandates; setting better management and delivery targets that would result in enhanced services; and promoting a new consciousness of self-reliance amongst all citizens of South Sudan.

1.1 Mandate

Before Southern Sudan became independent on the 9th-July-2011, His Excellency Gen. Salva Kiir Mayardit, First Vice President of the Republic of Sudan and President of the Government of Southern Sudan, issued a Decree No. 62/2010 ordering the restructuring of the Government of Southern Sudan. The presidential Decree No. 73/2010 subsequently established the Ministry of Humanitarian Affairs and Disaster Management (hereinafter "the ministry") with a mandate to oversee all humanitarian work in South Sudan.

As articulated in the Presidential Decree of 62/2010 the mandate of the Ministry to included:

- i) Oversee all humanitarian assistance to the needy, reduce vulnerability to enhance resilience.
- ii) To save lives and give hope to the poor without discrimination.
- iii) To promote programs of counseling and trauma experiences.
- iv) To establish early warning systems, emergency preparedness and response mechanism.

1.2 Vision

A resilient Nation able to predict, prepare and mitigate the effects of disaster

1.3 Mission

- To formulate Policies, coordinate Humanitarian Assistance that ensure saving of lives, restoring dignity and sustaining hope for the vulnerable groups.
- To achieve a paradigm shift in national disaster management strategies from conventional response and recovery to a more comprehensive risk reduction culture and to promote comprehensive Disaster Management as an important factor in ensuring the resilience of communities to hazards.

1.4 Core Values of the Ministry

The Ministry of Humanitarian Affairs and Disaster Management believes that in order to realize our vision to the stakeholders and for effective and excellent performance of our work, certain values are not only necessary but also integral in guiding our actions. Its staff understand these values which are not only aligned with our mission but also distinguish us from other organizations. The core values of the Ministry are:

- i) Fairness and equality
- ii) Impartiality and neutrality
- iii) Accountability, transparency and honesty
- iv) Professionalism and creativity: It conducts its business in a competent and ethical manner. Confidentiality and excellences in its work are core aspects of its professionalism
- v) Commitment and team work: The ministry demands the highest standards of excellence, Commitment, patriotism and dedication from its staff and stakeholders.

1.5 The Rationale of the Strategic Plan

It is in recognition of the overall effect of risk and disaster in national development, and on the basis of the New Public Management paradigm of performance management system, the ministry has formulated this Strategic Plan. The Plan outlines a plan for action for attaining relevant, appropriate and responsive humanitarian disaster management standards.

This Plan will significantly to South Sudan's vision and commitment to adopt a Comprehensive Disaster Management (CDM) program. The CDM aims at enhancing disaster preparedness and response through all phases of the disaster cycle, namely, prevention, mitigation, preparedness, response and recovery through an inclusive process of all sectors of the population.

The purpose of this Plan is to provide, after review and consultation, a management framework of institutional structures, operational mechanisms and strategies to strengthen the country's capabilities for CDM and thus enable the Government and people of South

Specific Objectives of the Strategic Plan

The implementation of this Plan will be guided by the following specific objectives:

- (i) Align the strategic direction of disaster management programs with national priorities and international commitments with developed policy framework
- (ii) Articulate the vision and goals for disaster management
- (iii) Outline the strategic direction and priorities to guide the design and implementation of disaster management policies and programs.
- (iv) Create a cohesive and well coordinated programming framework incorporating government, non-government and private sector.
- (v) Ensure that disaster management has a comprehensive and all-hazards focus comprising disaster risk reduction and emergency response.

Illustrate to other ministries, civil society organizations and the private sector how their work can contribute to the achievements of the strategic goals and government vision on disaster management and finally take leadership in sourcing for funds to implement the strategy.

1.6 Strategic Plan

Accordingly the Ministry formed a team that worked with the external consulting team in the development of a draft strategic plan.

Finally, version two of the draft strategic plan was placed before a wider group comprising government and non-government organizations .With the feedback from this wider group, the final version was prepared and submitted to the MHDM.

1.7 Organization of the Plan

The plan is organized into 5 chapters

Chapter one: Institutional Review

Chapter two: Situational Analysis

Chapter three: The strategic Issues, Objectives and Strategies

Chapter four: Implementation and Resource Mobilization

Chapter five: Organization structure

The Strategic Plan Implementation Matrix is in the appendices





CHAPTER TWO

ENVIRONMENTS IMPACT

CHAPTER TWO

2.0 INTRODUCTION

This chapter provides an analysis of how internal and external environments impact on the activities of the Ministry in general and the implementation of the Plan in particular. Amongst other things, the analysis of the internal environment identifies the strengths and weaknesses of the Ministry, the analysis of external environment identifies the opportunities available as well as the threats that may affect the Ministry's activities in the implementation of this strategic plan.

More importantly, the Stakeholder analysis helps us to view the Ministry as an entity through which varied stakeholder interests are coordinated and harmonized. Through this, we identify those organizations that the Ministry depends on as well as those that the Ministry supports for the successful delivery of the Ministry's mandate. This is a critical component because the Ministry must design strategies to ensure that the needs and interests of primary stakeholders are addressed.

It is, therefore, on the basis of the situational analysis that the strategic issues and key strategies are determined.

2.1 Disaster and Development

Hazards and Disaster Risk in South Sudan

The South Sudan communities are at risk from a variety of hazards that cause a range of disasters. While any assessment is subjective and it is difficult to compare the impact of human suffering against damage to property, livelihood, the environment and national economies, the various risks posed by the various hazards can be divided into three levels, in terms of relative current importance:

- a) **Level One** – the most serious, including droughts and violent internal conflicts;
- b) **Level Two** – of significant but lesser importance, including environmental hazards; pest infestations; floods; and fires (particularly in urban areas); arsenic contamination and infrastructural collapse; and
- c) **Level Three** – rare but potentially posing either serious risks or lesser risks to smaller segments of the population, including, earthquakes, livestock disease, transport and industrial accidents, terrorism and landslides.

Cross-cutting factors that affect vulnerability to disasters

A number of cross-cutting factors affect vulnerability to hazards. These factors, all linked to development, are often the root causes of individual and societal vulnerability and may increase the risk of disasters and emergencies. They include poverty, scarcity of natural resources to support livelihoods, lack of relevant and sustainable policies and infrastructure, urbanization, and inadequate health services among others.

Food insecurity

Food insecurity is a critical contributor to disaster vulnerability. Root causes of food insecurity and vulnerability to disasters overlap to a large degree. Famine is often mentioned in connection with the drought hazard. However, famine in South Sudan is an extreme case of food insecurity that may result from a combination of factors including poverty, environmental degradation, social disruption during the long years of war,

a culture of dependency on humanitarian relief, and policy failures. The country's capacity to prevent food crises are limited and ability to cope with food shortages is often dependent on highly localized conditions that may not be considered in relief and mitigation programme.

Poverty

South Sudan is basically an agrarian economy and the large numbers of persons living at subsistence levels.

Cultural and Economic Diversity

There is great diversity of languages, ethnicity, resources, history and politics between the different regions in the country. Yet, paradoxically, there may be shared resources and common languages and cultures in border areas where the same ethnic groups live in different countries. Seasonal migration among the pastoralist communities is a way of life and population pressures are leading to increasing tension and conflict between the pastoralists and agriculturalists searching for better farming lands. The characteristics and needs of the pastoralists populations are often not considered in mitigation and sustainable development programmes.

Policy Development

Weak or missing policy frameworks or crisis of policy implementation has restricted development of the agriculture, industry, and economic sectors. Comprehensive development policies, which support food security, environmental protection, land use and land tenure, are missing or inadequate in the South Sudan. In addition, the question of ownership, access and control of land is a major cause of conflict and reduced productivity.

Production systems

Production systems have been put under stress by loss of access to and degradation of environmental resources and climate change. The quest for maintenance of food security and livelihoods in the face of such stress has exacerbated environmental degradation. Most of those affected lack the tools, frameworks and resources to break this cycle by upgrading production systems to improve productivity and environmental management. As a result vulnerability and disaster risks have increased.

Institutional Development

National institutions may have diverse mandates and can operate below their potential if they lack appropriate structures, mechanisms and financial support. Coordination between institutions is often weak at the higher level and synchronization with community-based institutions is almost non-existent. Increasing participation in political decision making is being promoted in the country but progress is being hampered by lack of coordination, enabling infrastructure and skilled workers that would champion mainstreaming disaster issues in local development contexts.

Logistics and communications

Public infrastructure remains limited in most parts of the country and the road systems may not reach much of the rural population and are often poorly maintained hence constraining the development of rural areas. Rural populations are generally dispersed and their development is restricted by the lack of developed road and communications systems as well as a dearth of reliable data. Communications systems in the most regions

of the country, while generally improving, are in need of rapid modernization and expansion.

2.2 Vision 2040 and the South Sudan Development Plan 2011 -2013

The South Sudan Vision 2040 is motivated by collective aspiration for a better society by the year 2040. This Vision will continue to guide the strategic thinking and policy-making process in the coming years and should, therefore, form the rallying point around which all the people of South Sudan can unite and collectively contribute to the ultimate achievement of the national dream.

The Vision is the guiding star that directs, inspires, and propels efforts to collectively deliver the national dreams.

The Vision is guided by four principles and values, these are; namely:

- i) Democracy
- ii) Rule of law
- iii) Socio-economic
- iv) International relations

The vision is anchored on six pillars to facilitate effective management of its delivery by every sector of the economy. The six pillars of the Vision are:

- a) Educated and informed Nation
- b) Prosperous, productive and innovative Nation
- c) Free, just and peaceful Nation
- d) Safe and secure Nation
- e) United and proud Nation
- f) Compassionate and tolerant Nation

South Sudan Development Plan 2011 – 2013

Building on the Vision 2040, the South Sudan Development Plan (SSDP) sets the framework for national development over the coming years. In Social and Human Development objective to promote the well being and dignity of all the people of South Sudan by progressively accelerating universal access to base social service protection targets. The social service protection targets provided for South Sudan development plan for the Ministry states that 50% of major disasters are predicted and warnings received in accordance with international standards.

2.3 Immediate Challenges to the development of the Strategic Plan (2018 -2020)

- (a) Lack of National Disaster Risk Management Policy frame work;
- (b) Limited financial resources for the assessment mission;
- (c) Poor coordination with partner agencies in humanitarian and disaster management affairs;
- (d) Absence of trained and skilled personal in the field of Early Warning and Early Response (EWER) mechanism;
- (e) Lack of working tools and equipment for detecting threats, for example floods and drought;

- (f) Absence of comprehensive and clear job descriptions and performance management systems in the Ministry;
- (g) Communication and language barrier as a substantive number of staff have limited knowledge of English;
- (h) Inadequate office space and enabling working environment;
- (i) Absence of reporting system, format/template for quarterly, monthly and annual report.
- (j) Absence of storage facility (warehouse) for Relief Supplies.

