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Strategic Plan 2025-2030

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CHARITY AND EMPOWERMENT FOUNDATION

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I. Executive Summary

The Charity and Empowerment Foundation (CEF) enters the 2025–2030 strategic period with a renewed and strengthened commitment to empowering vulnerable communities across South Sudan. As the country continues to navigate the complex challenges of post-conflict recovery, climate shocks, economic instability, and widespread humanitarian needs, CEF stands at a pivotal moment in its organizational journey. This new strategic plan builds on the solid foundation laid during the 2020–2024 period, during which CEF made significant strides in improving the lives of marginalized populations through targeted interventions in health, education, food security, protection, and WASH.

Over the past five years, CEF has demonstrated its capacity to deliver impactful, community-driven programs in some of the most remote and underserved regions of South Sudan. The organization has expanded its operational footprint, forged strong partnerships with local and international stakeholders, and developed robust systems for program delivery, monitoring, and accountability. These achievements have positioned CEF as a trusted and effective actor in the humanitarian and development landscape of South Sudan.

The 2025–2030 Strategic Plan is both a continuation and an evolution of CEF's mission. It reflects a deep understanding of the changing context in which the organization operates and a clear vision for the future. CEF recognizes that the needs of communities are multifaceted and interconnected, requiring integrated and holistic approaches that address immediate humanitarian needs while laying the groundwork for long-term development and resilience.

At the heart of this strategic plan are seven thematic goals that align with CEF's core mission and values. These goals are designed to respond to the most pressing challenges facing South Sudanese communities today, while also anticipating future needs and opportunities. Each goal is supported by specific objectives, strategies, and measurable outcomes that will guide implementation and ensure accountability.

1. **Health:** CEF will continue to prioritize access to quality healthcare, with a focus on reducing preventable diseases, improving maternal and child health, and strengthening community health systems. Through mobile clinics, health education, and partnerships with local health authorities, CEF aims to reach millions with life-saving services.
2. **Education:** Recognizing education as a fundamental right and a powerful tool for empowerment, CEF will work to ensure that every child, especially girls and children affected by conflict has access to safe, inclusive, and quality education. Investments in infrastructure, teacher training, and learning materials will be central to this effort.
3. **Food Security and Livelihoods:** In response to persistent hunger and poverty, CEF will promote sustainable agriculture, support smallholder farmers, and empower women and youth through vocational training and entrepreneurship. These initiatives will help build resilient livelihoods and reduce dependency on humanitarian aid.

4. **WASH (Water, Sanitation, and Hygiene):** Access to clean water and sanitation is critical for health and dignity. CEF will expand its WASH programs to improve water infrastructure, promote hygiene practices, and reduce the spread of waterborne diseases in schools and communities.
5. **Protection and Peacebuilding:** CEF is committed to protecting the rights and well-being of vulnerable individuals, particularly women and children. The organization will strengthen community-based protection mechanisms, address gender-based violence, and promote peaceful coexistence through dialogue and conflict resolution.
6. **Nutrition:** Malnutrition remains a major public health concern in South Sudan. CEF will implement targeted nutrition interventions, including community-based management of acute malnutrition (CMAM), infant and young child feeding (IYCF) education, and support for kitchen gardens to improve dietary diversity.
7. **Shelter and Non-Food Items (SNFI):** In response to displacement caused by conflict and natural disasters, CEF will provide emergency shelter, distribute essential non-food items, and support the construction of transitional housing to ensure safety and dignity for affected populations.

This strategic plan also emphasizes cross-cutting themes such as gender equality, climate resilience, youth empowerment, and digital innovation. These themes will be mainstreamed across all program areas to ensure inclusive and sustainable impact.

To achieve these ambitious goals, CEF will continue to strengthen its organizational capacity, enhance its monitoring and evaluation systems, and diversify its funding base. The organization will pursue strategic partnerships, invest in staff development, and adopt innovative approaches to program design and delivery.

Ultimately, the 2025–2030 Strategic Plan represents CEF's unwavering dedication to building a more just, equitable, and resilient South Sudan. It is a roadmap for action, a call for collaboration, and a testament to the power of community-driven change. Through this plan, CEF reaffirms its belief that empowered communities are the foundation of a peaceful and prosperous nation.



2. Vision, Mission, and Core Values

Vision

A free, empowered, and healthy society where all people are equal.

Mission

To empower communities to improve their healthy living conditions, fight poverty, and eradicate illiteracy and discrimination against women.

Core Values

- Integrity: Honesty and transparency in all operations.
- Accountability: Responsible use of resources and measurable impact.
- Partnerships: Collaboration with governments, NGOs, and communities.
- Equality: Commitment to non-discrimination and inclusion.
- Collective Action: Teamwork and community-driven development.
- Innovation: Embracing new ideas to solve societal challenges.

3. Organizational Background

The Charity and Empowerment Foundation (CEF) was established in 2017 by Dr. Gai Chol Paul, a visionary leader and humanitarian who recognized the urgent need for sustainable development and humanitarian assistance in South Sudan. Driven by a deep commitment to social justice, equity, and community empowerment, Dr. Paul founded CEF with the goal of addressing the most pressing challenges facing vulnerable populations around the world. These challenges include widespread poverty, limited access to healthcare and education, food insecurity, inadequate water and sanitation infrastructure, and the persistent threat of violence and displacement due to conflict and climate-related disasters.

