CIVIL SOCIETY COALITION ON NATURAL RESOURCES



Strategic Plan 2019 – 2021

February 2019

FORWORD

On September 12, 2018, South Sudan's warring parties and stakeholders signed the Revitalized Peace Agreement after nearly fifteen months of protracted negotiations. The Revitalized Agreement comes in the backdrop of prolonged civil war that engulfed the world's newest nation since 2013 after political disagreement among the elites of the Sudan People's Liberation Movement (SPLM). This new Revitalized Peace Agreement intends to end the December 2013 and July 2016 crises, and gives renewed hopes to South Sudanese citizens who are anxiously waiting to return to their homes, begin reconstruction, and restart a normal life.

South Sudan is blessed with several natural resources but has remained largely underdeveloped and unutilized due to decades of civil conflicts, marginalization and weak investment policies. Before independence in 2011, successive Governments of Sudan centralized the management of natural resources with limited participation of affected communities and civil society. This has to greater extent catalyzed civil wars and calls for autonomy in the south.

However, since the autonomous rule and subsequently independence of South Sudan from Sudan in 2011, nothing much has changed in terms of natural resource development, management and utilization of revenues to benefit the citizens. The oil supports 98% of the government's annual budget but the revenues from oil has not been used to diversify the economy to create jobs, address the economic hardships or develop infrastructure. Equally, the civil society and the public in general has remained sidelined in discussions on investments in the natural resources sector despite the presence of legal frameworks that empower civil society and the communities to be involved in every transaction processes. The Petroleum Act, 2012, Interim Constitution of South Sudan (as amended) and the Revitalized Peace Agreement provide mechanisms for devolution of revenues from oil sales to communities and States but this is yet to be fully implemented to generate the required impact in socio-economic transformation of communities.

This Strategic Plan aims to jump-start public involvement and participation in natural resources management as well as utilization of revenues. It aims to strengthen engagement and advocacy by civil society to ensure environmental protection and mitigation of hazards on population, environment and wildlife. The Civil Society Coalition on Natural Resources (CSCNR) is an initiative of various advocacy groups and trade unions that work together to influence policy and activities in the natural resource sector. The CSCNR was formed in July 2018 with principle aim of ensuring South Sudan's natural resources are exploited, and its revenues benefit the communities. CSCNR intends to become the leading broad-based network of organizations to better support advocacy efforts on natural resources in the Republic of South Sudan. The Revitalized Agreement in Chapter Four on Economic, Resource and Finance Management has emboldened the calls for increased transparency, accountability and public participation in the sector. This is a massive opportunity for the civil society to claim their space and become active players in this process.

This Strategic Plan was developed by the Coalition of Civil Society on Natural Resources with technical support from the Institute of Social Policy and Research with funding and guidance from the Norwegian People's Aid (NPA)'s Oil for Development Project.

CSCNR

National Steering Committee

LIST OF ACRONYMS

ARCSS	Agreement on the Resolution of the Conflict in the Republic of South Sudan
AU	African Union
BOSS	Bank of South Sudan
CNPC	China National Corporation Petroleum Company (CNPC)
CPA	Comprehensive Peace Agreement
CSCNR	Civil Society Coalition on Natural Resources
EFMA	Economic and Financial Management Authority
INGO	International Non-Governmental Organizations
MOEFP	Ministry of Finance and Economic Planning
NPA	Norwegian People's Aid
NRA	National Revenue Authority
PFM	Public Finance Management
R-ARCSS	Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan
RTGONU	Revitalized Transitional Government of National Unity
SPLM –IO	Sudan People's Liberation Movement in Opposition
SPLM	Sudan People's Liberation Movement
TGONU	Transitional Government of National Unity
UNSC	United Nations Security Council

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EXECUTIVE SUMMARY

The Civil Society Coalition on Natural Resources (CSCNR) is an initiative of various advocacy groups and trade unions that works together to influence policy and activities in the natural resource sector. The CSCNR was formed in July 2018 with an objective to ensure South Sudan's natural resources are explored, developed and its revenues benefit the communities. CSCNR intends to constitute a broad-based network of organizations to better support advocacy efforts on natural resources in the Republic of South Sudan. The objectives of establishing this Coalition is:

- To create a forum in which the civil society can share information, plan and strategize together for purposes of conducting joint advocacy and engagement with government agencies, private sector and the media for effective management of natural resources.
- To maximize the Coalition's potential to increase public knowledge and inform an ever-widening constituency of stakeholders on the challenges and opportunities presented by natural resources investment and development.
- To strengthen capacity and build expertise across relevant advocacy areas among civil society to influence productive development and investment in the natural resources sector at national and regional level.
- To lobby and advocate for transparent and accountable management of revenues from natural resources to benefit the people of South Sudan.

This strategic plan provides various non-profit making civil society organizations, alliances and trade unions with the framework to influence natural resources development policy as well as the economic and investment policies in South Sudan. It is premised on the principle that seeks to nurture the capacity of non-state actors to effectively get engaged and participate in managing natural resources. The plan also provides strategic thinking for civil society to coordinate, build coalitions to network, and take advantage of their expertise to hold the government and private sector investors accountable to the communities and ensure natural resources benefit the citizenry.

The goal of this strategic plan is **to increase transparency, accountability and public participation in natural resources management that leads to effective and efficient utilization of revenues to benefit the South Sudanese people.** And the strategic objectives include:

- To increase transparency, public participation, oversight, and access to information in the natural resources sector and government budgeting processes.
- To monitor, support, and promote civil society and public participation in the full implementation of the Chapter Four on Resource, Economic and Finance Management of the Agreement on the Resolution of the Conflict in South Sudan (ARCSS).

- To nurture and strengthen local research and analysis capacity on social and economic policies that support evidence-based advocacy for civil society and planning by government institutions.
- To monitor implementation of the South Sudan's Petroleum Health, Safety and Environmental Management System and Plan (HSE) Regulation 2015 to ensure compliance and mitigate health hazards.
- To lobby and advocate for responsible business and investment practices where investors take responsibilities for negative externalities as results of their businesses activities.

This strategic plan is divided into three major pillars to facilitate its coherent implementation process and upon which, its success will be measured. The pillars include:

Pillar One:
Capacity building of the civil society actors. This pillar will focus on strengthening the internal capacity of the civil society actors to be more effective and knowledgeable in their advocacy and community-level activities.

Pillar Two:
Access to public information in regards to natural resources contracts, income, budgets and expenditures. The second pillar intends to lobby and engage government entities to ensure transparent management of natural resources. It aims to encourage government to implement the necessary provisions in the existing legal frameworks that guarantees the public unhindered access to information on contracts or transactions related to natural resources investments. It further seeks to strengthen inclusivity and participation of civil society actors and communities in decision-making processes. This pillar enhances the civil society role, participation and involvement in key policy decision making processes through sustained engagement with public and private sectors actors.

Pillar Three:
Increasing grant portfolio or funding opportunities for the civil society actors to support advocacy efforts and conduct awareness on natural resources management and investments in communities. The pillar focuses on raising the required resources to enable the successful implementation of this strategic plan as well as individual civil society activities at all levels.

PART ONE: CONTEXTUAL ANALYSIS

Introduction

This section analyzes the context of South Sudan. It expounds on the social, political and economic environment, and provide background information to the Coalition of Civil Society on Natural Resources.