2.4 The Ministry's Major Achievements on Tackling Immediate challenges

Despite the MHDM facing such challenges at different levels, it has taken some important steps in Disaster Preparedness and Management. Hereunder, some of the achievements are outlined:

2.41 Policy and System

MHADM is implementing one of the critical and priority issues under the Transitional Government of National Unity. MHADM is tasked with responsibility of coordinating disaster response and humanitarian intervention to save lives of South Sudanese in at risk. In this regard, we are in the process of completing the National Policy on Disaster Management which has been pending in the Ministry for some time. This is a very important document that will help the various government institutions to prepare and respond to life-threatening disasters. We are also spearheading the establishment of National Early Warning System. .

2.42 Staff Recruitment

After evaluating the primary tasks at various departments of the Ministry, we developed an accurate position description to effect appointment of best candidate, based solely on merit and best-fit for the Ministry value, philosophy and goals. On the same light giving precedence to the competencies that would contribute effectively to the Ministries undertakings we vetted and recruited 18 newly staff members.

2.43 Promotions

From our enthusiasm to develop core competency on various roles within the ministry we embarked on a series of employees evaluation and assessment, after carefully analyzing the results of our assessment we were obliged to effect fifty (50) promotions of staff who were previously on grade 12 - 7 to 10 - 5 respectively where 28 of the same are classified and 22 are unclassified. This intern benefits the employees who have a clear understanding of expectations and also benefits our Ministry as we have set a good standards by which to measure staff performance.

2.44 Staff Capacity building

Under the Transformative Agenda, classified staff capacity into two categories; a) Skill development and welfare. Under skill development the Ministry adopted cost effective system of internal training. Since then over 100 staff from various departments have been trained on various skills based on their departmental needs. At the same time, the leadership has introduced staff welfare fund targeting low salary earners especially women. This has enable them to start small scale business to cushion their salaries. The outcome of this action is improved performance being reported from trainee staff. On the other hand the The Ministry staff participated in various internal & external workshops and seminars on Disaster Risk Management.

2.45 Partnership and Collaborations

having learned from other Countries that have forged collaboration between Government and private companies and the corporate , the Ministry started working with South Sudanese local investors and corporate to participate in humanitarian intervention. The response has been very impressive. We have seen a number of South Sudanese private companies include media working closely with NGOs and Government to respond by donating life-saving materials such as food and non-food items. The Ministry and the government as a whole is taking advantage to promote Private Public Partnership (PPP) in other Sectors as well.

2.46 Communication

To increase our visibility and credibility of our services to our target audiences and the entire humanitarian fatality the Ministry established an online presence strategy and developed a web portal as an important tool to market the ideals of our mandate. This was necessitated by the tremendous growth in the internet usage all over the world and an effective communication tool. To complement our web portal the Ministry publishes quarterly report newsletter to consolidate our communication strategy to ensure the entire humanitarian fatality and our target audiences are timely informed on our day to day activities of our initiatives in the Republic of South Sudan.

3.0 Suggestions on how the achievements can be enhanced

3.1 Policy Framework developed

The current reviewed policy framework to be submitted to Ministry of Justice and be passed by the Council of Minister for final endorsement.

3.2 Staff Recruitment

Public Service should design clear recruitment policies to enhance staff appointment, Public service manual labour law (rules & regulations) should be passed to guide the civil servants, there is need to speed up staff appointment letters for those working under provisional/consolidated appointment, and, the vacant positions within the ministry should be filled and job description developed.

3.3 Staff Capacity building

More capacity building needed to strengthen the staff in the areas of disaster management, Disaster Risk Reduction, contingency planning, implementation of projects, report writing, monitoring and evaluation, community mobilization, Early Warning System and Early Response mechanism, communication skills, behaviour change, office management, and performance management system.

3.4 Repatriation Process

Resource mobilization for more funds to repatriate the South Sudanese from other countries to South Sudan and Continuous appeal and lobby for donor support and from the government.

3.5 Need Assessments conducted

Continuous assessment in all the 32 states to map areas of humanitarian concern.

4.0 Strengths, Weaknesses, Opportunities, Threats (swot) Analysis

The process of identifying THE MINISTRYs aspirations, strategic issues and vision require a SWOT analysis. In SWOT analysis THE MINISTRYs Strength (S) and Weaknesses (W); Opportunities (O) and Threats (T) it is likely to face in the future are identified. Such an analysis is important in the identification of vulnerability and risk factors in the country and hence the formulation of specific strategies and action plans for achieving the aspirations and long term strategic goals and objectives in the Comprehensive Disaster Management (CDM).

Fig 1: SWOT Analysis

SWOT Analysis Issue	Current Situation	Proposed Strategic Actions
1. Internal Strengths	<ul style="list-style-type: none"> • The draft Ministry Policy frame work is available • Recruitment of staff in progress • Approved budget • Experienced and competent Management team • Capacity to coordinate repatriation program • Multi-disciplinary nature of composition of some staff • Partners and networks with various stakeholders involved in disaster management and response • Good rapport with development partners in resource mobilization Building on past experiences 	<ul style="list-style-type: none"> • The Policy reviewed to be endorsed • Speed up of recruitment (of kind of staff?) processes • Additional emergency and disaster preparedness budget needed • Formation of a solid multi-sectoral platform for disaster preparedness and response.
2. Internal Weaknesses	<ul style="list-style-type: none"> • Non-existence of National Disaster Management policy framework • Inadequate Office space • Lack of staff Job Descriptions and performance appraisal • Lack of staff training needs Assessment • Inadequate staff training opportunities • Inadequate financial resources • Lack of coordination due to unclear definition of roles by the responsible institutions 	<ul style="list-style-type: none"> • Complete the development of the National Disaster Management policy framework • Acquire more offices space • Finalize job description and performance appraisal • Identify both soft and hard skills required • Audit existing internal talents and resources • Prepare staff need Assessment • Prepare staff training and development program • Implement staff training plan
	<ul style="list-style-type: none"> • Low ICT capacities and lack of data base • Inadequate linkages between international, regional and National levels • Inadequate early warning systems • Weak capacity to handle the consequences of disasters • Inadequate capacity at the national and local levels 	<ul style="list-style-type: none"> • Enhancing skills of staff in various line departments in disaster preparedness and response and Early Warning and Early Response
3. External Opportunities	<ul style="list-style-type: none"> • Existing goodwill and Donor support • Strengthen partner coordination and joint action • Political goodwill and leadership from developmental partners and other stakeholders • Good collaboration with other Ministries and Departments. • Existence of regional and international initiatives on Disaster Preparedness and Management to draw from. • Public Sector reforms being undertaken by the Government including the Financial Sector Reforms. 	<ul style="list-style-type: none"> • To increase awareness and communicational amongst partner agencies. • Initiate a long term process for continuous support and cooperation with partners (whether disaster occur or not) • Ensure proper and accountable management of donor funds • Continuous capacity building/trainings/ learning experience(external & internal) for to ensure staff knowledge and skills are always up-to-date. • Create a platform for seamless communication with departments and other ministries. Develop programs to sustain and strengthen support from local, regional and international donors.

SWOT Analysis Issue	Current Situation	Proposed Strategic Actions
4. External Threats	<ul style="list-style-type: none"> • Insecurity both internal and external. • Donor fatigue • Economic threat (Shut down of the oil pipe line). • Influx of the returnees with cultural differences (import of different cultures) • Inadequate mechanisms and instruments for spreading financial risks are lacking • A culture of prevention is obstructed or insufficiently promoted • Insufficient Government resources • Poverty which in general limits the self help capabilities of large parts of the population. • Due to poor education and insufficient knowledge of the cause effect matrix people are less able to respond appropriately in a changing environment 	<ul style="list-style-type: none"> • Ensure Peace negotiations that are in progress are sensitive to disaster issues and integration of returnees. • Appeal and mobilization of funds from local, regional and international donors • Make community-based conflict resolution and peace building an integral part of disaster management. • Disaster policy is operationalized from the community level upwards. • Research and document indigenous methods of disaster preparedness and management as a platform for action. • Encourage alternatives to funding that rely less on the country's resources and other non oil revenue. • Encourage local philanthropy (from private sector and others) to support disaster programs. • Allocate budget/ finances as reserve for emergencies. • Enhance a volunteer spirit and action in disaster preparedness and response starting at the community level.

Fig 2: Pestel Analysis

PESTIEL Analysis Issue	Current Situation or Impact	Proposed Strategic Actions
1. Political – Governmental	Inadequate accountability & transparency	Good Governance
2. Economic	Shutdown of the oil production (slow growth of economy)	Diversify economic opportunities (initiation of agricultural project and other livelihood projects)
3. Socio- Cultural	Diverse cultures, norms & values	<ul style="list-style-type: none"> • Protection and respect of all cultural rights • Promotion of social re-integration of the returnees
4. Technological	Inadequate use of technology	Staff trainings in technologies relevant to the nature of work
5. Infrastructural i.e. ICT	Lack of ICT tools	Provision of ICT tools, Telecom. & internet services.
6. Environmental (Climatic, Geographical, Physical etc)	Lack of tools for monitoring environmental changes i.e. Early Warning equipment	<ul style="list-style-type: none"> • Use traditional Early Warning mechanism • Use of modern technology • Provision of tools & Staff Capacity building
7. Legal and Ethical	Human rights violation	<ul style="list-style-type: none"> • Provision of a permanent Constitution that Promote & respect human rights • Law enforcement