Since its inception, CEF has grown into a respected and dynamic non-governmental organization (NGO), known for its grassroots approach, community-centered programming, and unwavering dedication to improving the lives of marginalized groups. Over the past eight years, CEF has reached more than 532,511 beneficiaries across multiple sectors, including health, education, water, sanitation and hygiene (WASH), protection, and food security and livelihoods. These beneficiaries include children, women, internally displaced persons (IDPs), returnees, persons with disabilities (PWDs), and other at-risk groups living in some of the most remote and underserved areas of South Sudan.

CEF's health interventions have focused on reducing preventable diseases and improving access to essential healthcare services. Through mobile clinics, community health outreach, and partnerships with local health authorities, CEF has provided life-saving medical care, distributed long-lasting insecticidal nets (LLINs), and supported maternal and child health initiatives. Thousands of children under five have been screened and treated for malnutrition, while pregnant and lactating women have received nutritional support and antenatal care. Community health workers have been trained to deliver integrated community case management (iCCM) services, ensuring that even the most isolated communities can access timely and appropriate care.

In the education sector, CEF has worked tirelessly to promote inclusive and equitable access to quality learning opportunities. The organization has constructed and rehabilitated classrooms, distributed scholastic materials, and provided school meals to encourage enrollment and retention, particularly among girls. CEF has also trained teachers and Parent Teacher Associations (PTAs) to improve the quality of instruction and school governance. Special attention has been given to supporting children affected by conflict and displacement, including those enrolled in Accelerated Learning Programs (ALPs) and catch-up classes. Through its education initiatives, CEF has helped thousands of children gain the foundational skills they need to build a better future.

CEF's WASH programs have addressed the critical need for clean water, improved sanitation, and hygiene promotion in both schools and communities. The organization has rehabilitated boreholes, constructed latrines, and installed handwashing stations to reduce the spread of waterborne diseases. Hygiene promotion campaigns have raised awareness about the importance of handwashing, menstrual hygiene management, and safe water storage. These efforts have not only improved public health outcomes but also contributed to increased school attendance, especially among adolescent girls.

In the area of protection, CEF has implemented comprehensive programs to safeguard the rights and well-being of vulnerable individuals, particularly women and children. The organization has established child-friendly spaces, provided psychosocial support, and facilitated family tracing and reunification for unaccompanied and separated children. CEF has also conducted awareness campaigns on gender-based violence (GBV), child marriage, and human rights, while working with local authorities and community leaders to strengthen protection mechanisms. Through its survivor-centered approach, CEF has ensured that GBV

survivors receive the medical, legal, and psychosocial support they need to heal and rebuild their lives.

Food security and livelihoods have been another cornerstone of CEF's work. Recognizing the importance of self-reliance and economic empowerment, CEF has supported smallholder farmers with agricultural inputs, training, and extension services. The organization has promoted climate-smart agriculture, established farmer field schools, and facilitated the formation of Village Savings and Loan Associations (VSLAs). Women and youth have been empowered through vocational training, business development support, and access to microfinance. These initiatives have helped households increase their food production, diversify their income sources, and build resilience to shocks.

Operating in hard-to-reach and conflict-affected areas, CEF has demonstrated exceptional capacity to deliver humanitarian assistance and development programs under challenging conditions. The organization's strong presence in remote areas such as South Sudan has enabled it to respond quickly to emergencies and maintain long-term engagement with communities. CEF's field-based approach, combined with its commitment to accountability and community participation, has earned it the trust and respect of beneficiaries, local authorities, and development partners alike.

Over the years, CEF has mobilized more than \$2,577,614 in funding from a diverse range of donors, including United Nations agencies, international NGOs, bilateral donors, and private foundations. These resources have been used efficiently and transparently to implement high-impact programs that align with national priorities and global development goals. CEF's ability to attract and manage funding is a testament to its strong governance, financial management systems, and results-oriented approach.

In addition to its programmatic achievements, CEF has invested in organizational development to enhance its effectiveness and sustainability. The organization has developed strategic plans, policies, and standard operating procedures (SOPs) to guide its operations. It has built the capacity of its staff through training, mentorship, and performance management systems. CEF has also strengthened its monitoring, evaluation, accountability, and learning (MEAL) systems to ensure data-driven decision-making and continuous improvement.

Looking ahead, CEF remains committed to its mission of empowering communities to improve their living conditions and achieve lasting change. The organization will continue to expand its reach, deepen its impact, and advocate for the rights and dignity of all people it serves. Through strategic partnerships, innovation, and community-driven development, CEF aims to build a more just, inclusive, and resilient society where every individual has the opportunity to thrive.

4. Strategic Priorities and Goals (2025–2030)

Goal 1: No One Dies of Preventable Diseases

Overview

South Sudan continues to grapple with some of the highest mortality rates in the world, particularly from preventable and treatable diseases such as malaria, pneumonia, diarrhea, and other communicable illnesses. These diseases disproportionately affect children under five, pregnant and lactating women, and the elderly groups that are already vulnerable due to poverty, displacement, and limited access to healthcare. The burden of disease is further exacerbated by poor infrastructure, a shortage of trained health professionals, and the ongoing effects of conflict and climate-related disasters that disrupt health service delivery.

In many parts of the country, especially in rural and hard-to-reach areas, access to even the most basic health services remains a significant challenge. Health facilities are often understaffed, under-resourced, or completely non-functional. Essential medicines and medical supplies are frequently out of stock, and referral systems are weak or nonexistent. As a result, preventable conditions such as malaria, a disease that can be effectively treated with timely diagnosis and medication continue to claim thousands of lives each year. Similarly, pneumonia and diarrheal diseases, which can be managed with antibiotics and oral rehydration therapy, remain leading causes of death among children.