Background of Civil Society Coalition on Natural Resources

The Civil Society Coalition on Natural Resources (CSCNR) is a formation of 15 civil society organizations including the trade union of petroleum and mine workers in South Sudan. The Coalition was formed in 2018 shortly after civil society groups were trained on the petroleum laws and regulations in South Sudan. The aim of the Coalition is to amplify advocacy efforts, share information and exploit the diverse expertise of civil society actors. The Coalition aims to influence sustainable development, exploration and utilization of revenues from natural resources to benefit the citizens. The CSCNR members have signed charter and memorandum of understanding among its membership that clearly outline the obligation of the members. The charter provides the governance structure of the Coalition from the national to subnational level.

Our Mandate, Functions and Roles

The core mandate and roles of the CSCNR include;

- To create a forum in which the civil society actors can share information, plan and strategize together for purposes of conducting joint advocacy and engagement with government agencies, private sector and the media for effective management of natural resources.
- To maximize the Coalition's potential to increase public knowledge and inform an ever-widening constituency of stakeholders on the challenges and opportunities presented by natural resources investment and development.
- To strengthen capacity and build expertise across relevant advocacy areas among civil society to influence productive development and investment in the natural resources sector at national and regional levels.
- To lobby and advocate for transparent and accountable management of revenues from natural resources to benefit the people of South Sudan.

Strategic Planning Process

This strategic plan was developed after extensive consultations among civil society organizations in and outside the country. As part of the process, three workshops that include; training of trainers on the key provisions of the South Sudan Petroleum Laws & Regulations in July 2018; the South Sudan Civil Society Forum strategy meeting held in September 2018 in Nairobi, Kenya and the CSCNR strategy meeting conducted in October 2018 in Juba, South Sudan, shaped this document. During these consultations, civil society leaders brainstormed on the need to form CSCNR, develop a roadmap for advocacy on natural resources sector investment and the need to unify efforts to increase civil society participation in public finance monitoring specifically linked to chapter four of the Revitalized Peace Agreement.

Political, Social and Economic Context

Political situation

South Sudan gained its independence in 2011, but political tensions in the SPLM leadership, exacerbated by poor service delivery, historical social injustices, increased poverty among citizens and ineffectiveness of the government to deliver its promises characterize the post-independence period. Furthermore, the SPLM party did little to consolidate its vision and source of legitimacy to drive economic growth and political stability as promised over the years. This lack of common vision among the party leadership generated renewed political rivalry that escalated into full blown civil war in 2013. South Sudan has been fragile and prone to conflict; the government since 2005 did not build institutional capacity to cultivate the spirit of accountability, reinforce the rule of law and implement economic programs that could create a self-reliant country and foster social inclusion of youth, women, and minority communities. Despite the signing of a peace deal in August 2015 to put the country back on the road of security and stability, due to the persistent political bickering and rising tension, violence erupted again between the SPLA and the SPLA-IO in Juba and other areas in July 2016. This led to the deaths of hundreds of people and displacement of thousands. Consequently, the economy collapsed as government directed significant budget expenditures towards curtailing the spiraling civil war.

In 2017, since the ARCSS failed to stabilize the country, regional leaders initiated the High-level Revitalization Forum (HLRF) to reunite the parties and reinvigorate the agreement. After more than fifteen months of intense negotiations, in September 2018, the government and opposition groups including armed and unarmed signed the Revitalized Agreement in Addis Ababa, Ethiopia. The agreement remains contested by other opposition groups while the international community remains skeptical of the political leaders' will and commitment to implement this new deal. Despite the flaws in the new agreement, it provides another opportunity to stabilize the country. The Revitalized Agreement also recognizes the need to build institutions, anchor the rule of law and strengthen inclusivity of the citizens in the governance process.

Governance Structure

South Sudan is administered through a decentralized system structured into National, State, and Local Government (County, Payam, and Boma). The Boma Council is the smallest managerial and administrative unit made up of villages. Before the independence in 2011, the country was divided into ten states from the verifiable three territories of Greater Bahr El Ghazal, Greater Equatorial, and Greater Upper Nile. In the aftermath of the ARCSS, through Presidential Decree, in October 2, 2015, the nation was restructured, expanding the number of states from 10 to 28 and later to 32. By April 2018, more counties were established by either the President or Governors, expanding the number from 79 counties to more than 200.

There are no reasons for the establishment of the new states and the manner of the formation was poorly managed that it has created more land and border conflicts in the communities. For example, in the Upper Nile region, the new states creation is challenged as a result of redrawing of borders that appears to support certain ethic group to the drawback of others. Similarly, the new states led to significant loss of revenues and jobs resulting from the autonomy of the states from others. For example, Terekeka as a different state currently has constrained access to additional wages or revenues from the capital Juba that presently falls in a different state. The additional states are likewise straightforwardly connected with a further breakdown in fundamental administrations. Some public servants like teachers or health workers moved away to where they originate from as opposed to remaining in the new state with alternate ethnic strength. This all puts an additional strain on ordinary citizens. It is compelled to favor one side, bringing about more clashes to separate the populace and less essential administration.

Economic Situation

South Sudan's economy is characterized by a low household income and largely oil revenue dependent. The nation's oil revenues, when working at full capacity, contribute 98% of South Sudan's GDP. Outside the oil area, jobs are portrayed in low efficiency, subsistence horticulture and pastoralism, which represent less than

15 percent of GDP and yet connect around 80 percent of the populace. In the country regions, subsistence agribusiness makes the biggest rural economy. Nonetheless, food production is inadequate even before the beginning of the 2013 civil war. Just the Greenbelt region of Western Equatorial has surplus of food productivity; while every single other state is food insufficient. In spite of the fact that the nation has enough arable land, just 5 percent is exploited. There is no cutting edge farming and industry. The administration division is embryonic and packed in the capital Juba.

South Sudan's reliance on oil in the current war setting and low world market process achieves negative monetary related ramifications. Net oil trade receipts have dwindled in the previous years, because of lower world market prices and high pipeline charges levied by Khartoum to transport the oil to the Red Sea port. The monetary bonus that came about because of the high oil revenues and production has to a great extent been wasted by the political elite with no results to show for it. No income savings have been produced during the great years. The administration stays for practically 100% reliant on oil incomes to back its spending. Proceeded with low world market prices for oil and decreased production because of the conflict, the government income in the medium term does not look great. Moreover, military consumption has expanded because of the 2013 conflict, further diminishing the accessibility of assets for administration delivery and capital spending on much required economic sectors.

Social Cohesion

The South Sudanese society is ethnically diverse. It has in excess of 60 ethnic groups and nearly 600 sub-ethnic groups which are subdivided into autonomous clans, factions, and genealogies. Amid the North-South clash which ended with the 2005 Comprehensive Peace Agreement. In the past, South Sudan's different ethnic groups joined hands together against a shared adversary under the flag of the Sudan Liberation Movement/Army (SPLM/A). Discovering solidarity crosswise over ethnic divisions, be that as it may, demonstrated troublesome notwithstanding the progress toward independence. More than once the SPLM/A authority had fall-outs on ethnic lines, prompting a formal split of the development in the Dinka-commanded SPLM/A and the Nuer-overwhelmed SPLA-United in 1991. In resulting years, the SPLA-United was divided further, however in 2003 all groups re-joined with the SPLM/A mainstream. Be that as it may, a united South Sudanese identity based on a common history, dialect and culture, was never made thus the ethnic fragility of the country. Following the post-independent civil war that has put ethnic group against each other, heinous crimes and destruction of properties carried out, the social fabric of communities in South Sudan has been badly ruined. The need for reconciliation and healing remains a long way even with efforts from the government through the national dialogue and the church led reconciliation and healing programs.