Fig 3: Force Field Analysis

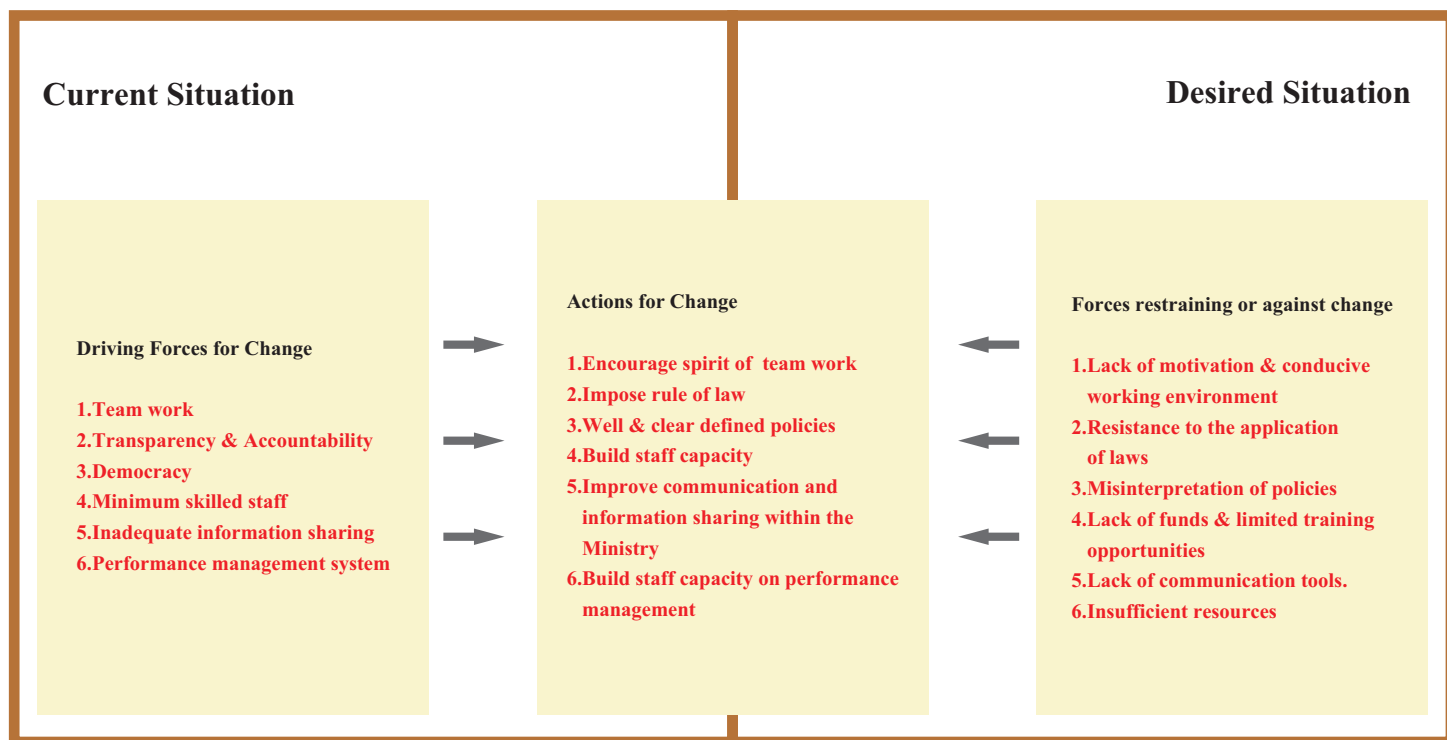


Fig 4: Capacity Needs Assessment

Capacity Issue (E.g. Staffing, Physical Infrastructure, Equipment, ICT, Finances etc)	Current Situation	Proposed Strategic Actions
<ul style="list-style-type: none"> • Physical infrastructure • Equipment • ICT • Finances 	<ul style="list-style-type: none"> • Limited office space • Limited office equipment • Insufficient Office equipment • Limited ICT equipment and lack of training. • Austerity budget 	<ul style="list-style-type: none"> • Office extension on progress • Provision of more equipment • Provision of ICT and personnel training • Prioritization of service delivery • Reserve liquidity for emergencies

Review of Internal Capacity

The Plan recognizes that to provide leadership in coordination of disaster preparedness and response requires a critical review of our functions and code of conduct. The internal review process clarified our functions and code of conduct as follows:

Functions of the Ministry

The major functions of the Ministry of Humanitarian Affairs and Disaster Management are:

- i) Policy formulation and coordination of all Humanitarian Affairs and disaster management in South Sudan.
- ii) Undertake assessment of policy implementation on humanitarian needs and programs.
- iii) Establishment of Early Warning System to ensure effective Disaster Preparedness and Response.
- iii) Ensure that all humanitarian INGOs, CBOs operating in South Sudan are registered..
- iv) To facilitate the repatriation programme of South Sudanese IDPs and returnees.
- v) Represent the RSS in international, Regional and national forums with regard to humanitarian and disaster management issues.
- vi) Provide periodical reports and updates on humanitarian aspects to the Council of Ministers.
- vii) Ensure proper usage of public funds and proper system of financial accountability.
- viii) Ensure internal capacity building of the staff in the Ministry

Code of Conduct

The Ministry has been mandated and entrusted with an important task of saving lives, protecting livelihoods, alleviating human suffering and maintaining human dignity in times of crisis. The following codes of conduct are:-

- i) Respect the human dignity and recognize their rights
- ii) Be impartial and neutral/Refrain from political alignment, ethnicity and racism when providing humanitarian assistance.
- iii) Recognize and promote diversity and gender balance.
- iv) Advocate for protection and recognition of vulnerable groups (IDPs, refugees, women, elderly, orphans, people with special needs, and disable persons etc).
- v) Recognize principles of justice, fairness and equal opportunities for all.
- vi) Respect cultures, norms and beliefs of various communities.
- vii) Promote peaceful co-existence.
- viii) Immediate and timely response to disaster.
- ix) Maintain sphere (International humanitarian) standards.

Stakeholders/Partnerships Analysis

To be successful in implementing the Strategic Plan, the Ministry will require the goodwill, support and cooperation from all stakeholders. The key stakeholders include:

- i) Other Government Ministries and Agencies
- ii) Ministry of Gender, Child & Social Welfare
- iii) Ministry of Agriculture
- iv) Ministry of Interior
- v) Relief & Rehabilitation Commission

- vi) Civil Society Organizations, local NGOs
- vii) Ministry of Foreign Affairs and International Cooperation
- viii) Ministry Labor public Service and Human Resource Development
- ix) Ministry of Finance and Economic Planning
- x) Ministry of Environment and Forestry
- xi) Ministry of Health
- xii) Ministry of Gender Education and and Instruction
- xiii) Ministry of Higher Education, Science and Technology
- xiv) Research Institute (University of Juba)
- xv) IOM
- xvi) UNHCR
- xvii) UN OCHA
- xviii) UNICEF
- xix) WFP

fig 5: Stakeholders/ Partnerships Analysis

Stakeholders/Partners e.g. Other Ministries, Development Partners, Civil Society Organizations (National and International, Private Sector, Communities etc	Area(s) of Interest or Collaboration with Ministry	Stakeholder expectations	Strategic Actions to Obtain Support or Collaboration
11. Ministry of Foreign Affairs	<ul style="list-style-type: none"> • Coordination and collaboration on humanitarian issues. • Facilitate external operations on humanitarian issues. 	Cooperation and information sharing on humanitarian issues.	Facilitation and cooperation on humanitarian issues.
12. Ministry Labor public Service and Human Resource Development	<ul style="list-style-type: none"> • Facilitate employment process of the staff. • Provision of work permit • Facilitate/provide training opportunities 	<ul style="list-style-type: none"> • Timely collaboration and coordination of employment process • Timely request for work permit • Provision of training needs 	<ul style="list-style-type: none"> • Collaboration and support on request made.
13. Ministry of Finance and Economic Planning	<ul style="list-style-type: none"> • Coordination of budgetary preparation and • Disbursement of approved funds • Enforcement of financial regulation. 	<ul style="list-style-type: none"> • Timely submission of ministry's budget requisition • Accountability submission 	Timely release of funds
8. Ministry of Interior	<ul style="list-style-type: none"> • Security for safety movement of the returnees • Protection against violence 	<ul style="list-style-type: none"> • Coordination and collaboration on movement of vulnerable. 	<ul style="list-style-type: none"> • Joint operational forum • Regular meetings
6. Ministry of Gender, Child & Social Welfare	<ul style="list-style-type: none"> • Support of vulnerable groups, children, elderly and disabled • Joint operation & continuous assessment, analysis and reporting 	<ul style="list-style-type: none"> • Coordinate & facilitate humanitarian work & participate in planning 	<ul style="list-style-type: none"> • Joint operational forum • Regular meetings

Stakeholders/Partners e.g. Other Ministries, Development Partners, Civil Society Organizations (National and International, Private Sector, Communities etc	Area(s) of Interest or Collaboration with Ministry	Stakeholder expectations	Strategic Actions to Obtain Support or Collaboration
7. Ministry of Agriculture	<ul style="list-style-type: none"> • Reduce food insecurity • Improve food security and the use of innovative delivery modalities • Joint operation & continuous assessment, analysis and reporting 	<ul style="list-style-type: none"> • Coordinate & facilitate humanitarian work & participate in planning 	<ul style="list-style-type: none"> • Joint operational forum • Regular meetings and information on food security. • Annual need assessment on food security.
7. Ministry of Health	<ul style="list-style-type: none"> • Cordination • Joint Operations 	<ul style="list-style-type: none"> • Facilitate and Cordinate humanitarian work. 	<ul style="list-style-type: none"> • Joint operational forum, Meetings
9. Relief & Rehabilitation Commission (RRC)	<ul style="list-style-type: none"> • Implementation of all Relief and Rehabilitation Programs. • Joint operations 	<ul style="list-style-type: none"> • Provision of clear policy guidance. 	<ul style="list-style-type: none"> • Joint operational forum • Regular meetings • Implementation of the policy
6. SSRC	<ul style="list-style-type: none"> • Capacity Building • Disaster Management Policies Laws, Frameworks. 	<ul style="list-style-type: none"> • Coordinate & Joint Priorities operations for humanitarian work. 	<ul style="list-style-type: none"> • Regular Meetings, • Provision of Technical Support
10. Civil Society Organizations, local NGOs	Support the humanitarian work at the grassroots levels through coordination, community mobilization & awareness raising	Facilitate their operations.	<ul style="list-style-type: none"> • Joint operational forum • Regular meetings
1. IOM	<ul style="list-style-type: none"> • Repatriation of returnees • Joint operation & continuous assessment, analysis and reporting • To facilitate free & safety repatriation 	<ul style="list-style-type: none"> • Coordinate & facilitate humanitarian work & participate in planning • Joint priorities for action 	<ul style="list-style-type: none"> • Occasional meetings, updates on output/outcome of their activities • Maintain accurate delivery, regulatory and funding mechanism
2. UNHCR	<ul style="list-style-type: none"> • Coordination of IDPs policies • Return, Relocation and Intergration 	Coordinate & facilitate humanitarian work.	Occasional consultation meetings
3. UN OCHA	<ul style="list-style-type: none"> • Coordination of humanitarian work • Capacity building • Joint operation & continuous assessment, analysis and reporting 	<ul style="list-style-type: none"> • Coordination, facilitation, & participate in planning • Joint priorities for operations 	<ul style="list-style-type: none"> • Regular updates on humanitarian issues. • Facilitate Joint operational forum • Efficient coordination for effective delivery of humanitarian services.
4. UNICEF	Capacity building and Coordination	Coordination & facilitation of humanitarian work.	Consultation and Capacity building
5. WFP	<ul style="list-style-type: none"> • Provision of food and none food items to the needy. • Capacity building for Development of Disaster policy framework and establishment of early warning system. 	<ul style="list-style-type: none"> • Coordinate & facilitate humanitarian work. • Avail staff for training 	<ul style="list-style-type: none"> • Occasional meetings, • Provision of strategic direction on humanitarian operation
5. UNDP	<ul style="list-style-type: none"> • Capacity Building, • Support the development of DRM/ DRR Policies and Laws Framework 	<ul style="list-style-type: none"> • Coordinate Joint Operations 	<ul style="list-style-type: none"> • Capacity Building and Consultative meetings

Review of Internal Capacity

Implementation of this plan is prone to various risks among them, operation, financial, strategic and technological. The specific risk under each of these categories are outlined in the table below

Fig 6: Risk Assessment

Risk Issue e.g. Ethnic Clashes, Floods, Drought, Accidents, Crimes, Contractual Matters, Donor Dependency, etc	Prone Areas or Vulnerability	Proposed Strategic Actions
Ethnic clashes	Currently there is none but can happen any time	Peaceful dialogue among the Communities (Peace Initiatives) E.G National Dialogue
Floods	North Bahr El Ghazal (Aweil), Eastern Equatoria, Upper Nile, Unity, Jonglei, Warrap and Western Bahr El Ghazal States	Carried out assessment to verify the impact of the flood to the affected communities
Drought	Part of Eastern Equatoria, Jonglei and Lakes States	Mapping Drought Prone Areas
Crimes	Cattle raiding and robbery	Law Enforcement
Donor dependency	<ul style="list-style-type: none"> • Due to the austerity measures, likely depending on donor support • Economic Crisis 	<ul style="list-style-type: none"> • Appeal for donor support and capacity building • Initiate projects to become self reliance





CHAPTER THREE

STRATEGIC PLAN DIRECTION

CHAPTER THREE

5.0 Introduction

This chapter provides the broad direction adopted by the Ministry for the period 2018-2020. The Strategic Plan direction is derived from carefully monitoring the situational analysis.