Recognizing these urgent needs, the Charity and Empowerment Foundation (CEF) has made health a cornerstone of its strategic plan for 2025–2030. CEF's overarching goal is to strengthen community health systems to ensure equitable access to essential health services, particularly in underserved and marginalized communities. This commitment is rooted in the belief that health is a fundamental human right and a prerequisite for sustainable development.

CEF's health strategy is built on several key pillars. First, the organization will invest in expanding and improving primary healthcare services through the deployment of mobile health clinics and the rehabilitation of existing health facilities. These mobile units will be equipped to provide a range of services, including outpatient consultations, maternal and child health care, immunizations, and treatment for common illnesses. By bringing services closer to the people, especially in remote areas, CEF aims to reduce the time and cost barriers that often prevent individuals from seeking care.

Second, CEF will focus on building the capacity of community health workers (CHWs) and other frontline health personnel. These individuals play a critical role in delivering health education, conducting disease surveillance, and providing basic treatment at the community level. Through targeted training programs, CEF will equip CHWs with the knowledge and tools they need to manage common illnesses, promote healthy behaviors, and refer complicated cases to higher-level facilities. This approach not only strengthens the health system but also creates employment opportunities and fosters community ownership of health initiatives.

Third, CEF will prioritize maternal, newborn, and child health (MNCH) as a key area of intervention. The organization will support antenatal and postnatal care services, promote skilled birth attendance, and distribute clean delivery kits to expectant mothers. In addition, CEF will implement community-based interventions to improve infant and young child feeding practices, including exclusive breastfeeding and appropriate complementary feeding. These efforts are essential for reducing maternal and neonatal mortality and ensuring that children have a healthy start in life.

Fourth, CEF will enhance disease prevention and health promotion through behavior change communication (BCC) campaigns. These campaigns will focus on raising awareness about the causes, symptoms, and prevention of common diseases, as well as promoting hygiene and sanitation practices. CEF will use a variety of communication channels, including community dialogues, radio broadcasts, and printed materials, to reach diverse audiences and reinforce key health messages.

Fifth, CEF will work in close collaboration with government health authorities, international partners, and other stakeholders to ensure alignment with national health policies and strategies. The organization will advocate for increased investment in health, support the development of local health plans, and contribute to data collection and analysis to inform evidence-based decision-making.

Finally, CEF will integrate health services with other sectors such as nutrition, WASH (Water, Sanitation, and Hygiene), and protection to provide holistic and people-centered care. For example, health interventions will be linked with nutrition screening and treatment for malnourished children, while WASH programs will help prevent the spread of waterborne diseases. Protection services will ensure that survivors of gender-based violence receive appropriate medical and psychosocial support.

Through these comprehensive and integrated strategies, CEF aims to make a significant contribution to reducing preventable deaths and improving health outcomes in South Sudan. The organization's efforts will be guided by principles of equity, inclusivity, and sustainability, ensuring that no one is left behind. By strengthening community health systems and empowering local actors, CEF envisions a future where all South Sudanese have the opportunity to live healthy, dignified, and productive lives.

Strategic Elements

- **Community Health Systems:** Establish and support village health committees and mobile health units.
- **Capacity Building:** Train 2,000 community health workers (CHWs) in disease prevention, maternal health, and first aid.
- **Essential Supplies:** Distribute 5000 Long-Lasting Insecticidal Nets (LLINs), essential medicines, and diagnostic kits.
- **Maternal and Child Health:** Promote antenatal care, safe delivery practices, and immunization campaigns.

- Health Education: Conduct behavior change communication (BCC) campaigns on hygiene, nutrition, and disease prevention.

Expected Outcomes

- 300,000 people receive life-saving health services.
- 150,000 women and children protected from malaria and pneumonia.
- 80% of target communities adopt preventive health behaviors.

Goal 2: Every Child Accesses Quality Education

Overview

Education is a cornerstone of empowerment and a fundamental human right that lays the foundation for personal and societal development. In South Sudan, access to quality education remains a significant challenge, particularly for girls and children in rural and conflict-affected areas. The Charity and Empowerment Foundation (CEF) recognizes that education is not only essential for individual growth and empowerment but also for the overall progress and stability of communities and the nation as a whole.

Despite the progress made in recent years, South Sudan continues to face numerous barriers to education. These barriers include inadequate infrastructure, a shortage of trained teachers, cultural norms that prioritize boys' education over girls', and the impact of ongoing conflict and displacement. Many schools lack basic facilities such as classrooms, latrines, and clean water, making it difficult for students to learn in a safe and conducive environment. Additionally, the high cost of education, including school fees, uniforms, and learning materials, poses a significant financial burden on families, leading to high dropout rates.

CEF is committed to addressing these challenges and ensuring that every child, regardless of gender, background, or circumstance, has the opportunity to access and complete quality education. The organization's education strategy for the 2025–2030 period focuses on eliminating barriers to education, especially for girls, and improving the quality of learning environments. This strategy is guided by the principles of equity, inclusivity, and sustainability, and is aligned with national education policies and global development goals.

One of the key components of CEF's education strategy is the improvement of educational infrastructure. CEF will work to construct and rehabilitate classrooms, latrines, and other essential facilities in schools across South Sudan. By providing safe and adequate learning spaces, CEF aims to create an environment where students can focus on their studies and thrive academically. Special attention will be given to the construction of gender-segregated latrines to ensure the privacy and dignity of girls, which is crucial for their continued attendance and participation in school.