South Sudan's Untapped Wealth

South Sudan is among the richest countries in Africa, blessed with varieties of natural resources. The country has vast prime agricultural land and one of the largest populations of pastoralists in the world. The country is endowed with the longest river in Africa – the River Nile whose many tributaries provide the largest fresh wetlands in the world – the Sudd. The country, also, possesses some of the largest natural resources such as petroleum, iron ore, copper, chromium ore, zinc, tungsten, mica, silver, gold, uranium, and hydropower. Despite this huge natural resource potential, the country economy depends largely on oil production. Its rural population which makes up 83% practice subsistence farming produce crops such as groundnuts, sorghum, millet, cassava, banana, papaya, sesame, and potatoes.

Petroleum

South Sudan has an estimated 1.5 billion[1] of confirmed oil reserves. But the country's petroleum sector remains largely underdeveloped with considerable undiscovered amount of reserves underground due to prolonged

[1] https://fortuneofafrica.com/southsudan/oil-and-gas-reserves-in-south-sudan-2/

civil wars. Oil exploration[2] in the then Sudan was first initiated by Italy's Agip, France Total, and Dutch Shell oil companies in the red sea region but they were not successful in their exploration efforts. After the end of the first civil war in 1972, the American oil company Chevron was granted concession in the southern regions of Sudan. The first oil fields in South Sudan were discovered in the region of Bentiu but Chevron suspended its operations in February 1984 as the second civil war erupted in South Sudan in 1983. In the year 1994, the Canadian Arakis Energy Corporation started operations in the Sudan oil industry. In 1996, Arakis sold 75% of its shares to the China National Corporation Petroleum Company (CNPC). After independence by 2011, South Sudan withheld more than 75% of the total oil reserves of the previous Sudan. But the country remains and still is in need of oil infrastructures facilities, and ports, in order to export its crude oil to the international market. Before the 2013 crises, South Sudan has begun refinery construction projects in Unity and Upper Nile regions. This is expected to be completed once peace and security stability allow. The current oil production rate is at 235,000 barrels per day after the resumption of oil production in the Unity region.

Minerals

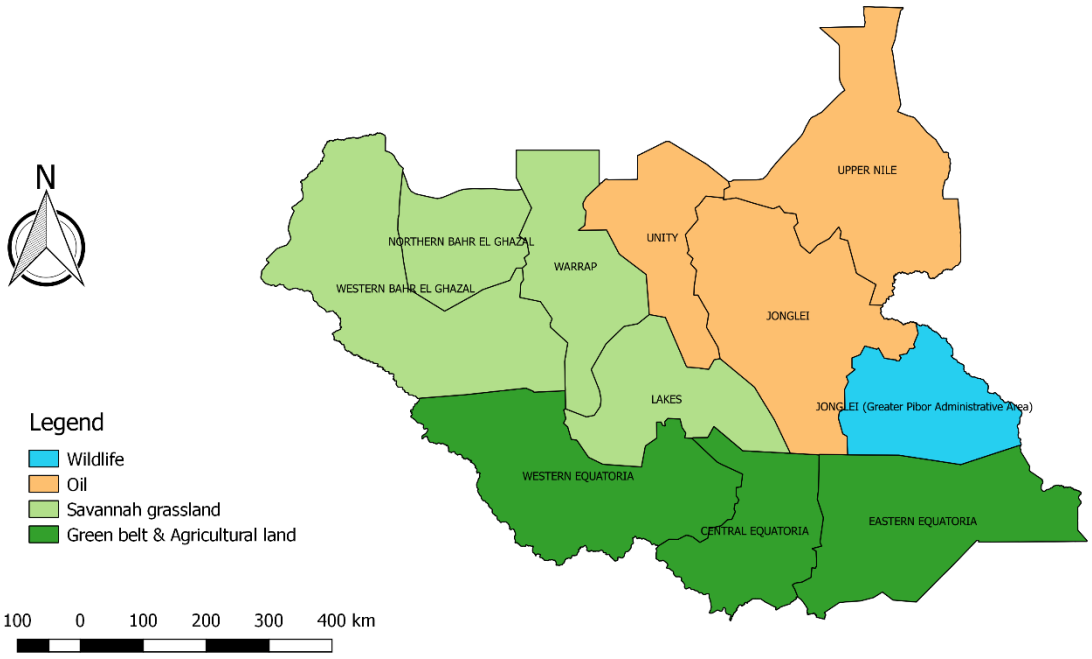
Gold mining began in the late 1970s, a mineral exploration[3] programme into metallic, radioactive, and industrial minerals took place throughout an area of 25,000 square kilometers in the region of the Central, Eastern Equatorial, and Jonglei in Jebel Boma. Gold prospect has been undertaken since 2008 in Luri area under a contract with Gold and Consolidated Minerals and Energy Resource Investment Company Equator Gold, a British company. Gold is extracted by artisanal miners at Nanakanek. Gold, copper, lead, zinc, nickel, marble, and various rare earth minerals were discovered but the quantification was not done. Prospects for diamonds, gold, chromite, copper, uranium, manganese, aluminum, tangista, zinc, and iron ore are optimistic. Yet in South Sudan extraction has not started, even large part of civil population is not aware of these minerals, therefore, their less attention from the government, to utilize and developing relevant strategies for the extraction is paramount. This sector presents a massive investment opportunity, yet untapped.

Wetlands, Wildlife and Forests

South Sudan possesses the world's second-largest land mammal migration[4], including species of global importance, such as elephant, giraffe, lion, and hippopotamus. The total area under protection is around 143,000 km^2 (55,000 sq. mi) spread over 23 protected areas which account for 15% of the South Sudanese territory. The largest protected area is the Sudd Wetland, which is an important bird life area covering 57,000 km2 (22,000 sq. mi). It is also a Ramsar Site with over 400 bird species, 100 mammal species, and 100 fish species. Wildlife is one of the most important and untapped natural resource in South Sudan which can attract huge returns on investment if effectively managed. It can also potentially contribute to the GDP in terms of funding to the government if it is well managed, through tourism.

[2] https://www.hrw.org/reports/2003/sudan1103/10.htm
[3] Geology and Mineral Investment Opportunities in South Sudan by Dr. Andu Ezbon Adde
[4] http://theconversation.com/south-sudans-humanitarian-crisis-wildlife-is-also-in-the-firing-line-63064

Map showing distribution of South Sudan Natural Resources



Agricultural Land

South Sudan's agricultural sector has greater potential than the most cherished oil and mining sectors. The country has diverse agro-ecological conditions that can support various and vast crop production. Research has shown that up to 34 different varieties of crops can be cultivated in the region. It is estimated that the current crop value production in the country sum up to US $600million, cumulatively with the livestock industry, it is about US $800million. But this is very low in contrast with its neighbors and its considerable value of 2.7 million hectares of cropland. About 80 percent of the country's total land area is classified as under climatic conditions that is considered to be suitable for agriculture. Also, this implies that the massive chunk of land is still under natural vegetation that can reduce the cost of fertilization. Despite this enormous land resource, only 5%[5] of the total agricultural land is utilized for subsistence farming. The coalition estimates that the Government of South Sudan is losing about 6 billion dollars annually in this sector considering that only 5% of arable land is exploited at present rate.