5.1 Strategic Issues Interventions

The broad goal of Strategic Issues Intervention is to improve our strategic impact and conduct needs assessment that enables the establishment of mechanisms and infrastructure for the timely identification and mobilization of resources required for implementing activities spelled out by our various Directorates. The goal also includes tracking of resources that are mobilized to ensure their cost effective use and storage.

5.2 Directorate of Administration and Finance

5.2.1 Strategic Issue 1: Resource mobilization

To Operationalize the implementation of this strategic plan will require the right quantity and quality of resources; finance, hr tools and infrastructure tailored to the current situation, and in particular posterity measures due to the limited availability of financial resources and indeed allocation by treasury thereof.

Strategic Objectives

Mobilize sufficient Resource to support implementation and operations of the Ministry programmes;

Strategies:

- Sourcing for donor and development funds
- Negotiating for increased allocation from Ministry of finance

Activities

- i) Submit fundable proposals to donors
- ii) Timely prepare of budgets
- iii) Improve negotiation for increased budgetary allocation
- iv) Identify key priority areas for funding
- v) Conduct orientation workshops for members of staff of the Ministry to conform with financial requirements
- vi) Identify financial deficit and window for external funding
- vii) Prepare and establish financial management systems
- viii) Prepare quarterly proposal, budget and reports
- ix) Monitor and administer proper utilization of the Ministry's Budget allocation in accordance to budget lines
- x) Conduct monthly debriefing meetings to advice and provide status of financial status in the Ministry
- xi) Prepare consolidated annual reports

Key Performance Indicator

- i) Increased resource mobilization through donor support
- ii) Increased budgetary allocation

5.2.2 Strategic Issue 2: Insufficient office space and storage facility.

The ministry is experiencing limited office space for its staff, resulting to a reduction on staff's efficiency and productivity due to poor work environment. Besides, there is no sufficient storage facility limiting storage of assets and other humanitarian logistics.

Strategic Objectives

- To provide additional office space to improve work environment.
- To provide a storage facility for logistics i.e a warehouse

Strategies:

- Facilitate timely construction of the office building
- Facilitate negotiations for additional storage facilities

Activities

- i) Operationalize availability of additional office space
- ii) Follow the right procedure of getting support from donors
- iii) Equitable share office space
- iv) Improve work environment
- v) Provide a detailed proposal for the expansion of office spaces and relevant equipment for Ministry's operation.
- vi) Conduct institution asset verification and valuation with an aim to reallocate and reposition them to priority departments.

Key Performance Indicator

- i) Increase new office to avail space
- ii) Improved work environment
- iii) Availability and utilization of warehouse

5.2.3 Strategic Issue 3: Inadequate staff capacity

The training needs assessment indicates the need to train staff to deliver quality services. There is therefore need to address this staff capacity through training and development.

Strategic Objectives

To enhance staff

Strategies:

Train and develop staff

Activities

- i) Source for funds for staff training
- ii) Review and update personal job descriptions
- iii) Plan and organize internal and external training courses
- iv) Conduct personnel needs assessment and provide a report for action
- v) Identify staffing gaps in collaboration with directorates
- vi) Conduct annual staff appraisal and recommend promotions, skills development needs, reassignments, etc.
- V) Harmonize staff remunerations and incentives in collaboration with Ministry of Finance.

Key Performance Indicator

Improved staff performance due to additional and developed skills

5.2.4 Strategic Issue 4: Limited ICT technology and Communication language

There is inadequate ICT capacity within the Ministry besides need to improve records management systems.

Strategic Objectives

To enhance ICT skills and improve communication language

Strategies:

Develop staff capacity in ICT and language

Activities

- i) Source for funds for ICT and English language training
- ii) Plan and organize internal and external ICT training courses
- iii) Implement staff ICT training needs
- vi) Plan and organize internal and external English Language training courses
- v) Improve staff basic communication english language

Key Performance Indicator

- i) Staff competency in using ICT tools
- ii) Proficiency in using English language

5.2.5 Strategic Issue 4: Mainstreaming cross-cutting issues in all programmes and activities in the ministry.

The South Sudan vision 2040 and development plan 2011- 2013 recognizes the need to promote gender and effective management of HIV Aids. The ministry is committed to the mainstreaming of Gender and support management of HIV Aids through its collaborative program.

Strategic Objectives

To mainstream cross cutting issues in all programmes and activities of the Ministry

Strategies:

- Promote gender mainstreaming
- Mainstreaming HIV/AIDS

Activities

- i) Domesticate the gender mainstreaming policy
- ii) Implement the gender mainstreaming policy
- iii) Develop a ministerial work place policy on HIV/AIDS
- iv) Mainstream HIV/AIDS programmes in the ministry
- v) Establish networks with HIV/AIDS Commission and other stakeholders

Key Performance Indicator

- i) Domesticated policy approved
- ii) Gender mainstreaming programs implemented
- iii) Gender mainstreaming reports
- iv) HIV Policy approved
- v) Types of HIV/ AIDS programs implemented
- vi) HIV/ AIDS focal person appointed
- vii) Reports

5.3 Directorate of Planning, Training and Coordination

5.3.1 Strategic Issue 1: Facilitate the process of finalizing and approval of strategic plan of the Ministry

The South Sudan government has adopted Performance Management System (PMS) as a means of improving public sector management. To operationalize public sector performance management system there is need for the ministry to have strategic plan aimed at aligning its operations to the country's vision 2040 and its development plans 2011-2013. Besides the strategic plan will provide a roadmap and framework to direct the ministry's operation in a cohesive and coordinated manner.

Strategic Objective

To Provide quality and sound leadership in the Strategic Planning process

Strategies:

- Participation and involvement of key stakeholders Strategic Planning process
- Approval of the strategic plan by leadership

Activities

- i) Organize meeting with the Directorates for their inputs/contribution
- ii) Organize strategic planning workshop
- iii) Organize stakeholder's validation workshop
- iv) Facilitate approval of the strategic plan
- v) Conduct orientation workshop to enlighten Ministry staff members on the contents of the Strategic plan
- vi) Consolidate directorates' action plans into single Operation Plan
- vii) Conduct mid and annual review of the Strategic plan 2018 – 2020

Key Performance Indicator

- i) Attendance of stakeholders
- ii) Stakeholders contribution
- iii) Implementation of approval of strategic plan
- iv) Meetings and workshop reports
- v) Quality and utilization of the drafts

5.3.2 Strategic Issue 2: Gap on information sharing among the Directorates and Stakeholders/Partners

The ministry is experiencing insufficient information sharing within and outside the Ministry. There is need to enhance the structure and process of information sharing within the Ministry's directorates and partners.

Strategic Objectives

To Improve coordination between MHADM, RRC and other Stakeholders at National and State levels

Strategies:

Continuous coordination

Activities

- i) Participate in partners and collaborators meetings internal and external
- ii) Work closely with stakeholders/partners
- iii) Organize workshops, visits and seminars
- iv) Organizing month Partners debriefing meetings
- v) Establish Information and communication system to receive and disseminate relevant information to all stakeholders
- vi) Organize regular meeting to discuss working relations between RRC and the Ministry of Humanitarian Affairs and Disaster Management

Key Performance Indicator

Meetings and workshop reports

5.3.3 Strategic Issue 3: Lack of capacity to monitor and supervise implementations of programs

The Ministry/ Directorate have recognized its limited capacity to monitor and supervise implementation of strategic plan and programmes. This capacity needs to be enhanced to ensure effective monitoring.

Strategic Objectives

To provide technical and non technical capacity to supervise implementation of programs and strategic plan.

Strategies:

- Strengthen human resource capacity
- Initiate mobilization of funds to implement capacity building programs

Activities

- i) Develop and share a concept/proposal with a budget for staff capacity building both short and long term.
- ii) Develop a database of capacity building service providers including partners and private consulting firms.
- iii) Conduct Technical and non-technical skills gaps/needs of the ministry employee
- iv) Develop and share a concept/proposal with a budget for staff capacity building both short and long term.

Key Performance Indicator

- i) Monitoring reports
- ii) Availability and utilization of additional capacity

5.3.4 Strategic Issue 2: Lack of Disaster Risk Assessment Tools

So far, There is no Disaster Risk Assessment Tool in South Sudan. Disaster risk assessment is the process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards or other criteria. Disaster risk assessments determine community vulnerability through the identification of risks, likelihood and consequence of a disaster occurring. These assessments allow for an increased focus on anticipation, mitigation, recovery and resilience to achieve safer and more sustainable communities.

Strategic Objective

To develop Disaster risk Assessments tools

Strategies:

- Establish disaster early warning and early response systems standards
- Build staff capacity on disaster risk assessment tools

Activities

- i) Review the existing disaster early warning and early response systems
- ii) Develop draft of early warning and early response system tools
- iii) Consult the relevant stakeholders
- iv) Train and develop staff skills and capacity in responding to challenge of disaster preparedness and response.

Key Performance Indicators

- i) Comprehensive disaster risk assessments are complete, relevant and updated regularly.
- ii) Assessment Report submitted on time
- iii) Staff capacity enhanced at managerial, technical and operations.

5.3.5 Strategic Issue 3: Insufficient Disaster Mitigation Interventions

Disaster mitigation is the means taken in advance of, or after, a disaster aimed at decreasing or eliminating impact on society and the environment. The implementation of mitigation initiatives can offer sustainable cost savings to communities and government in the event of a disaster.

They should be subject to rational, cost/benefit and social investment decisions, with special provision for remote, and other vulnerable communities.

Strategic Objective:

Reduced risk disasters and enhanced community resilience.

Strategies:

- Mainstream mitigation into disaster management practice.
- Strengthen nationally coordinated mitigation initiatives through whole-of-government and community
- Improve land use management through the integration of disaster risk reduction into building regulation, codes, standards and educational curricula.
- Share knowledge and innovative solutions to build community resilience and self-reliance.