In addition to infrastructure development, CEF will focus on increasing access to education for marginalized and vulnerable children. The organization will implement programs to provide school meals, uniforms, and scholastic materials to reduce the financial burden on families and encourage enrollment and retention. CEF will also support initiatives to eliminate school fees and other hidden costs that prevent children from attending school. By

addressing these financial barriers, CEF aims to ensure that no child is left behind due to economic constraints.

CEF recognizes that the quality of education is just as important as access. To improve the quality of learning, CEF will invest in teacher training and professional development. The organization will provide training for teachers on modern pedagogical techniques, inclusive education practices, and child protection. By equipping teachers with the skills and knowledge they need to deliver effective and engaging lessons, CEF aims to enhance the overall learning experience for students. Additionally, CEF will support the establishment of Parent Teacher Associations (PTAs) to strengthen school governance and promote community involvement in education.

Girls' education is a central focus of CEF's strategy. The organization will implement targeted interventions to address the specific barriers that girls face in accessing and completing education. These interventions include providing sanitary pads and menstrual hygiene education to reduce absenteeism, promoting gender-sensitive teaching practices, and conducting community awareness campaigns to challenge cultural norms that devalue girls' education. CEF will also work to create safe and supportive learning environments for girls by addressing issues such as gender-based violence and harassment in schools.

To further enhance the quality of education, CEF will explore the integration of digital learning tools and technologies. The organization will pilot e-learning programs in selected schools, providing students with access to digital resources and interactive learning platforms. This approach will not only enhance students' learning experiences but also prepare them for the digital economy and the future job market.

In addition to formal education, CEF will support non-formal and alternative education programs for out-of-school children and youth. These programs include Accelerated Learning Programs (ALPs) and vocational training, which provide flexible and relevant learning opportunities for those who have missed out on formal education. By offering alternative pathways to education, CEF aims to ensure that all children and youth have the chance to acquire the knowledge and skills they need to succeed in life.

Overall, CEF's education strategy for the 2025–2030 period is comprehensive and multifaceted, addressing both access and quality issues. Through targeted interventions, community engagement, and strategic partnerships, CEF is committed to creating an inclusive and equitable education system that empowers all children to reach their full potential. By investing in education, CEF is not only transforming individual lives but also contributing to the long-term development and stability of South Sudan.

Strategic Elements

- **Access and Retention:** Provide school meals and sanitary pads to reduce dropout rates.
- **Infrastructure:** Construct 25 classrooms and 20 latrines in schools.
- **Learning Materials:** Distribute 2,500 metric tons of scholastic materials including books, pens, and chalkboards.

- Teacher Development: Train 1,000 teachers and 300 Parent Teacher Associations (PTAs) on inclusive education and child protection.
- Digital Learning: Pilot e-learning programs in 10 schools with solar-powered tablets and offline content.

Expected Outcomes

- 150,000 children enrolled in school.
- 30,000 girls retained through secondary education.
- 50 schools equipped with adequate learning materials and infrastructure.

Goal 3: Every Household Thrives

Overview

Food insecurity remains a critical issue in South Sudan, affecting communities across the country. The ongoing conflict, climate change, economic instability, and widespread displacement have severely disrupted agricultural production and food supply systems. Many households face daily challenges in accessing sufficient, safe, and nutritious food, which has led to widespread malnutrition, particularly among children, pregnant and lactating women, and other vulnerable groups.

The Charity and Empowerment Foundation (CEF) recognizes that addressing food insecurity requires more than short-term relief. It demands a comprehensive and sustainable approach that empowers communities to become self-reliant and resilient. CEF is committed to promoting sustainable agriculture, supporting income-generating activities, and strengthening community resilience as part of its broader mission to improve livelihoods and reduce vulnerability.

To support agricultural development, CEF will provide farmers with essential inputs such as drought-resistant seeds, farming tools, and fertilizers. These resources will help improve crop yields and enhance resilience to climate-related shocks. Alongside the distribution of inputs, CEF will offer training and technical support to ensure that farmers adopt sustainable and climate-smart agricultural practices. This approach will not only boost food production but also protect the environment and preserve soil fertility for future generations.

In addition to supporting individual farmers, CEF will promote collective farming through the establishment of cooperative farms and fishery groups. These cooperatives will enable communities to share resources, access technical expertise, and benefit from economies of scale. By working together, farmers and fishers can improve productivity, reduce costs, and strengthen their bargaining power in local markets. CEF will provide ongoing support to ensure that these cooperatives are well-managed, inclusive, and sustainable.

Women's economic empowerment is a central pillar of CEF's food security strategy. The organization will provide agribusiness training and start-up kits to women, enabling them to launch and grow their own enterprises. These efforts will help women increase their incomes, support their families, and contribute to community development. By investing in

women's economic potential, CEF aims to promote gender equality and create more inclusive and resilient communities.

Financial inclusion is another key component of CEF's approach. The organization will support the formation of Village Savings and Loan Groups (VSLGs), which provide members with access to savings, credit, and insurance services. These groups will help individuals and families build financial security, invest in productive activities, and cope with unexpected expenses. CEF will also provide training in financial literacy and group management to ensure that VSLGs are effective and sustainable.