Animals and fisheries sector is one of the fastest growing sectors of South Sudan with livestock and fisheries sub-sectors contributing 5% annually to improvements in food security, household income, job creation, and the national Gross Domestic Product (GDP). The animals sub-sector includes cattle, goats, pigs, sheep and poultry. South Sudan is endowed with considerable inland fishery resources centered on River Nile, its tributaries, swamps and other wetlands including the Sudd, which is the largest wetland in Africa averaging over 30,000 km^2, all of which support enormous aquatic resources. The current annual fish catch is however estimated at around 30,000. The country has the potential for fish catch up to 300,000 tons per year.

[5] https://fortuneofafrica.com/southsudan/agricultural-land-in-south-sudan/

The country has the sixth biggest herd in Africa; 11.7 million cattle, 12.3million sheep, and 12.6million goats, and the national cattle herd structure is 70% female with an estimated asset value of SSP. 7.0 billion[6]. Livestock and livestock products demand and total consumption stands at 173,000 cattle, 973,000 goats and 633,000 sheep. Over 95% of this demand is met through domestic supply. Fish, livestock, Land etc. are viable natural resources that can contribute into the economics of South Sudan if the policy of regulating and developing this sector are put in place by the Government with the help from the developmental agencies in the country, if all this wealth is recognized by the government as sources of income to the country's GDP, South Sudan will be a better place in Africa and the question of being poor shall be history.

[6] http://www.ipsnews.net/2014/05/south-sudans-livestock-outnumbering-people-ruining-environment/

PART TWO: OUR STRATEGIC FOCUS

Introduction

This chapter describes the strategic focus of the Civil Society Coalition on Natural Resources and its theory of change. It also narrates the vision, mission, core values, strategic goal, strategic objectives, advocacy strategies and key activities that CSCNR will undertake to achieve its goal.

Our Theory of Change

CSCNR posits that logic or outcome models have to be developed considering close relationship between inputs and results. Therefore, the CSCNR does not believe in miracle, rather in well-coordinated, measurable, realistic, and achievable actions. This is possible through the capacity development and empowerment of the end users of the natural resources of South Sudan. CSCNR assumes that:

If civil society capacity is strengthened to positively influence natural resources policies, monitor economic reforms in the R-ARCSS and empower communities to demand for their social rights, then negative environmental impact will be mitigated and revenue generated from the natural resources shall be utilized in a transparent and accountable manner that addresses the needs of the citizens.

Our Corporate Statements

Vision

A South Sudan where all the citizens equitably benefit from its natural resources.

Mission

To promote sustainable, transparent, and accountable natural resources management that benefits the South Sudanese people through empowering communities and positively influencing policies.

Core Values

Transparency – the Civil Society coalition on Natural Resources will adhere to the highest level of transparency in managing its membership affairs as well as the implementation of its programs.

Neutrality and Impartiality – the coalition cherishes neutrality and impartiality in its conduct of advocacy and lobby at all levels. CSCNR activities and operations will remain independent from any sort of influence.

Service – the Coalition is motivated and committed to give back to the communities where it works. Our investment interest is driven by our passion to support the communities.

Voluntarism and Collective Action – the Coalition values the spirit of voluntarism and is motivated to serve the communities with or without financial benefit. It will promote teamwork among its members.

Accountability – the Coalition shall be accountable to the communities and its partners.

Our Strategic Goal

Increase transparency, accountability and public participation in natural resources management that leads to effective and efficient utilization of revenues to benefit the South Sudanese people.

Strategic Objectives

- To increase transparency, public participation, oversight, and access to information in the natural resources sector and government budgeting processes.
- To monitor, support, and promote civil society and public participation in the full implementation of the Chapter Four on Resource, Economic and Finance Management of the Agreement on the Resolution of the Conflict in South Sudan (ARCSS).
- To nurture and strengthen local research and analysis capacity on social and economic policies that support evidence-based advocacy for civil society and planning by government institutions.
- To monitor implementation of the South Sudan's Petroleum Health, Safety and Environmental Management System and Plan (HSE) Regulation 2015 to ensure compliance and mitigate health hazards.
- To lobby and advocate for responsible business and investment practices where investors take responsibilities for negative externalities as results of their businesses activities.

Our Strategic Pillars

The following pillars will enable the Coalition to achieve its strategic goal and objectives and upon which its success will be measured. The pillars include:

Pillar One:

Capacity building of the civil society actors. This pillar will focus on strengthening the internal capacity of the civil society to be more effective and knowledgeable in their advocacy and community-level activities.

Pillar Two:

Access to public information in regards to natural resources contracts, income, budgets and expenditures. The second pillar intends to lobby and engage government entities to ensure transparent management of natural resources. It aims to encourage government to implement the necessary provisions in the existing legal frameworks that guarantees the public unhindered access to information on contracts or transactions related to natural resources investments. It further seeks to strengthen inclusivity and participation of civil society actors and communities in decision-making processes. This pillar enhances the civil society role, participation and involvement in key policy decision making processes through sustained engagement with public and private sectors.

Pillar Three:

Increasing grant portfolio or funding opportunities for the civil society to support advocacy efforts and conduct awareness on natural resources management and investments in communities. The pillar focuses on raising the required resources to enable the successful implementation of this strategic plan as well as individual civil society activities at all levels.

Expected Outcomes

Outcome 1: *Improved capacity of the Coalition Members to effectively influence policy decisions at the national and subnational levels on natural resources investment and development.*

I. ***Strategic Objective 1*****:** To strengthen the capacity of the Coalition and its members to effectively deliver its mandate by streamlining its structures and strategic direction.
II. ***Strategic Objective 2:*** To establish and standardize internal control mechanisms for effective and efficient delivery of the Coalition advocacy programs in accountable and transparent manner.

Outcome 2: *Increased access to public information regarding investment contracts, income, budgets and expenditures in the natural resource sector in South Sudan.*

I. ***Strategic Objective 3:*** To enhance engagement and dialogue with relevant government and private sector entities in natural resource sector.
II. ***Strategic Objective 4:*** To increase access to information, and raise awareness among civil society of the legal instruments, contracts and financial data in the natural resource sector.
III. ***Strategic Objective 5:*** To raise awareness among civil society and communities on the relevant land policies and property rights instruments to mitigate land related conflicts.
IV. ***Strategic Objective 6:*** To increase awareness at the national and community levels on social and environmental rights in relations to exploration and extraction of natural resources.
V. ***Strategic Objective 7:*** To enhance lobby and advocacy with the national and international investors to adhere to their internal and international social and environmental policy standards to mitigate against hazards resulting from exploration and extraction activities.
VI. ***Strategic Objective 8:*** To increase public knowledge, access to information and participation in national planning and budgeting process, and hold government accountable for utilization of public funds.
VII. ***Strategic Objective 9:*** To strengthen local policy analysis and research capacity to increase access to facts and evidence for civil society advocacy efforts in the natural resource sector.

Outcome 3: *Increased grant portfolio of the civil society actors to effectively support and conduct advocacy and awareness efforts on natural resources investment and management in the country.*

I. ***Strategic Objective 10:*** To increase and widen the funding of the Coalition Members to implement programs in the four thematic areas

PART THREE: MEAL PLAN, BUDGET & FUNDING STREAMS

Monitoring, Evaluation, Accountability and Learning Plan

Monitoring

The Coalition will establish a robust monitoring mechanism to track progress of results and program implementation. A Gantt chart and performance management plan (PMP) will be developed to guide program implementation and review of process. A dedicated MEAL Unit will be established to fully focus on this role to ensure up to date documentation of lessons learnt and achievements are captured. Implementing Coalition members will submit quarterly progress reports to the National Steering Committee that will periodically report program and management performance to the members, community and donors. To ensure the projects respond to the needs of the communities and stakeholders, CSCNR will carry out bi-annual feedback sessions with communities in the regions.