5.4 Directorate of Disaster Management

5.4.1 Strategic Issue 1: Lack of Disaster Risk Management policy

South Sudan does not have Disaster Risk Management Policy to direct and regulate disaster management. The policy and governance elements are to be developed and implemented to ensure clear direction of resource allocation and accountability.

Strategic Objective

To accelerate the final drafting of Disaster Risk Management Policy

Strategies

- Determine and articulate the disaster management priorities structure and process.
- Ensure consistent application of the policy
- Review relevant literature and learn from past experiences from other Countries.

Activities

- i) Review the existing disaster management policies
- ii) Organize a workshop to validate policy on Disaster Management
- iii) Conduct consensus building among stakeholders
- iv) Develop the draft policy
- v) Consult with leadership for validation
- vi) Forward the draft to the Ministry of Justice, Cabinet and legislative assembly
- vii) Coordinate implementation of the policy
- viii) Conduct institutional and community capability assessment in disaster Management
- ix) Conduct resource mobilization for CDM in South Sudan
- x) Forward the draft Policy on Disaster Management to the Ministry of Justice, Cabinet and Legislative Assembly for final debate and approval
- xi) Initiate guidelines to be followed by the different Ministries or Departments of the Government of South Sudan for the Purpose of integrating the measures for prevention of disaster or the mitigation of its effects in their development plans and projects.

Key Performance Indicators

- i) Identified agencies involved in disaster management
- ii) Clearly defined roles and responsibilities of agencies involved in the disaster management system.
- iii) Legislative requirements are supported by disaster management policies.
- iv) Disaster management communication strategy developed and operational
- v) Monitoring and Evaluation Framework developed and disseminated to stakeholders
- vi) Reviewed and realigned mandate of the Ministry
- vii) Disaster organizational capability assessment report
- viii) Policy implementation is supported

Activities

- i) Create awareness on Disaster community resilience.
- ii) Coordinate with partners Disaster Mitigation approaches.
- iii) Initiate projects tailored at Mitigating Disaster.
- iv) Mobilize funds for Disaster Mitigation Interventions

Key Performance Indicators

Mitigation priorities are determined by evidence of disaster risk assessments.

5.4.2 Strategic Issue 4: Weak Preparedness for Disaster

Disaster preparedness includes arrangements that ensure that, should an emergency occur, all those resources and services which are needed to cope with the effects can be efficiently mobilized and deployed. Community, volunteer and agency preparedness is critical to assist in minimizing the impact of an event on the community and to ensure effective and timely operational response in the event of a disaster. All obstacles to volunteer involvement should be removed given their importance in natural disaster management arrangements.

Strategic Objective:

To Enhance disaster awareness and preparedness

Strategies:

- Promote behavioural change with regard to community response to hazards
- Link disaster management with recovery period at all levels of society
- Reduce vulnerability, hazards and disasters at all levels of society

Activities

- i) Develop a community based training curriculum on disaster preparedness and response
- ii) Educate communities and create awareness initiatives.
- iii) Application of Early Warning System and Early Response (EWERs) and link them to the already existing EWERs for Conflict Resolution and Peacebuilding in South Sudan.
- iv) Develop disaster management manuals or guidelines
- v) Conduct capacity building of institutions, staff and stakeholders
- vi) Develop disaster contingency plans
- vii) Pre-positioning supplies near affected communities
- viii) Monitor and ensure national and development policies are aligned with disaster management plans
- ix) Coordinate the enforcement and implementation of the policy and plans for disaster management
- x) Conduct vulnerability assessment and disaster mapping to enable the design of appropriate disaster proofing measures.
- xi) Coordinate National, regional and local institutions for disaster management.
- xii) Provide adequate support for main streaming and integrating CDM at national and local level.

Key Performance Indicators

- i) Level of community disaster awareness.
- ii) Level of community disaster preparedness.
- iii) Disaster management plans are in place at all levels of the disaster management system.

5.4.3 Strategic Issue 5: Lack of Post-Disaster Assessment

Post-disaster assessment evaluates risks revealed by an emergency or disaster event in order to improve future development of mitigation measures. Post-disaster assessment forms part of continuous improvement of whole system. Analysis of Post-disaster assessment can lead to confirmation of good practice or identification of areas of process, policy or training relating to response, relief and recovery that need to be addressed for future disaster events. These assessments can also provide particular lessons relating to mitigation to improve community safety for the future.

Strategic Objective

To conduct Post-disaster Assessment in order to strengthen disaster management capability

Strategies

- Utilize lessons learnt to improve Post-disaster management
- Build staff capacity on disaster management

Activities:

- i) Study documentation on previous disasters
- ii) Analyze data and information
- iii) Articulate and share lessons learnt
- iv) Implement the lessons learnt

Key Performance Indicator

Lessons learnt from disaster events and disaster management exercises are embedded into disaster management planning.

5.4.4 Strategic Issue 6: Lack of Storage Facilities for strategic food reserve in Disaster prone areas

Food security/safety means the availability of adequate food and access to it. Food holds much significance roles to humans than just its nutritional value. It can also have cultural, social and political dimensions. Public interest in global and domestic food safety grows significantly once a disaster has occurred. Therefore, the concept of stability or assured food access and availability of adequate, nutritious and culturally acceptable food with easy access to the needy has become a fundamental strategy.

Strategies:

Establish mechanism on food reserve.

Activities:

- i) Identify & collaborate with partners
- ii) Establish sources of funding
- iii) Construction of storage facilities
- iv) Storage of food reserves

Key Performance Indicator

Availability of food storage warehouse & food secured.

5.5 Directorate of Early Warning

There has been increasing recognition of the role of Disaster Risk Reduction (DRR) and Management as an integral part of the response to disasters. This means shifting the focus of disaster response to encompass actions such as preparing the impacts of hazards through measures such as early-warning systems and contingency planning. More recently, steps have been taken to apply a risk reduction approach, in which community risk is assessed and community-level initiatives attempt to reduce the negative impacts of a hazard, through reducing vulnerabilities and building on capacities.

5.5.1 Strategic Issue 1: Lack of Preparedness and Prevention Mechanisms.

Strategic Objective

To develop Disaster risk Preparedness and Prevention Mechanisms.

Strategies:

- Establish disaster early warning and early response systems
- Build staff capacity on Early warning systems

Activities

- i) Sign an MoU with other stakeholders to clearly defined Early Warning System and collaboratively design joint activities and roles of stakeholders like South Sudan Metrological service, Red Cross, and humanitarian agencies;
- ii) Training of a number of staff members and partners at national and State levels on Disaster Risk Reduction
- iii) Facilitate regular partners' meeting on early Warning and Early Response Mechanism with support from partners;
- iv) Form departmental steering committee lead a process of developing a Community based Conflict Prevention and Transformation pilot projects in in the conflict affected.

Key Performance Indicator

Improved Disaster risk Preparedness and Prevention Mechanisms

5.5.2 Strategic Issue 1: Lack of coordinating relations and cooperation with Stakeholders on Early Warning and Early Response

Strategic Objective

To establish coordinating relations and cooperation with stakeholders on Early Warning Systems

Strategies:

- Coordinate and corporate with stakeholders on Early Warning Systems
- Share experiences on Early warning systems

Activities

- i) Collaborate with other stakeholders (Metrological, WFP, FAO, etc.) to develop hazard monitoring, forecasting and mandates for warning system tools on weather related Disasters;
- ii) Provide training for Public and private Media practitioners on timely reporting of Disasters;
- iii) Support exchange programme to facilitate members of staff to learn from neighboring countries.
- iv) Commission a research on best practices





CHAPTER FOUR

COORDINATION, MONITORING AND EVALUATION AND ASSUMPTIONS

CHAPTER FOUR

Coordination, Monitoring and Evaluation and Assumptions

6.1 Introduction

The strategy document, whilst mapping out broad requirements to attain appropriate standards in disaster management in the country, contains a series of practical recommendations and activities that may be realistically implemented in a five-year time span (2017- 2020). The Comprehensive Disaster Management Strategy will require many changes over a long period of time. Although the strategy must be perceived in a holistic manner, it will not be possible to introduce all strategies and activities at once. Implementation shall, therefore, take place through a phased series of discrete but related activities over the five-year period.

The strategy shall be underpinned by an implementation plan at all levels so to decide on the prioritization and scheduling of strategies to be implemented in support of the strategy. Precisely which strategies are to be conducted when, and which are prioritized, will depend on a variety of inputs, including: occurrence of disasters commitments, resource availability, organizational dynamism and politics, and technical capacities. As such the strategy should be considered as guidance to a desired state of affairs (i.e. adequate Comprehensive

6.2 Coordination Mechanism

In implementing the strategic plan, the Ministry and the implementing agencies will seek specific collaboration, cooperation and partnerships, taking into consideration all opportunities that will appear and more specifically with the various national, regional and international organizations. For instance, there are several UN agencies working in the country on various aspects of disaster management.

Organizational strategies vary from one to another. Depending on their mandate, scope and activities these agencies will provide different kind of technical support or services. Where there is a likelihood of international assistance being required following the occurrence of a disaster, the UN system, in close coordination with the Ministry, is expected to be capable of: providing advice and assistance to the Government as required; conducting an assessment of the situation; defining appropriate intervention strategies; specifying needs for assistance; making an independent judgment concerning the priority needs for international assistance; and, providing potential donors and the international community as a whole with objective statements of those needs; and include a developmental perspective in the planning of emergency and post-disaster assistance.

At all times, the overall coordination shall be conducted under the framework of the National Platform for Disaster Risk Reduction chaired by the Ministry. The coordinating role of the Platform shall be, among other things, to:

- i) Organize the assessment, including specifying the technical expertise required to supplement existing local capacity;
- ii) Clearly define the role of each individual agency in the overall collaborative assessment effort;
- iii) Mobilize the expertise and experience – of both national and international agencies - available in the country from national bodies, bilateral organizations and NGOs; and
- iv) Report to the Minister on the support provided and progress.

6.3 Stakeholder Involvement

CDM requires the involvement of all sectors of society. This includes the public, private and nongovernment sectors. Opportunities must be created to permit consistent and meaningful consultation and broad-based decision-making with representatives of all sectors. The process should be systematic, consistent and sustained. Thus the implementation of this CDM Strategy should be seen from the start as a collaborative partnership of all sectors. The public sector should draw heavily on the expertise that exists in the private and non-government sectors for the implementation of CDM activities.

In this regard, Memoranda of Understanding (MoU) should be developed with key non-government agencies to promote a clear understanding of roles, responsibilities and expectations.

6.4 External Support

Existing capabilities for CDM, along with the comparatively limited human resource base in the country, indicate technical assistance will be required in the short and medium-term to fully implement the strategy. Furthermore, disasters, by definition, are situations in which an affected community requires external assistance. The Ministry should regard external assistance as a key planning resource, taking all opportunities to receive it. The strategic plan should be shared and discussed with representatives of the donor community for support and development of a common understanding.