To ensure that farmers and entrepreneurs can sell their products and earn a fair income, CEF will work to improve market access. This includes facilitating connections between producers and buyers, supporting the development of local cooperatives, and leveraging mobile platforms to expand market reach. By strengthening value chains and improving access to market information, CEF will help communities increase their incomes and reduce post-harvest losses.

CEF's food security and livelihoods strategy is designed to be holistic and integrated, addressing the root causes of food insecurity while building the capacity of individuals and communities to thrive. Through targeted interventions, community engagement, and strategic partnerships, CEF aims to create lasting change and improve the well-being of those it serves. The organization envisions a future where all South Sudanese have access to sufficient, safe, and nutritious food, and where communities are empowered to lead their own development.

Strategic Elements

- **Agricultural Support:** Distribute drought-resistant seeds, tools, and fertilizers to 100,000 farmers.
- **Community Farming:** Establish 50 cooperative farms and 20 fishery groups.
- **Women's Empowerment:** Train 5,000 women in agribusiness and provide start-up kits.
- **Savings and Loans:** Form 100 Village Savings and Loan Groups (VSLGs) to promote financial inclusion.
- **Market Access:** Facilitate linkages between farmers and local markets through cooperatives and mobile platforms.

Expected Outcomes

- 2 million people achieve food security.
- 100 women-led businesses launched.
- 100,000 households increase agricultural productivity and income.

Goal 4: Clean and Safe Environment for All

Overview

Access to clean water and sanitation is essential for health and dignity. The Charity and Empowerment Foundation (CEF) is committed to expanding WASH (Water, Sanitation, and

Hygiene) infrastructure and promoting hygiene practices to improve the well-being of communities in South Sudan. CEF's comprehensive approach to WASH includes several key elements aimed at ensuring sustainable access to clean water, improving sanitation facilities, and fostering positive hygiene behaviors.

To address water scarcity and improve access to clean water, CEF will rehabilitate existing boreholes and install new ones in water-scarce areas. This initiative will ensure that communities have reliable sources of clean water for drinking, cooking, and other daily needs. By providing access to safe water, CEF aims to reduce the incidence of waterborne diseases and improve overall health outcomes.

In addition to improving water access, CEF will focus on enhancing sanitation facilities in schools and communities. The organization will construct gender-sensitive latrines and handwashing stations to ensure that all individuals, especially women and girls, have access to safe and private sanitation facilities. These efforts will contribute to improved hygiene practices and reduce the risk of sanitation-related illnesses.

CEF recognizes the importance of hygiene promotion in preventing disease and promoting health. The organization will train hygiene promoters and conduct mass awareness campaigns to educate communities about the importance of handwashing, safe water storage, and other key hygiene practices. By raising awareness and promoting behavior change, CEF aims to create a culture of hygiene that will have lasting benefits for community health.

Integrating WASH into school programs is another critical component of CEF's strategy. By providing clean water, sanitation facilities, and hygiene education in schools, CEF aims to reduce absenteeism and improve learning outcomes. Access to WASH facilities in schools will ensure that students, particularly girls, can attend school regularly and participate fully in their education.

Finally, CEF will support communities in safe waste disposal and environmental sanitation. Proper waste management is essential for preventing the spread of disease and maintaining a clean and healthy environment. CEF will work with communities to develop and implement waste management plans, promote recycling and composting, and ensure that waste is disposed of safely and sustainably.

Through these comprehensive and integrated WASH initiatives, CEF is committed to improving the health and dignity of communities in South Sudan. By addressing the root causes of water and sanitation challenges and promoting positive hygiene behaviors, CEF aims to create lasting change and build resilient communities that can thrive in the face of adversity.

Strategic Elements

- **Water Access:** Rehabilitate 100 boreholes and install 50 new ones in water-scarce areas.
- **Sanitation Facilities:** Construct 100 gender-sensitive latrines and 500 handwashing stations in schools and communities.

- Hygiene Promotion: Train 1,000 hygiene promoters and conduct mass awareness campaigns.
- School WASH: Integrate WASH into school programs to reduce absenteeism and improve learning.
- Waste Management: Support communities in safe waste disposal and environmental sanitation.

Expected Outcomes

- 2.5 million people access clean water and sanitation.
- 80% of target communities adopt safe hygiene practices.
- 70% reduction in waterborne diseases in intervention areas.

Goal 5: Every Person is Safe

Overview

Protection from violence and exploitation is a fundamental human right. The Charity and Empowerment Foundation (CEF) is dedicated to integrating protection across all its programs and promoting peaceful coexistence within communities. CEF's comprehensive approach to protection and peacebuilding includes several key elements aimed at safeguarding vulnerable individuals, particularly women and children, and fostering a culture of peace and respect for human rights.

Child protection is a central focus of CEF's strategy. The organization will establish child-friendly spaces where children can feel safe, play, and receive psychosocial support. These spaces will provide a nurturing environment for children who have experienced trauma, displacement, or violence. CEF will also support family reunification efforts to ensure that unaccompanied and separated children are reunited with their families and caregivers. By providing psychosocial support, CEF aims to help children heal from their experiences and build resilience.

Gender-based violence (GBV) prevention is another critical component of CEF's protection strategy. The organization will train community protection volunteers to identify and respond to cases of GBV, and run anti-GBV campaigns to raise awareness and challenge harmful norms and behaviors. These efforts will empower communities to take a stand against GBV and support survivors in accessing the services they need. CEF will also work to strengthen referral systems and ensure that survivors receive medical, legal, and psychosocial support.