Evaluation

In accordance with our values, CSCNR evaluation process will be qualitative, informative and quantitative in nature in order to document the lessons learnt and achievements for the purpose of program reviews and adjustments of our strategies and focus. This strategic plan will be internally evaluated at the end of eighteen months. In addition, CSCNR partners can commission independent evaluation of the programs they fund and/or collectively. Towards the end of the third year, the Steering Committee of the CSCNR will commission independent program and financial audit of this strategic plan to assess its achievement, lessons learnt and challenges encountered to inform the development of the new framework.

Operational Plan

In order to achieve the above vision and strategic goal, the CSCNR will put in place the required structure at national and subnational levels. The CSCNR will establish a National Secretariat that will be tasked with coordination and the implementation of this strategic plan. Equally, Technical Working Groups of the thematic program areas will be formed as platforms to encourage conversations on the progress and national policy reforms. At the subnational level, focal point organizations that focus on any of the program areas will lead implementation. Civil society and other stakeholders will as well create networks at the subnational level that will consolidate and harmonize advocacy efforts and conduct activities in the communities.

CROSS CUTTING ISSUES

Environmental Policy

Our program activities will be implemented in accordance to national and international green energy framework in order to have limited impact on the environment. The Coalition will prioritize digitization of its products through developing and publishing materials online on its website and social media platforms thereby reducing the need for printouts and paper consumption.

Gender Mainstreaming

The Coalition of Civil Society on Natural Resources will scale up women empowerment advocacy efforts at national and state levels. The CSCNR program activities outlined in the strategic plan and operational plans will ensure gender equity and youth involvement in the communities as a deliberate strategy to increase the numbers of women and youth benefiting from our programs. In addition, the design, implementation, and monitoring and evaluation of the programs will focus on assessing the implications and adapting the activities to the different needs of males and females targeted by the projects. The structure of CSCRN itself, including senior management will have strong representation of women who will be at key decision making portfolios. The projects will also employ female staff who will be engaged in the implementation of this strategic plan.

Conflict Senstivity Programming

This strategic plan implementation, monitoring and evaluation will adopt the 'Do No Harm' principle. The Coalition of Civil Society on Natural Resources recognizes the sensitivity around advocacy on natural resources development, revenue management and environmental hazards mitigation. These topics can potentially cause resistance by the government and private sector practitioners. Our approach is to cause no safety related risks to the civil society actors, mitigate against new conflicts created as a result of our intervention at the community levels, and carefully avoid causing political crises resulting from the information, facts and evidence we generate from our work. By doing so, CSCNR will remain relevant, constructively engaging all stakeholders and deliver impact to the communities.

CSCNR BUGDET PROJECTIONS

The CSCNR budget for 2019-2022 is estimated at USD 963,000. Priority axis are presented in the chat below such as; improved capacity of the Coalition Members to effectively influence policy decisions at the national and subnational levels; increased participation of civil society, communities and other non-state actors in effectively monitoring the exploration, utilization of revenues generated from natural resources, and to hold government accountable to deliver dividends to the citizens; and increasing the grant portfolio of the Coalition to effectively support civil society organizations to conduct advocacy and awareness efforts in the country are the three main outcomes for this strategic plan. It is worth noting that; increased participation of civil society, communities and other non-state actors in effectively monitoring the exploration, development and utilization of revenues generated from natural resources, and to hold government accountable to deliver dividends to the citizens will cost 84% of the total budget. This is direct investment into activities of the Coalition as outlined in this plan. Meanwhile the remaining components take 6% and 10% of the total budget respectively.

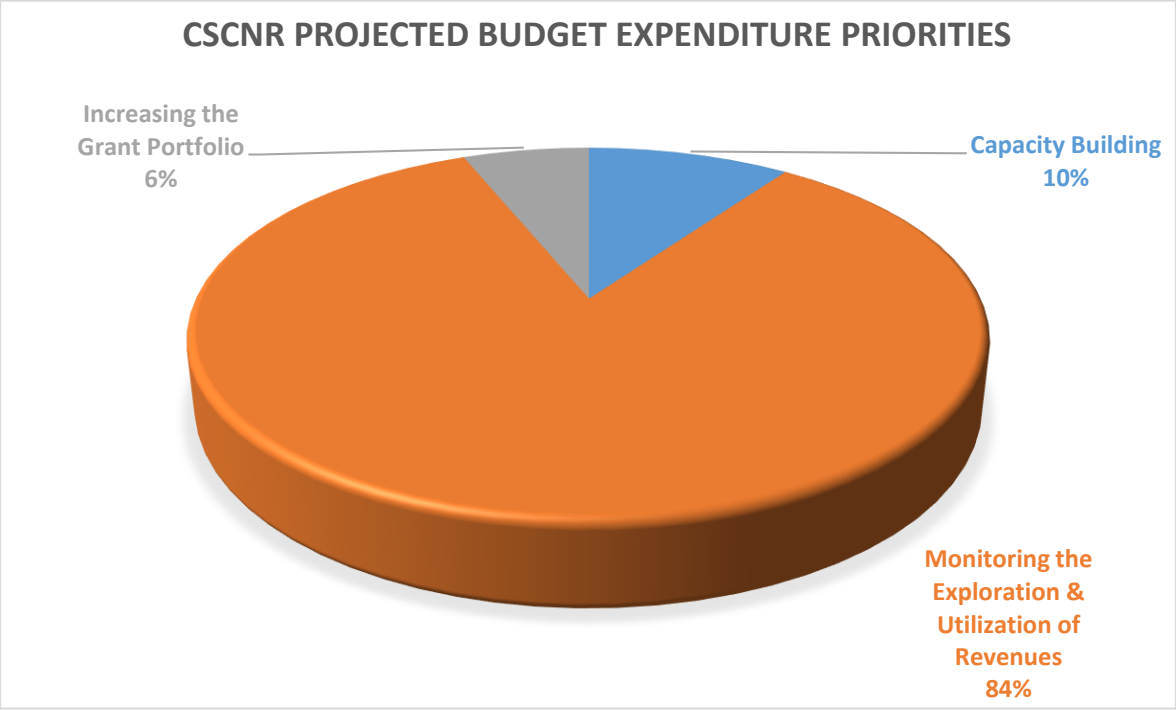


Figure 3: ***CSCNR Budget 2019-2022 Budget Expenditure by Priorities***

PART FOUR: APPENDICES

Appendix 1: CSCNR Strategic Objectives, Outcomes, and Activities

Program	Strategic Objective 2019 – 2022	Output indicators	Activities
Strategic Goal	**Increase transparency, accountability and public participation in natural resources management that leads to effective and efficient utilization of revenues to benefit the South Sudanese people.**		
Outcome 1	**Improved capacity of the Coalition Members to effectively influence natural resources investment and management policy decisions at the regional, national and subnational levels**		
Strengthen Management, Leadership, Governance and internal systems of CSCNR	SO1: To strengthen the capacity of the Coalition and its members to effectively deliver its mandate by streamlining its structures and strategic direction.	1.1 # of Coalition coordination structures established at the national and subnational, and functional to carry out their tasks. 1.2 # of CSCNR members' capacity whose capacity are improved on programming, advocacy and legal aspects to effectively carry out their tasks.	• Establish the Coalition institutional structure from national to regional levels to improve coordination and implementation of programs • Develop the Coalition Charter stipulating clear vision, mission, objectives and values and encourage members to sign up. • Develop the Coalition short term and long term strategic plan to guide its advocacy work • Establishment of regional and international networking plan • Provide trainings to Coalition members in governance, leadership and project management