6.5 Monitoring, Evaluation, Accountability and Learning

Key qualitative and quantitative performance and impact-oriented. The overall Monitoring, Evaluation, Accountability and Learning (MEAL) of specific activities will be done in collaboration with relevant government directorates, NGOs and United Nations partners, with a special focus on collaborative initiatives the outcome indicators identified will closely reflect the Disaster Management. Data will be collected on indicators outlined in the Monitoring and Evaluation matrix and some of the major expected outputs and impacts are:

- i) Increased knowledge on disaster risk reduction among people;
- ii) Disaster Risk Reduction adaptation by communities, government agencies and development and business agencies;
- iii) Improved governance of disaster risk reduction initiatives;
- iv) Increased participation of communities and other agencies disaster risk reduction interventions;
- v) Strengthened capacity of the country to undertake disaster risk reduction initiatives;
- vi) Improved management of emergency response interventions focused at community and national; and
- vii) Increased investment in initiatives in disaster risk reduction from public and private sources and international partners.

An M & E system will be developed to enable decision-makers at all levels to understand how resources are utilized, measure the programmers' and projects' results, and identify solution to the implementation problems.

It will monitor progress of the implementation of the Strategic Plan activities including; quality, quantity, timeliness and cost effectiveness of outputs delivered, relevance, adequacy, equity and sustainability of resultant. In addition,

The ministerial Monitoring and evaluation Committee will be established to be in charge of monitoring and evaluation within the Ministry. It is expected that: -

- i) Respective directorates, departments and divisions will develop a set of performance indicators for periodic reporting for each work output.
- ii) The staff will also prepare yearly work plans based on the Strategic Plan.
- iii) Quarterly Senior Management meetings will be held and chaired by Under Secretary

Secretary to report on progress of the implementation plan

- Service delivery surveys shall be carried out to monitor performance. Bottlenecks in the implementation will be noted and action plans prepared to address them.
- The strategy will be translated into performance responsibilities for senior staff on which their performance will be evaluated.

6.6 Challenges and Assumptions

1. The formal adoption and acceptance of a CDM paradigm and associated strategy, will present many challenges major among them include:-
2. To achieve consensus on various issues will not be easy and the ministry will have to undertake intensive advocacy and lobbying among stakeholders.
3. The envisaged programmes will require substantial funding which may not be forthcoming from the budgetary provision. The Ministry will have to look for alternative sources of funding.
4. Bureaucratic red tape and lack of good will among stakeholders may hinder quick implementation of some programmes and the ministry will Endeavour to sensitize and create awareness and undertake intensive lobbying for support and enhanced budgetary allocation.
5. In implementation of its programmes, the Ministry will face Stereotype mind set and cultures, inadequate coverage of all organizations and conflict of interests among players. To overcome this, it will undertake sensitization and awareness creation; widening of the ministry's structure to cover all players and stakeholders consensus building.

There are several assumptions that are being made with regard to the implementation of the CDM Strategy. They include:

- i) The government of South Sudan will embrace the strategy and use the authority of its organs to influence all key agents and agencies to do the same.
- ii) A systematic effort will be made to seek the financial resources necessary to implement the CDM strategy.
- iii) External technical and financial assistance will be available to support implementation of the core strategy.
- iv) Other strategic partners and stakeholders will embrace the strategy and provide support for its implementation.
- v) The relevant institutional framework for the coordination of the CDM will be timely constituted and facilitate the implementation of the plan

Conclusion

This Strategic Plan has attempted to address disasters impact, and it recognized the fact that an effective disaster management strategy will no doubt requires a shift in focus from relief and other short-term measures to a long-term, integrated, and multi-sectoral approach, which incorporates recovery operations into existing development, programmes. Community participation and empowerment has been considered as one of the strategies in CDM and sustainable development. There are two main reasons for this assertion.

First, in terms of environmental protection and management, community-driven initiatives tend to combine indigenous ecological knowledge and traditional environmental management practices with modern scientific knowledge to develop programmes, which can work.

Secondly, the effectiveness of community-based participation lies in the recognition that most agro-ecological problems are located at a very local level and require substantial use of local resources.





CHAPTER FIVE

FINANCIAL AND RESOURCE MOBILIZATION

CHAPTER FIVE

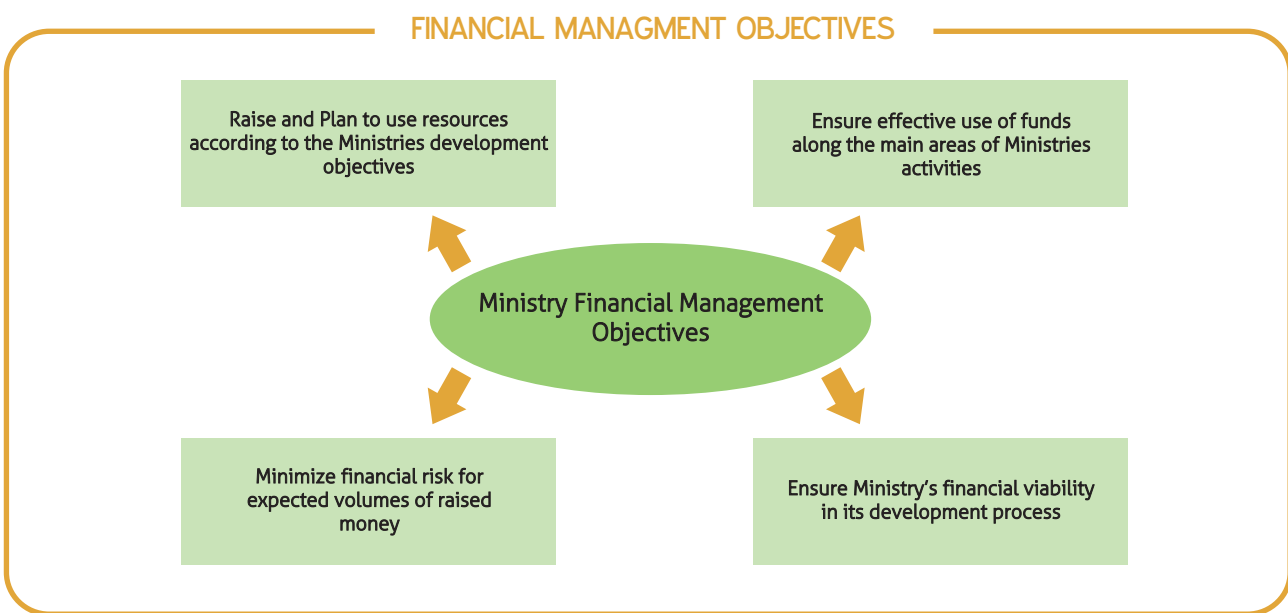
Financial and Resource Mobilization

7.1 Strategies for Resource Mobilization

7.1.1 Prudent Management of Resources

To manage the available resources, the following measures will be undertaken:

- i) Optimize expenditures on operations and maintenance (O&M) and implement cost saving measures.
- ii) Prepare Budgets that are in tandem with planned programmes and projects as provided in the strategic plan.
- iii) Undertake proper costing of operations and maintenance activities and ensure that expenditures are targeted to core activities using the Ministry of Finance and Economic Planning ceiling.
- iv) Implement expenditure controls through rationalization of expenditure and enforcement of measures to minimize wastage, benchmark prices for procured store items, accounting and audit measures to militate against wastage, adhere to policy on the purchase and usage of motor vehicles with high engine capacities, and institute measures to ensure rapid and timely utilization of donor funds.



7.1.2 Mobilization of Additional Resources

There is need to mobilize additional resources from private organizations and the Non-Government organization to supplement funding from the exchequer. Proposals for additional funding will be developed and sent to agencies such as: UNDP, USAID, IRI, NDI, IFES, AWEPA, JICA, and IDEA among others as specified in the Stakeholders analysis.

7.1.3 Cost Optimization

To further enhance service delivery through effective financial management of the Ministry will concentrate efforts on the following optimization of resource use and identification of cost saving measures to eliminate wastages in the recurrent and development budget; coordinate policy, planning and budget execution through quarterly regular expenditure reviews of the Ministry's annual plan and the budget

7.1.4 Public Private Partnership

It is necessary for the Ministry of Humanitarian Affairs and Disaster Management to explore further options available to mobilize financial resources. The Public Private Partnership strategy has worked in several sectors and other countries and the Ministry together with stakeholders will develop a Public Private Partnership Strategy.

7.1.5 Financial Contingency

Financial contingency planning is a strategy which our Ministry adopts in situations of adversity. It is our guiding principle that by proper planning, a number of financial difficulties can be minimized. The essential elements that guides our ministerial contingency plan are:

- i. To establish appropriate means to identify financial difficulties. In other words, do not wait for financial difficulties to arise or until they arise;
- ii. To assess measures that can be adopted if a financial emergency materialize.
- iii. To indicate measures to be taken, by whom, when, in what sequence, and with what priority.
- iv. To attempt an effective sensitivity analysis to isolate variables which can trigger off a financial crisis.
- v. To study past occurrences;
- vi. To take such management control action as may be necessary. This action may be;
 - a. Time related Action: It encourages cash inflows and delays cash outflows;
 - b. Volume-Related Action: It makes for the flexibility of operations so that they may be increased or decreased as and when necessary.
 - c. Scale-Related Action: This action enables a Ministry to change or modify the extent of its commitment to a specific course of action.
 - d. To maintain financial resources which can be immediately utilized.

7.1.6 Seven pillars guiding our financial management

1. Consistency. Our financial policies are time-consistent. This ensures the effectiveness and transparency of activities, specifically financial reporting. At the same time, systems can be modified and improved if any changes at the Ministry. Inconsistent approaches to financial management can be a sign of financial manipulations inside an organization.
2. Accountability. The Ministry is accountable for the use of its resources and its achievements to its stakeholders, including beneficiaries. All stakeholders have a right to know how the money was spent and how their authority was used. The Ministry must account for its decisions and actions, and publish financial reports.
3. Transparency. The Ministry is open about its operation and provide information about its activities and plans to stakeholders. Transparency implies accurate, detailed and timely financial reporting to stakeholders, including beneficiaries. If the Ministry lacks transparency, one can get an impression that it has something to conceal.
4. Viability. To ensure financial viability the Ministry's expenditures match its revenues, both on the operational and strategic levels. Viability reflects Ministries' financial integrity and reliability. The Ministry has a clear financial strategy showing how it will meet its financial obligations and implement the strategic plan.
5. Integrity. The Ministry upholds working honestly and properly by adhering to the established policy and procedures, and declare their own interests, which at times

may run counter to their responsibilities. Honest financial record keeping and reporting is conditional on the accuracy and completeness of financial accounting.

6. Oversight. The Ministry oversee the financial resources it has been entrusted with and their target use. A decision-making body at the Ministry assume joint responsibility for this. In practice executive staff ensure proper financial oversight through thorough strategic planning, financial risk assessment and creation of proper oversight systems and means.
7. Accounting standards. A system of financial accounting and recordkeeping of the ministry is to meet internationally accepted accounting standards and principles. Any accountant in any country should be able to see the workings of the system that Ministry is using for its financial accounting.