Legal awareness is essential for protecting human rights and ensuring access to justice. CEF will educate communities about their rights, legal aid services, and reporting mechanisms for cases of violence and exploitation. By increasing legal awareness, CEF aims to empower individuals to advocate for their rights and seek justice when they are violated. This includes providing information on how to report cases of abuse and access support services.

Peacebuilding is a key element of CEF's approach to promoting peaceful coexistence. The organization will facilitate inter-community dialogues to address conflicts, build trust, and

promote reconciliation. These dialogues will provide a platform for community members to discuss their grievances, find common ground, and develop solutions to prevent future conflicts. CEF will also train youth in conflict resolution and peacebuilding skills, empowering them to become agents of change within their communities.

Creating safe spaces for women and children is another important aspect of CEF's protection strategy. The organization will work to establish safe learning and recreational environments where women and children can feel secure and supported. These spaces will provide opportunities for education, skill-building, and social interaction, helping to reduce vulnerability and promote empowerment.

In addition to these efforts, CEF will distribute dignity kits to women and adolescent girls. These kits, which include essential hygiene items such as sanitary pads, soap, and undergarments, are vital for maintaining personal hygiene and dignity, especially in emergency and displacement settings. The distribution of dignity kits will be accompanied by awareness sessions on menstrual hygiene management and women's health, ensuring that recipients are informed and supported.

Through these comprehensive and integrated protection and peacebuilding initiatives, CEF is committed to safeguarding the rights and well-being of vulnerable individuals and promoting a culture of peace and respect for human rights. By addressing the root causes of violence and exploitation and fostering positive community relationships, CEF aims to create lasting change and build resilient communities that can thrive in the face of adversity.

Strategic Elements

- **Child Protection:** Establish child-friendly spaces, support family reunification, and provide psychosocial support.
- **Gender-Based Violence (GBV):** Train community protection volunteers and run anti-GBV campaigns.
- **Legal Awareness:** Educate communities on human rights, legal aid, and reporting mechanisms.
- **Peacebuilding:** Facilitate 100 inter-community dialogues and train youth in conflict resolution.
- **Safe Spaces:** Create safe learning and recreational environments for children and women.

Expected Outcomes

- 3 million children and women protected from violence.
- 70% reduction in child marriage and GBV in target areas.
- 100 communities engaged in peacebuilding initiatives.

Goal 6: Every Person is Well-Nourished

Overview

Malnutrition is a silent emergency in South Sudan. The Charity and Empowerment Foundation (CEF) is committed to addressing both the immediate and underlying causes of

malnutrition through integrated interventions that improve the nutritional status of vulnerable populations. These include children under five, pregnant and lactating women, and other at-risk groups who are disproportionately affected by food insecurity, poor health services, and limited access to nutritious food.

To respond to acute malnutrition, CEF will implement Community-Based Management of Acute Malnutrition (CMAM) in health centers across its areas of operation. This approach enables early detection and treatment of malnourished individuals within their communities, reducing the need for hospitalization and ensuring that care is accessible and timely. By providing therapeutic foods and medical support, CEF aims to save lives and promote recovery among those suffering from severe and moderate acute malnutrition.

In addition to treatment, CEF will focus on prevention by providing essential micronutrients, deworming tablets, and fortified foods to vulnerable groups. These interventions are critical for preventing micronutrient deficiencies and supporting healthy growth and development. CEF will work closely with local health authorities and partners to ensure that these resources are distributed effectively and reach those most in need.

Nutrition education will be a key component of CEF's strategy. The organization will conduct cooking demonstrations and promote breastfeeding and complementary feeding practices to improve dietary diversity and infant nutrition. Caregivers will be educated on the importance of balanced diets and how to prepare nutritious meals using locally available ingredients. These efforts aim to empower families with the knowledge and skills needed to make informed decisions about their nutrition and health.

To support household food security and improve access to fresh produce, CEF will assist families in establishing kitchen gardens. These gardens will enable households to grow a variety of nutrient-rich crops, providing a sustainable and affordable source of food. CEF will provide training, seeds, and tools to help families set up and maintain their gardens, ensuring that they can meet their nutritional needs throughout the year.

CEF will also integrate nutrition into school meal programs to improve student attendance and learning outcomes. By providing nutritious meals in schools, CEF aims to address hunger and malnutrition, which are significant barriers to education. These programs will not only improve the health and well-being of students but also encourage regular school attendance and enhance their ability to concentrate and succeed academically.

Through these comprehensive and integrated nutrition interventions, CEF is committed to improving the health and well-being of communities in South Sudan. By addressing both the immediate and root causes of malnutrition, CEF aims to create lasting change and build resilient communities capable of sustaining their own nutritional needs.

Strategic Elements

- Screening and Treatment: Implement Community-Based Management of Acute Malnutrition (CMAM) in 50 health centers.

- **Supplementation:** Provide micronutrients, deworming tablets, and fortified foods to vulnerable groups.
- **Nutrition Education:** Conduct cooking demonstrations and promote breastfeeding and complementary feeding.
- **Kitchen Gardens:** Support 100,000 households to grow diverse, nutrient-rich crops.
- **School Feeding:** Integrate nutrition into school meal programs to improve attendance and learning.

Expected Outcomes

- 500,000 children under five screened and treated for malnutrition.
- 1 million people reached with nutrition education.
- 100,000 households adopt diversified diets and kitchen gardening.