	SO2: To establish and standardize internal control mechanisms for effective and efficient delivery of the Coalition advocacy programs in accountable and transparent manner.	2.1 # of developed internal policies including but not limited to human resources, finance and procurement that enhance internal controls and accountability.	• Develop human resource policy to be adapted by Coalition Members • Establish fiscal management policy for the Coalition • Develop partnership and fundraising strategy • Develop procurement policy • Develop anti-fraud and corruption policy
Outcome 2	**Increased participation of civil society and communities to effectively monitor the exploration, development,= and utilization of revenues generated from natural resources, and to hold government and private sector accountable to deliver dividends to the citizens.**		
Promote responsible investment practices in the natural resource sector	SO3: To enhance engagement and dialogue with relevant government and private sector entities in natural resource sector.	3.1 # of strategic meetings between government entities and private sector actors with the Coalition or civil society actors at regional, national and subnational levels held. 3.2 # of government, private sector officials and civil society representatives who attend these strategic meetings. 3.3 # of projects supported by government and private sector in the communities.	• Develop stakeholders' engagement and communication policy • Establish National Technical Working Group on Natural Resources • Conduct Monthly TWG meeting with relevant government entities and stakeholders • Disseminate relevant document and information on the natural resource

	SO4: To increase access to information, and raise awareness among civil society of the legal instruments, contracts and financial data in the natural resource sector	3.4 % of national budget allocated to service delivery sector by the government 4.1 # of civil society organizations with access to legal contracts and financial information relating to the natural resources sector. 4.2 % of civil society actors that demonstrate increased knowledge or information on natural resource sector financial information	investments and legal instrument to civil society organizations • Conduct annual civil society opinion poll on access to information and knowledge on government transparency on revenues and contracts in the sector • Develop national transparency score for government entities involved in the sector to assess transparency
Support Land and Property Rights Advocacy	SO5: To raise awareness among civil society and communities on the relevant land policies and property rights instruments to mitigate land related conflicts.	5.1 % of communities that demonstrate increased knowledge on land and property rights. 5.2 # of civil society actors trained on relevant land and property laws in the country. 5.3 % of reduction in land and property related conflicts in areas of interventions.	• Conduct community awareness events on land and property rights laws • Train civil society organizations on the relevant land and property laws and policies • Conduct dialogues between government, private sector and communities on issues of land and properties.
Advocate for Environmental and Social Rights Protection	SO6: To increase awareness at the national and community levels on social and environmental rights in relations to exploration and extraction of natural resources.	6.1 # of events organized to raise awareness at all levels on social and environmental rights. 6.2 # of participants from communities, civil society and local authorities sensitized on	• Conduct awareness of communities on social and environmental rights • Train civil society organizations on national and international policy

	SO7: To enhance lobby and advocacy with the national and international investors to adhere to their internal and international social and environmental policy standards to mitigate against hazards resulting from exploration and extraction activities.	environmental safety and social rights. 7.1 # of companies in the natural resources sector implementing their internal or international social and environmental safety measures. 7.2 # of community projects supported by the private sector to reduce negative effects of their investments and deliver dividends to communities	standards on social and environmental rights • Conduct field monitoring trips to private companies' social projects • Conduct annual assessment of social and environmental hazards • Document social and environmental violations by private companies in the sector • Conduct public events that brings private sector and public to engage on their performance and adherence to standards. • Conduct annual awards for best performing private sector investors who uphold social and environmental standards and mitigate risks
Public Financial Management	SO8: To increase public knowledge, access to information and participation in national planning and budgeting process, and hold government accountable for utilization of public funds.	8.1 # of public hearing events on planning and budgeting organized for the public to provide inputs into government spending priorities. 8.2 % of government spending of revenues on social sector like health, education and water	• Conduct annual public consultations on citizens' priorities for government planning and budgeting • Conduct public hearings on draft government budgets and priorities • Conduct annual budget review for government performance in delivering social services

			• Develop annual citizens budget
Policy Analysis and Research	SO9: To strengthen local policy analysis and research capacity to increase access to facts and evidence for civil society advocacy efforts in the natural resource sector.	9.1 # of policy papers authored that deliver facts and evidence on the performance of the natural resource sector. 9.2 % of policy recommendation adopted by government to improve effective management in the natural resource sector. 9.3 # of local researchers recruited and their capacities improved to deliver policy reports.	• Produce policy papers on economic, social, environmental, legal and PFM thematic topics. • Conduct public events to discuss policy recommendations and options for the government attention • Introduce local fellowship program for national scholars
Outcome 3	**Increase the grant portfolio of the Coalition to effectively support civil society organizations to conduct advocacy and awareness efforts in the country**		
Increasing funding to CSCNR members	SO10: To increase and widen the funding portfolio of the Coalition Members to implement programs in the four thematic areas	10.1 # of civil society organizations in the Coalition with sustained access to funding opportunities. 10.2 % of the Coalition grant portfolio to effectively deliver its programs at national and subnational levels.	• Train Coalition members in grant management • Develop fundraising strategy for members • Engage potential donors especially the private sector and diplomatic community • Conduct local fundraising events

Appendix 2: Pestle Analysis

Factor	Current Situation
Political	- The current political discourse in the country remains unpredictable, fragile, and highly charged. As the parties commit to implement the revitalized peace agreement, the hold-out parties that did not sign the peace deal present fresh political challenge to be addressed. - The political and security environment is not supportive of civil society work on advocacy and accountability especially in the natural resource sector. The continued mistrust between government and civil society has derailed constructive efforts of engagement to create enabling environment to hold public and private sector decision-makers accountable for their actions. - The regional and international geopolitical landscape remains volatile and non-supportive of reforms in the public sector. The IGAD and EAC member states face similar governance and political challenges that weakens any advocacy efforts for the civil society to effectively utilize regional mechanisms to hold government accountable.
Economical	- South Sudan's economy depends largely on petroleum and mining sector. Some forestry and wildlife activities continued to be undertaken unofficially and this led to limited revenue generated for the government. The non-oil revenue sector remains underdeveloped and underexploited with significant percentage of revenue generated falsified by officials due to the weak collection, reporting, and accountability systems. - Since the 2013 political crisis, the national currency (South Sudanese Pounds) has weakened against major foreign currencies. This has led to hyperinflation in the country which affected millions of citizens' livelihoods. Many citizens have dropped to the poverty line resulting from loss of savings in real terms and value. The new floated monetary policy introduced in 2015 coupled with the lack of foreign reserves has worsened the situation as the government has no ability to replenish the market to stabilize exchange rates, hence the birth of the black market as an alternative for the business community. - The competing interests of foreign investors from the region (Sudan, Uganda, Kenya and Ethiopia) and internationally especially China, means South Sudan's economic policies are predominantly foreign driven. This, to a greater extent has disadvantaged the citizens who are left out in the decision making process. It is worth noting that, the civil war has

	led to unprecedented levels of borrowing by the government to finance the conflict. These loans are obtained in exchange for oil or mineral products. - The issues of job creation and employing local South Sudanese in the private sector has not received the attention it deserves from the government. The current labor laws are weak and do not strengthen employment in the private sector.
Social	- The continued communal violence is a potential breaking point that could lead to social disintegration. Fragility of the Revitalized peace agreement if not implemented in totality could exacerbate inter-ethnic violence further tearing apart communities. - The civil war and historical grievances have created significant level of mistrust between communities. This has affected the solidarity, collaboration, and cooperation of various communities for common good in areas of need. - Social exploitation of communities by private sectors or worse still minorities at the grassroots levels remains a common phenomenon. This is largely due to ignorance on the part of communities concerning their social rights, and the reluctance to implement internationally accepted social corporate policies on the side of the private sector. This has continued to exacerbate tensions between communities on the one side, and SS government, and companies on the other.
Technological	- The information communication and technology (ICT) sector remains underdeveloped. The government operates largely traditional model of public administration which breed ineffectiveness, inefficiency, high cost, and corruption especially in relation to land records. - The use of social media among the civil society and citizens is also low and has been largely utilized to propagate hate and negative rhetoric. This needs to change, to ensure smartphones and social media become tools for advocacy, increase the connectivity at grassroots level and mobilize citizens for common action. - Equally, the private sector has not been spared in the weak ICT application. Most companies in South Sudan in the forestry, oil and mining sectors use old traditional methods that affect the people, wildlife and environment. Therefore, it is important for civil society to increase advocacy for companies to deploy modern technologies that yield minimum negative consequences in the communities.