7.17 Government Exchequer Funding

The Ministry will continue to lobby for increased funding from the Exchequer through the established Sector Working Group and the Parliamentary Committees. In the past, the Government through the Exchequer has been financing approximately 70% of the Ministry's total budget.

7.18 Humanitarian Partners

The Ministry has been enjoying cordial relations with Humanitarian Partners who have been providing funding to support implementation of key programmes and projects. It is expected that Humanitarian partners will continue providing this support during the implementation of this Strategic Plan. In order to leverage on this relationship and harness more resources from the Humanitarian Partners, the Ministry will build capacity and put emphasis on the following:

- Improving formulation of programmes and projects aimed at achieving South Sudans Humanitarian goals and objectives;
- Improving the absorption capacity of the Humanitarian Partners' funds;
- Enhancing transparency and accountability in management of programmes and projects supported by Humanitarian Partners; and,
- Championing improvement of the Government's image in order to gain confidence of Humanitarian Partners.

7.19 Nother Revenue Raising Measures

Other revenue measures that will be employed by the Ministry will include:

Optimizing Efficiency in the Use of Resources: The Ministry will put in place the following measures to optimize use of available resources by improving efficiency and reducing wastage:

- i) Improved costing of programmes and activities, in order to avoid duplication and wastage as well as improving inefficiency in the use of funds;
- ii) Preventive maintenance, by ensuring the proper maintenance of ministerial facilities, equipment and vehicles;
- iii) Centralized advertising of tenders, using contracted mailing services and establishing centralized tea and coffee making points.

7.2 Resources Projection

In order to implement this strategic plan, the Ministry will mobilize adequate resources from the Government and its international humanitarian partners as well as savings realized through prudent management of available resources.

To implement this Strategic Plan over the 3 year period, the Ministry will require financial projections estimates of approximately SSP 40,000,000 bases on annually recurrent budget , a large proportion of which will be funded through the Exchequer.

The resource projection is the Ministry's attempt to forecast the future, both the long and short-term. To ensure its viability the financial manager must assess the feasibility of the Ministry's strategic objectives. What does it cost? Can the Ministry afford it? Will the project add to stakeholder wealth? What kind of financing can be raised for the project? In other words, the financial manager adds numbers to the strategic goals. Financial managers will also perform a control function, for example, preparing and updating cash budgets to ensure the Ministry does not have a liquidity problem. The finance function also includes risk management, including managing the Ministry's exposures through hedging.





CHAPTER SIX

ORGANIZATION STRUCTURE

CHAPTER SIX

Organization Structure

8.0 Current Organization Structure

The following reflects the current structure of the Ministry;

The Ministry of Humanitarian Affairs and Disaster Management in the Republic of South Sudan is headed by Hon. Minister, and the Minister is supported by:

- i) Undersecretary and
- ii) The Legal Advisor
- iii) Director Generals
- iv) Directors
- v) Deputy Directors

8.1 The Minister

The functions of the Minister are stipulated in the Presidential Decree and the Council of Ministers through the Ministry of cabinet Affairs.

8.2 Undersecretary

The functions of the Undersecretary are:

- i) Oversees the general Administration of the Ministry.
- ii) Represents the Ministry in policies meeting, programs and strategic planning in the Government of South Sudan and other UN Conferences and Forums.

8.3 The Legal Advisor

The Legal Advisor is tasked with the responsibility of providing legal advice on matters in which the Ministry of Humanitarian Affairs and Disaster Management is a party or is desirous of transacting. This includes the negotiation and drafting of any contracts agreements or memorandum of understanding. The Legal Advisor advises, negotiates and drafts for and on behalf of the Minister of Humanitarian Affairs and Disaster Management, contracts Agreements relating to the procurement of goods works and services etc.

8.4 Central Management Team (CMT)

CMT consists of Key staff including DGs of the Ministry, RRC, UNOCHA personnel, NGOs, Civil Protection Unit and Donor community. CMT will make critical decisions on disaster preparedness, response and early recovery work in South Sudan. The Undersecretary of MHADM will be the Chairperson of CMT.

8.5 Directorates

The Ministry has been divided into 4 Directorates namely Administration and Finance, Planning, Coordination and Training, Disaster Management and Early Warning System.

8.6 Directorate of Administration and Finance

The Directorate of Administration and Finance has the following departments: - Human Resource Development, Records Management, ICT, Media, Administration, Finance, Accounts, Internal Audit and Procurement & Logistics.

8.7 Directorate for Planning, Training and Coordination

The directorate of Planning, Training and Coordination has the overall responsibility of cooperate Planning, Humanitarian Aid Coordination, Monitoring, Evaluation, Accountability and Learning (MEAL) and Training and Research Development. Key responsibilities include strategic planning, research, preparation of the annual budget, humanitarian programming, ensuring the capacity training of the Ministry staff and technical capacity coordination. There are four departments in the directorate these are Planning, Humanitarian Aid Coordination, Training and Research Development and Monitoring and Evaluation (M&E).

8.8 The Directorate for Disaster Management

The Directorate of Disaster Management has the following departments' Department of Policy Analysis (PA), Department of Disaster Risk Management (DRM) and Department of Emergency Planning Preparedness. The Directorate of Disaster Management has the overall responsibility for overall implementation and coordination of National Disaster Management policy, disaster coordination and interventions.

8.9 Directorate of Early Warning System and Emergency Response

The following departments to include:- Department of Projects and Programs, Department of Early Warning Systems (EWS), Department of Vulnerability & Risk Assessment (VRA) and Department of Early Warning Systems.

8.10 Staffing Levels

The current manpower position of the Ministry is as indicated in the figure below.

Fig 7: Manpower Structure as per May 2017

Approved Vacancies for the Ministry of Humanitarian Affairs and Disaster Management 160 positions.

Directorate	Approved positions	Filled positions for classified	Filled positions for unclassified	Vacant	Remarks
Office of Hon. Minister	2	2	3	N/A	
Office of Undersecretary	1	2		N/A	2 Classified on process
Admin and Finance	100	67	34	36	1 Classified on process
Planning and Coordination	24	13	N/A	11	10 Classified on process
Disaster Management	17	9	N/A	8	1 Classified on process
Early Warning Systems	16	5	N/A	11	
Total	160	98	37	66	14

8.11 Planning Structure and Process

The development of this strategic plan was guided by the following principles: Consultation with the relevant Directorates department heads. The provision of opportunities for the stakeholders to discuss and review the document was provided through workshops and technical forum meetings. A conceptual framework based on CDM strategy framework was discussed with the stakeholders.

8.12 Organization Structure for Plan Implementation

The current structure is made up of Four Directorates, namely; Administration and Finance, Planning, Training and Coordination Disaster Management, Early Warning Systems.

a) Directorate for Administration and Finance

The directorate is responsible for providing support to other Directorates and Offices in the Ministry in areas of budget preparation, human resource management, financial management, training and general administration.

Administration Department formulates, develop, coordinate and facilitate implementation of sound policies for performance improvement in terms of quality, efficiency and timely delivery of services. The Department oversees efficient management of finances and human resources and capacity building. It also provides a strong link and coordination between other sections, Departments and Ministries for efficient and effective programmes / project management. The Department also coordinates response to incidences of disasters.

c) Directorate for Planning, Training and Coordination

The directorate is charged with the responsibility of promoting democratic principles and political pluralism based on decentralization and devolution of powers to the people where they can best manage and direct their affairs. The Emergency Preparedness Planning (EPP) department coordinates responses to disasters in general through stakeholders planning and resource mobilization

b) Directorate for Disaster Management

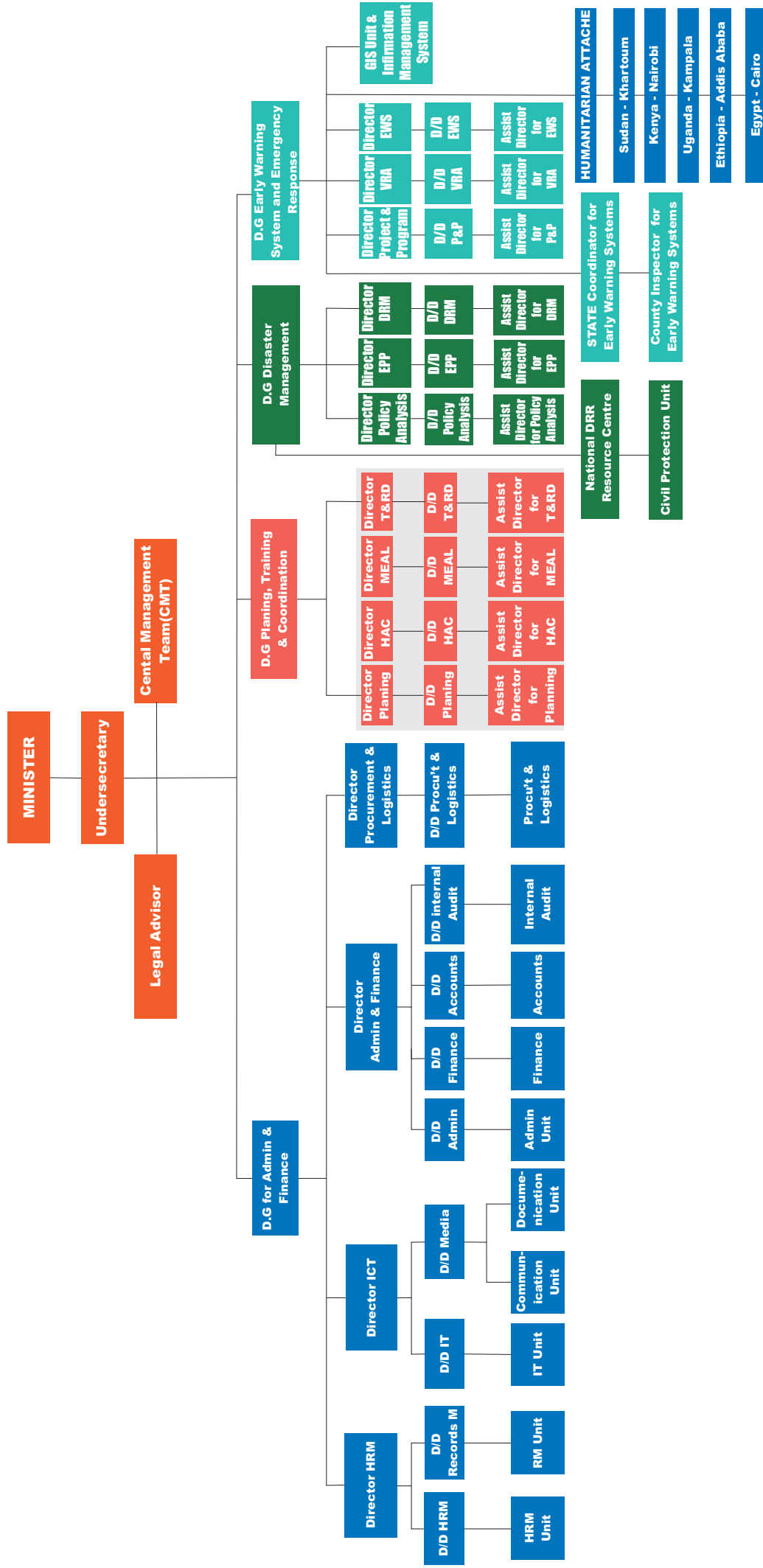
The Department is charged with the responsibility of Policy development and coordination for Disaster

Risk Reduction and Response programmes/activities in the country. This is being done through main streaming of Disaster Risk Reduction issues, policies, planning programmes with special emphasis on prevention, mitigation, preparedness and vulnerability reduction. The Department also spearheads the development and strengthening of institutions and mechanisms at all levels in building of resilience to disasters.

b) Directorate for Early Warning Systems

The Department provides linkages with other national and international organizations in terms of capacity building, early warning and exchange programmes. In addition, the department also facilitates signing of international protocols on disasters and its implementation.