Goal 7: Every Person Has Safe Shelter

Overview

Displacement due to conflict and climate shocks has left many families in South Sudan without adequate shelter or basic household necessities. The Charity and Empowerment Foundation (CEF) is committed to addressing these urgent needs by providing both emergency and transitional shelter solutions, along with essential non-food items, to support displaced and vulnerable populations. CEF's approach to SNFI is designed to uphold the dignity, safety, and resilience of affected communities through a combination of direct assistance, local engagement, and strategic coordination.

In emergency situations, CEF will distribute shelter kits that include essential items such as blankets, mats, and cooking sets. These kits are intended to provide immediate relief to families who have lost their homes and possessions, helping them to stabilize and meet their basic needs in the aftermath of displacement. By ensuring that affected households have access to these critical supplies, CEF aims to reduce vulnerability and support the recovery process.

To provide more durable solutions, CEF will construct transitional shelters using locally available materials and labor. These semi-permanent structures will offer displaced families a safer and more stable living environment while they work toward long-term recovery. By utilizing local resources and involving community members in the construction process, CEF promotes sustainability, cost-effectiveness, and a sense of ownership among beneficiaries.

Community participation is a cornerstone of CEF's shelter strategy. The organization will train individuals in safe and resilient shelter construction techniques, equipping them with the skills needed to build and maintain their own homes. This training will focus on practical, context-appropriate methods that enhance the durability of shelters and reduce exposure to environmental hazards. Through this capacity-building approach, CEF aims to empower communities to take an active role in their own recovery and resilience.

Effective coordination is essential to the success of SNFI interventions. CEF will work closely with humanitarian clusters and other partners to ensure that shelter and non-food item responses are timely, well-targeted, and aligned with broader humanitarian efforts. This collaboration will help avoid duplication, optimize resource use, and ensure that assistance reaches those who need it most.

To further enhance the impact of its SNFI programs, CEF will use geographic information systems (GIS) and community-based data to conduct vulnerability mapping. This data-driven approach will enable the organization to identify high-risk populations and prioritize interventions based on need. By leveraging technology and local knowledge, CEF can ensure that its resources are deployed efficiently and equitably.

Through these integrated and community-centered SNFI initiatives, CEF is committed to improving the living conditions of displaced families and building the resilience of communities affected by conflict and climate-related disasters. By addressing both immediate needs and long-term challenges, CEF aims to support the recovery and dignity of those most affected and contribute to the broader goal of sustainable development in South Sudan.

Strategic Elements

- **Emergency Response:** Distribute shelter kits, blankets, mats, and cooking sets to displaced families.
- **Transitional Housing:** Construct 10,000 semi-permanent shelters using local materials and labor.
- **Community Training:** Train 50,000 people in safe and resilient shelter construction.
- **Coordination:** Work with humanitarian clusters to ensure timely and coordinated SNFI responses.
- **Vulnerability Mapping:** Use GIS and community data to identify and prioritize high-risk populations.

Expected Outcomes

- 100,000 households receive emergency shelter and NFIs.
- 10,000 transitional shelters constructed.
- 50,000 people trained in safe shelter practices.

5. Cross-Cutting Themes

Overview

Cross-cutting themes are integral to the Charity and Empowerment Foundation's (CEF) strategic approach, ensuring that all programs are inclusive, sustainable, and forward-looking. Gender equality is a fundamental principle that underpins all of CEF's initiatives. The organization is committed to prioritizing women and girls in every program, recognizing their unique challenges and potential as agents of change. By promoting gender-sensitive approaches and empowering women and girls, CEF aims to create more equitable and resilient communities.

Climate resilience is another critical theme that informs CEF's work. The organization will promote sustainable agriculture and water use practices to help communities adapt to climate change and mitigate its impacts. By supporting environmentally friendly farming techniques and efficient water management, CEF seeks to enhance food security, protect natural resources, and build the capacity of communities to withstand environmental shocks.

Youth empowerment is central to CEF's vision for sustainable development. The organization will engage young people in leadership roles and innovation, providing them with the skills, opportunities, and support needed to drive positive change. By fostering youth participation and leadership, CEF aims to harness the energy and creativity of the younger generation to address pressing challenges and build a brighter future.

Digital transformation is a key strategy for enhancing the effectiveness and reach of CEF's programs. The organization will integrate technology into education and health initiatives, leveraging digital tools to improve access to information, services, and learning opportunities. By embracing digital innovation, CEF aims to bridge gaps, increase efficiency, and empower communities with the knowledge and resources they need to thrive in the digital age.

Through these cross-cutting themes, CEF is committed to creating inclusive, sustainable, and impactful programs that address the diverse needs of the communities it serves. By prioritizing gender equality, promoting climate resilience, empowering youth, and embracing digital transformation, CEF aims to build a more just, equitable, and resilient South Sudan.

Strategic Elements

- Gender Equality: All programs will prioritize women and girls.
- Climate Resilience: Promote sustainable agriculture and water use.
- Youth Empowerment: Engage youth in leadership and innovation.
- Digital Transformation: Integrate technology in education and health.

6. Monitoring, Evaluation, Accountability, and Learning (MEAL)

Overview

Monitoring, Evaluation, Accountability, and Learning (MEAL) are critical components of the Charity and Empowerment Foundation's (CEF) strategic approach to ensuring program effectiveness, accountability, and continuous improvement. CEF is committed to developing a centralized MEL system that will serve as the backbone for tracking progress, measuring impact, and informing decision-making across all program areas. This system will integrate data collection, analysis, and reporting processes to provide a comprehensive and real-time view of program performance.