Legal	- South Sudan has the legal frameworks that regulate the exploration and utilization of revenue generated from natural resources development. But some laws are weak in holding the government accountable. Despite existing legal provisions and requirements, access to information, transparency in negotiating contracts and availability of financial data remain very low for the civil society and citizens. Equally, the government has been very slow or selectively implement only some of the provisions in these laws. - Notwithstanding, the revitalized agreement provides opportunity for review and enactment of the legal instruments in the NR and PFM to ensure that resource stimulate economic growth and social transformation. The civil society needs to closely monitor these reforms and actively participate to ensure law safeguards the natural resources for the future generation. - Despite the elaborate international legal tools that complement national laws to ensure investment in the natural resource sector, the foreign companies largely do not implement these commitments either intentionally or taking advantage of the weak institutional and governance systems. This deserves to be corrected by the civil society active involvement and independent review of foreign companies' investment practices.
Environmental	- The exploration of natural resources particularly oil and forestry over the years has caused tremendous environmental degradation. In the northern part of the country, the negative effects of oil exploration have been immense as spillage has destroyed animals. The use of traditional technology has increased land infertility which will have negative consequences for many years to come. - In the southern part of the country gold mining using rudimentary methods continued to cause environmental problems on the other side, the industrial logging of trees by unlicensed companies and human activities have left serious climate change, land and ecological misconfiguration. This is evident in the changes in rainfall which has led to either flooding or drought. - The above are the dire challenges that confront the civil society to amplify advocacy, engagement and policy lobbying to reverse these trends if the next generation is to be saved.

Appendix 3: Stakeholder Analysis

Stakeholder	Core functions and mandate in supporting the Coalition work	Strategy to obtain stakeholder support
Revitalized Transitional Government of National Unity (RTGONU)	- Enact relevant legal instruments and policy frameworks - Primary implementing agency of key policies and legal instruments - Hold budget and revenues and has authority to allocate funding - Security monopoly to open up space for civil society to monitor performance in the sector - Custodian of key documents and information such as contracts and financial data	- Encourage joint review of key existing policy framework as provided for in the Agreement - Engage them to provide access to information on key economic and financial commitments and obligations of the country - Continuous engagement to obtain annual financial accountability plans and reports - Lobby for open space for civil society and the media to assess, monitor, and report on economic and financial activities of the country - Participate in parliamentary sessions to follow conversation on key legislations - Dialogue and engagement relevant government entities on areas of disagreement - Introduce suggestion boxes in all strategic areas and create an online platform for constructive debate on various trends. - Initiate community work at least once a month as a means to break divisions and increase cohabitation and constructive dialogue

Private Sector Investors (National and Foreign)	- Have interest to invest and make profits - Possess significant leverage to influence policy enactment and implementation - Potentially driven by 'gatekeepers' or middlemen to invest without regards to hazards - Interest to have tax breaks from government - Potentially conceal vital contractual information for their benefit	- Engage and dialogue to gain access to information from key economic and financial commitments, obligations and projects of the companies - Push for adherence to internal and international environmental safety standards - Encourage national and multinational companies have clear and acceptable corporate social responsibility policies and invest in communities. - Engage companies to get their buy-in in key policy discussions - Work with companies to monitor social projects and activities - Share annual reports, policy briefs and assessment reports with companies
Faith-based groups	- Respected personalities in the communities - Faith-based groups possess the wider community reach as they are closely located within the communities - Faith-based groups are good mediators, facilitators and communicators of messages of peace and social harmony	- Engage with the faith-based groups to increase community level awareness - Engage and involve the faith-based entities in facilitating dialogues between government, private sector, and communities on conflicts relating to natural resource exploration
Academia, think-tanks and universities	- Experts, knowledgeable and experienced in various fields of natural resources. - Connects well with regional and international experts	- Engage and work with them to provide expertise required to deliver highly technical assignments like environmental impact audits

	- Local literatures holders	- Potentially work with them to build capacity of local researchers in the sector
Inter-governmental Authority on Development (IGAD)	- Possess influence over the government in the implementation of the revitalized agreement - Interested party to benefit from the natural resources or its revenues - Geopolitical security interests linked to the country's vast underdeveloped resources - Secure best deals for its citizens to access jobs and market in the country	- Work with IGAD to monitor and enforce implementation of the reforms in Chapter Four - Encourage IGAD member states (leaders) to influence investment of natural resources revenues benefit the citizens - Lobby and advocate with regional leaders to integrate economic stagnation with insecurity to encourage for effective and efficient utilization of resources.
East Africa Community (EAC)	- Common market protocol, member states interest to benefit – drives the need to assert influence in South Sudan resources - Empowered civil society fraternity - Potential policy and legal instruments that support enforcement of social and environmental rights - Sharing of experience and learning's in dealing with similar advocacy efforts - Access to regional courts to seek redress to international violations by companies	- Push for review of South Sudan status in EAC specifically **Common Market Protocol** on the rights to movement of good, labor and services - Review the existing treaties and ensure protection of waters, land and wetlands - Work with civil society activists in the region to amplify voices for transparency and accountability in the natural resource sector - Work with regional civil society to access information not accessible in South Sudan.
African Union Peace and Security Council (and other institutions)	- Leverage over government and parties to implement the peace deal	- Pressure R-TGONU to implement the reforms outlined in Chapter Four - Take advantage of the climate change programs of the AU to push for clean investment in the country

	- Possess several continental governances, accountability and environmental safety instruments - Possess mechanisms to enforce social and environmental rights of communities. - Possess arbitration jurisdiction over members states cases especially by civil society on public interest	- Lobby and advocate with AU relevant bodies to positively influence policy discourses - Work with AU to enforce its existing environmental and social right safety instruments - Lobby with AU to hold foreign investors accountable to environmental degradation
United Nations Security Council (UNSC) and other UN institutions	- Possess legal tools to punish private sector investors violations of social and environmental rights - Possess financial resources to support the Coalition - Possess the expertise to provide access to information for civil society - Possess arbitration mechanisms for companies with investment that affect communities - Have sanctions authority over government and investors	- Review UNMISS mandate to include institutional support - Impose targeted sanction and adopt recommendations from credible report
World Bank International Monetary Fund	- Possess leverage over the government policymaking process - Big capital investor to the country's government - Possess greater and unhindered access to information at national and international levels	- involve civil society in key financial policy and institutional reforms - Support and monitor implementation of fiscal reforms outlined in the Agreement - Continue to engage them to provide relevant access to information and data on the sector to aid policy research and documentation