ORGANIZATIONAL CHART - 2017



APPENDICES
APPENDIX I: IMPLEMENTATION MATRIX
IMPLEMENTATION MATRIX FOR MINISTRY OF HUMANITARIAN AFFAIRS AND DISASTER MANAGEMENT 2017 - 2020
DIRECTORATE FOR DISASTER MANAGEMENT

Strategic Issues	Strategic Objectives	Strategic	Activities	Key performance indicators	Time- frame 2018 - 2020			Responsibility
					Y1	Y2	Y3	
Lack of Disaster Risk Management policy	1) To develop and implement sound disaster management policy.	Participatory development of the policy	<ul style="list-style-type: none"> • Review the existing disaster management policies • Conduct Workshops, seminars and training. • Conduct consensus building among stakeholders • Develop the draft policy • Consult with leadership • Forward the draft to the Ministry of Justice, Cabinet and legislative assembly • Coordinate implementation of the policy • Conduct institutional and community capability assessment in disaster Management • Conduct resource mobilization for CDM in South Sudan • Support National and sectoral organizations to promote DRM to their constituency 	<ul style="list-style-type: none"> • Identified agencies involved in disaster management • Clearly defined roles and responsibilities of agencies involved in the disaster management system • Monitoring and Evaluation • Policy implementation is supported • Framework developed and disseminated to stakeholders • Disaster organizational capability assessment report 	●	●	●	Top leadership and DG

DIRECTORATE FOR DISASTER MANAGEMENT (Con't)

Strategic Issues	Strategic Objectives	Strategic	Activities	Key performance indicators	Time- frame 2018 - 2020			Responsibility
					Y1	Y2	Y3	
Lack of Disaster Risk Assessment tools	To develop Disaster risk Assessments tools	<ul style="list-style-type: none"> Strengthen capacity in early warning preparedness 	<ul style="list-style-type: none"> Review the existing disaster early warning systems Develop draft early warning system tools Consult stakeholders Develop early warning system tools Build the staff capacity 	<ul style="list-style-type: none"> Comprehensive disaster Early warning tools are in use Assessment Report Staff capacity enhanced 	●	●	●	U/S, DG & DGRC
Insufficient Disaster Mitigation Interventions	To reduce risk and enhanced community resilience	<ul style="list-style-type: none"> Strengthen national coordinated mitigation initiatives 	<ul style="list-style-type: none"> Create awareness Coordination with partners Initiate projects Mobilization of funds 	<ul style="list-style-type: none"> Mitigation priorities are determined by evidence of disaster early warning systems 	●	●	●	U/S, DG & DGRC

DIRECTORATE FOR EARLY WARNING SYSTEM

Strategic Issues	Strategic Objectives	Strategic	Activities	Key performance indicators	Time- frame 2018 - 2020			Responsibility
					Y1	Y2	Y3	
Weak Disaster response and Preparedness	To enhance disaster awareness and preparedness	<ul style="list-style-type: none"> • Promote behavioral change • Link disaster management with recovery period • Reduce vulnerability, hazards and disasters. 	<ul style="list-style-type: none"> • Develop curriculum • Educate communities and create awareness initiatives. • Application of Early Warning System (EWS) • Develop disaster management manuals or guidelines • Conduct capacity building of institutions, staff and stakeholders • Develop disaster contingency plans • Pre-positioning supplies near affected communities • Monitor and ensure national and development policies are aligned with disaster management plans • Conduct vulnerability assessment and disaster mapping to enable the design of appropriate disaster proofing measures • Coordinate National, regional and local Institutions for disaster management. • Provide adequate support for main streaming and integrating CDM at national and local level 	<ul style="list-style-type: none"> • Level of community disaster awareness. • Level of community disaster preparedness. • Disaster management plans are in place at all levels of the disaster management system. 	●	●	●	DRR/ RR WKCCDD/R&R

DIRECTORATE FOR EARLY WARNING SYSTEM (Con't)

Strategic Issues	Strategic Objectives	Strategic	Activities	Key performance indicators	Time-frame 2018 - 2020			Responsibility
					Y1	Y2	Y3	
lack of Post- Disaster Assessment	To conduct Post-disaster Assessment in order to Strengthen disaster management capability.	<ul style="list-style-type: none"> · Improve Post disaster management ·Build staff capacity on disaster management 	<ul style="list-style-type: none"> · Study documentation on previous disasters · Analyze data and information · Articulate and share lessons learnt · Implement the lessons learnt 	Lessons learnt from disaster events and disaster management exercises are embedded into disaster Management planning.	●	●	●	DG, DGRC & D

DIRECTORATE FOR ADMINISTRATION AND FINANCE

Strategic Issues	Strategic Objectives	Strategic	Activities	Key performance indicators	Time- frame 2018 - 2020			Responsibility
					Y1	Y2	Y3	
Resource mobilization	To facilitate availability of financial resources for smooth administrative and function of the Ministry	<ul style="list-style-type: none"> • Sourcing for donor funds • Negotiating for increased allocation from Ministry of finance 	<ul style="list-style-type: none"> • Submit fundable proposals to donors • Timely preparation of budgets • Improve negotiation for increased budgetary allocation • Share information on availability of funds 	<ul style="list-style-type: none"> • Increased resource mobilization through donor support • Increased budgetary allocation 	●	●	●	U/S, DG ADMIN & FIN
Insufficient office space and unavailability of warehouse	<ul style="list-style-type: none"> • To provide additional office space to improve work environment. • To provide logistical space for warehouse 	<ul style="list-style-type: none"> • Facilitate timely construction of the office building • Facilitate negotiations for additional office space and warehouse 	<ul style="list-style-type: none"> • Operationalize availability of additional office space • Follow the right procedure of getting support from donors • Equitable sharing of office space • Improve work environment 	<ul style="list-style-type: none"> • Increase New office to avail space • Improved work environment • Availability and utilization of warehouse 	●	●	●	U/S, DG ADMIN & FIN
Inadequate staff capacity	To enhance staff capacity	Train and develop staff capacity	<ul style="list-style-type: none"> • Source for funds for staff training • Implement staff training needs • Plan and organize internal and external training 	Improved staff performance due to additional skills	●	●	●	DG ADMIN & FIN and HR

DIRECTORATE FOR ADMINISTRATION AND FINANCE (Con't)

Strategic Issues	Strategic Objectives	Strategic	Activities	Key performance indicators	Time-frame 2018 - 2020			Responsibility
					Y1	Y2	Y3	
Limited ICT technology and language	To enhance skills and improve language and communication	Develop staff capacity in ICT and language	<ul style="list-style-type: none"> Source for funds for ICT training Implement ICT training needs Plan and organize internal and external training courses Source for funds for staff training Implement staff training needs Plan and organize internal and external training courses Improve staff language base 	<ul style="list-style-type: none"> Staff competency in using ICT tools Proficiency in using English language 	●	●	●	DG ADMIN & FIN and DICT
Gender Mainstreaming	To coordinate gender mainstreaming	Staff awareness	Sensitize management and staff on gender issues	Training report	●	●	●	
HIV AIDS AWARENESS	To coordinate HIV/AIDS in the Ministry	Coordinate HIV/AIDS in the Ministry	Co-ordinate HIV awareness at work	Sensitization report	●	●	●	
Staff performance appraisal	To coordinate performance appraisal exercise	Coordinate performance appraisal exercise	<ul style="list-style-type: none"> Prepare appraisal documents Coordinate preparation of performance reports 	Appraisal reports report	●	●	●	

DIRECTORATE FOR PLANNING, TRAINING AND COORDINATION

Strategic Issues	Strategic Objectives	Strategic	Activities	Key performance indicators	Time- frame 2018 - 2020			Responsibility
					Y1	Y2	Y3	
Facilitate the process of finalizing and approval of strategic plan of the Ministry	To Develop and Design Strategic Plan for the Ministry	<ul style="list-style-type: none"> • Participation and involvement of key stakeholders • Approval of the strategic plan 	<ul style="list-style-type: none"> • Organize meeting with the Directorates for their inputs/contribution • Organize strategic planning workshop • Organize stakeholders validation workshop • Facilitate approval of the strategic plan 	<ul style="list-style-type: none"> • Attendance list of stakeholders • Stakeholders contribution • Implementation of approval of strategic plan • Meetings and workshop reports • Quality and utilization of the drafts 	●	●	●	DG PC & DP
					●	●	●	
Gap on information sharing among the Directorates and Stakeholders/partners	To Coordinate and disseminate humanitarian policies to all Stakeholders	Continuous coordination	<ul style="list-style-type: none"> • Participate in partners and collaborators meetings internal and external • Work closely with stakeholders/partners • Organize workshops, visits and seminars 	<ul style="list-style-type: none"> • Meetings and workshop reports 	●	●	●	DG PC & DP
					●	●	●	

MOVING FORWARD: ACTION PLAN

The Strategic Plan maps out a vision to be achieved over a 3-year period. The goals and objectives outlined here are ambitious and will take both time and effort to be realized. To stay on track we will need a road map – a guide that sets out the steps needed to achieve the goals and the mileposts that will help to measure our progress.

This is why we have prepared an annual Operational Action Plan as a companion document to this Strategic Plan. The Annual Operational Action Plan provides more detail on the key foundation pieces that must be put in place over the next three years. It outlines the tasks that will be undertaken, time frames for them to be completed, and who has lead responsibility for each task. It also identifies the performance measures that will be used to demonstrate progress.

In conclusion, a Strategic Plan is only as good as the commitment to:

- Drive it by taking ownership of it;
- Resource it with money, skills, time and effort;
- Support it publicly and consistently;
- Evaluate it and adjust the plan to respond to changing conditions or emerging trends;
- Communicate it; and
- Manage it.

The Ministry of Humanitarian Affairs and Disaster Management is committed to achieving a brilliant future for the people of South Sudan. Our commitment is captured in the three sets of annual Operational Action Plan and will be demonstrated through regular progress reports as we move forward.



**Ministry of Humanitarian Affairs and Disaster Management
Ministries Complex, Airport Road
P.O.Box 51
Juba, South Sudan**

**+211 929 222 918
+211 920 070 003
+211 916 286 303**

www.mhadm.org admin@mhadm.org