To ensure that its interventions are responsive and impactful, CEF will conduct annual impact assessments. These assessments will evaluate the relevance, efficiency, effectiveness, and sustainability of CEF's programs, offering valuable insights into what is working well and where adjustments are needed. The findings will guide strategic planning and resource

allocation, ensuring that programs remain aligned with community needs and organizational goals.

Real-time data will be a cornerstone of CEF's adaptive programming model. By leveraging digital tools and data analytics, CEF will monitor implementation progress continuously and make timely adjustments to improve outcomes. This dynamic approach will enable the organization to respond quickly to emerging challenges and opportunities, enhancing the relevance and responsiveness of its interventions.

In addition to internal learning, CEF is committed to transparency and knowledge sharing. The organization will regularly disseminate findings, lessons learned, and best practices to stakeholders, including donors, partners, and community members. This open exchange of information will foster collaboration, build trust, and contribute to the broader development community's efforts to address complex challenges in South Sudan.

Through the development of a centralized MEAL system, the conduct of regular impact assessments, the use of real-time data for adaptive programming, and the sharing of learning with stakeholders and communities, CEF aims to strengthen its accountability and effectiveness. These efforts will ensure that CEF's programs deliver meaningful and measurable results, ultimately contributing to the empowerment and resilience of the communities it serves.

Strategic Elements

- Develop a centralized MEAL system.
- Conduct annual impact assessments.
- Use real-time data for adaptive programming.
- Share learning with stakeholders and communities.

7. Funding and Sustainability

Overview

Funding and sustainability are critical to the success and longevity of the Charity and Empowerment Foundation (CEF)'s programs. To ensure the continued impact and growth of its initiatives, CEF will diversify its funding sources through strategic partnerships, community-based fundraising, social enterprise initiatives, and digital crowdfunding platforms. This multifaceted approach will provide a robust financial foundation that supports the organization's mission and enables it to respond effectively to emerging needs and opportunities.

Strategic partnerships with donors and international non-governmental organizations (INGOs) will be a cornerstone of CEF's funding strategy. By collaborating with established donors and INGOs, CEF can leverage their expertise, resources, and networks to enhance program delivery and achieve greater impact. These partnerships will also facilitate knowledge sharing and capacity building, strengthening CEF's ability to implement high-quality interventions and scale successful models.

Community-based fundraising and diaspora engagement will play a vital role in mobilizing local support and fostering a sense of ownership among beneficiaries. CEF will organize fundraising events, campaigns, and initiatives that encourage community members to contribute to the organization's work. Additionally, CEF will engage the South Sudanese diaspora, tapping into their commitment to their homeland and encouraging them to support development efforts through financial contributions and advocacy.

Social enterprise initiatives, such as seed banks and training centers, will provide sustainable income streams that support CEF's programs. These enterprises will not only generate revenue but also create employment opportunities and build local capacity. By investing in social enterprises, CEF aims to promote self-reliance and economic resilience within communities, ensuring that development gains are sustained over the long term.

Digital crowdfunding platforms will offer an innovative and accessible way to raise funds from a global audience. CEF will leverage online platforms to reach potential donors, share compelling stories, and secure financial support for specific projects and initiatives. This approach will enable CEF to diversify its donor base and engage supporters who may not be reached through traditional fundraising methods.

To achieve its ambitious goals, CEF has set a funding target of \$5 million over the next five years. This target reflects the organization's commitment to expanding its reach, deepening its impact, and ensuring the sustainability of its programs. By implementing a comprehensive and diversified funding strategy, CEF aims to build a resilient financial foundation that supports its mission and empowers communities to thrive.

Strategic Elements

- Strategic partnerships with donors and INGOs.
- Community-based fundraising and diaspora engagement.
- Social enterprise initiatives (e.g., seed banks, training centers).
- Digital crowdfunding platforms.

Funding Target: \$5 million over 5 years.

8. Conclusion

The 2025–2030 Strategic Plan positions the Charity and Empowerment Foundation (CEF) to significantly scale its impact, deepen community engagement, and contribute meaningfully to building a resilient, equitable future for South Sudan. This plan reflects a bold vision rooted in the realities of the communities CEF serves and is guided by a commitment to inclusive development, sustainability, and transformative change. It outlines a clear roadmap for addressing the most pressing challenges facing vulnerable populations while leveraging opportunities for innovation, collaboration, and growth.

Through this strategic framework, CEF reaffirms its dedication to empowering individuals and communities by delivering integrated, people-centered programs that address health, education, food security, protection, and environmental sustainability. The organization's

approach is grounded in evidence, informed by experience, and driven by the voices of those it serves. By aligning its efforts with national priorities and global development goals, CEF aims to contribute to a more just and prosperous society where every person has the opportunity to thrive.

Collaboration will remain central to CEF's work. The organization will continue to build strong partnerships with government institutions, international and local NGOs, donors, and community stakeholders to maximize impact and ensure that interventions are responsive and sustainable. Innovation will be embraced as a tool for problem-solving and progress, with CEF investing in new technologies, approaches, and ideas that enhance program effectiveness and reach. Accountability will be upheld through robust monitoring, evaluation, and learning systems that ensure transparency, measure results, and foster continuous improvement.

As CEF moves forward, it will remain a beacon of hope and empowerment for the people of South Sudan. With a clear strategic direction, a dedicated team, and the trust of the communities it serves, CEF is well-positioned to lead transformative change and build a future defined by dignity, opportunity, and resilience.