	- Possess significant influence on implementation of international legal instruments on investment in natural resources - Possess financial resources to support civil society's work on transparency and accountability	- Work with the bank to produce joint policy papers on the investment climate in the country
African Development Bank	- Huge capital finance investor in South Sudan - Possess influence on government policy making process - Have greater access to information on natural resources investment contracts and revenue data	- Strengthen civil society engagement on economic and financial matters - Involve civil society participation in project cycle and strategic development programs in the country - Work with the bank to produce joint policy papers on the investment climate in the country
TROIKA United States of America United Kingdom Norway	- Traditional friends of the government and senior officials - Possess significant international influence on investment policies - Possess sanctions tools to enforce legal instruments - Possess financial resources to support civil society work - Have greater access to information on investments in the country - Veto powers in UNSC	- Provide regulated funding for the implementation of the Agreement - Institute accountability measures for the implementation of reforms outline in Chapter Four. - Engage them to continue to dialogue with government and other international partners to support transparency and accountability in the sector - Work with them to access critical information and data for policy work
China	- Principal natural resource investor in South Sudan - Possess significant leverage over the investment policies and climate in the country	- Involve in strategic conversations on the need to have healthy investment that benefit the people - Appeal to gatekeepers within the system to appreciate the importance of investing in communities

	- Increasingly interested in natural resources with no regards to safety standards and hazards - Possess the sanctions authority at the international level - Veto power in UNSC	
International Nongovernmental Organizations	- Provides technical and financial support to the government on natural resource sectors - Have leverage to obtain better information from the government on natural resources and investment - Have greater access to international funding to national civil society work on natural resources	- Engage INGO that supports natural resources related activities including livelihoods, to support the CSCNR - Share synergies with the INGOs in order to advance address challenges facing communities in relation to natural resources exploitation and revenue utilization

Appendix 4: CSCNR Institutional Capacity Analysis

This section covers the analysis of different contexts that are critical to the successful implementation of this plan. It includes the CSCNR institutional capacity gap analysis, the PESTLE analysis, stakeholder analysis, risks analysis and scenario building for the conducive atmosphere to encourage implementation of the strategic plan within the existing political and security dynamics.

Areas	Internal		External	
	Strengths	**Weaknesses**	**Opportunities**	**Threats**
Management, Leadership and Governance	- Presence of experienced leaders from CSCNR members. - Diversity of technical expertise in among CSCNR members - Shared passion, goal and vision of CSCNR members and interest to work together - Clear Coalition Charter, governance structure and responsibilities of members and the Coalition body.	- Coalition is a new venture to Members - Lack of strategic plan - Lack of established communication and advocacy strategy. - Competing priorities and interest of Members. - Limited technical capacity at national and subnational levels	- Commitment of stakeholders to establish strong network to work together - Potential capacity development support from development partners to civil society	- High security risk to staff and members of the Coalition - Potential misunderstanding of the Coalition vision, mission and goal - Mistrust among Coalition Members

	- Presence of the CSCNR at national and subnational levels			
Programs	- Coalition Members have ongoing activities on different thematic areas - Local knowledge of issues affecting communities. - Local research capacity on issues related to environment, legal frameworks and natural resources activities - Wider network of member organizations	- Limited documentation and reporting of Coalition Members activities - Lack of funding or resources for Coalition Members activities. - Lack of visibility at national and subnational levels as the voice of the communities. - Limited commitment from the members since it is going	- The revitalized agreement gives opportunity to scale up advocacy and awareness activities at all levels. - Potential security stability will support Coalition activities at community level. - Membership is open for any organization that is wiling as it will give momentum to the coalition - Funding opportunity once it is well established	- Collapse of the peace agreement - Lack of funding - Inadequate access to relevant information - Inadequate civic space to support implementation of Coalition activities at all levels.

		to be a voluntary work.		
Internal Systems	- All member organizations are legally registered - Members have internal policies on HR, finance and procurement in place. - Members have consistent track record audits held.	- Internal control mechanism still weak especially at the subnational levels.	- Availability of local expert to support internal system audits and set up - Willingness of international partners to strengthen internal system of Coalition Members - Legal frameworks in place to guide Coalition work	- Focus of funding partners on implementing advocacy activities and limited interest to finance internal systems development of Coalition members
Funding	- Visibility of the Coalition nationally - Lobbying and fundraising capacity in funding - Good relationship with potential donors - Proposal writing expertise among Coalition members	- No clear mandate for its leadership - No fundraising strategy - Inadequate funding to activities	- Establishment of the coalition coincide with the signing of the R-ARCISS - Shifting in donor mechanism to support Coalitions advocacy efforts instead of individual CSOs	- Limited interest among private sector to support civil society work on natural resources. - Conditioned donor financial support to South Sudan - Funding Coalition projects by donors through intermediaries.

			- Increased donors interest in the natural resources industry especially on transparency and accountability	- Delay in peace implementation - Drop in foreign aid to South Sudan

Appendix 5: Operational Risks and Mitigation Strategies

Risk	**Risk 1 Restricted Space for Civil Society – High:** Civil society actors face safety and security threats to carry out their work in the natural resources and public finance management sector.	**Risk 2 Funds mismanagement and Operation Issues – Moderate:** This risk is associated with CSCNR management of funds and other resources for the successful implementation of this strategic plan. It also includes:
Likeliness	**High**	**Low**
Indicators	• Arbitrary arrest by the security • Restriction of access to documents and information related to NRs • Physical harm in the field • Restriction of access to the cantonment sites • Political exclusion of the civil society • Confiscation of equipment and materials • De-registration of CSCNR member organizations • Restriction to right of assembly and expression • Deterioration of security situation in the areas of operation • Restricted access to the coalition • Public misconception of the coalition's work • Insecurity within areas of operation • Prospective misunderstanding among coalition members • Restriction of access to documents and information related to NRs	• Improper liquidation, documentation and reporting of expenses by members • Delay in transfer of project funds from international donors and partners to implementing partner • High inflation and market prices on goods and services, • Banking and foreign exchange risk, • Lack of flexibility to realign budget lines during implementation
Mitigation Measures	The National Steering Committee will work alongside the members to mitigate the above risks to its members or staff. It will also engage the relevant authorities; seek for broader solidarity with other civil society actors.	The National Steering Committee will adopt the following measures to contain and/or stop the consequences of Risk 2 during the implementation of this strategic plan. These include: • Develop standard field finance reporting tools for internal control • Limit personal handling of funds • Establishing a Joint Finance Management Committee • Timely updates to donors on budget issues including budget realignment whenever necessary • Put in a place finance policy to ensure timely financial reporting

Appendix 6: Scenarios and Engagement Strategies

The implementation of this strategic plan depends of external factors that will drive its success. In this, the implementation of the revitalized peace agreement together with other national initiatives aimed at stabilizing the country remains critical. As result, this plan has built in three case scenarios that will inform its implementation approach. It includes:

Scenario	**Rosy** Revitalized Agreement is fully implemented, South Sudan begins political and economic recovery	**Tight Circumstance** Revitalized agreement is partially implemented, politically and security situation remains fragile and slow recovery of the economy	**Status Quo** Revitalized agreement is abrogated, collapses or no appetite to implement the deal in entirety as per the provision
Indicators	This scenario is considered the ultimate goal of the agreement, it is the ideal situation that can propel the country into economic and political stability and social cohesion. Some of the indicators: economic improvement, improved living standards for citizens, silencing the guns, increased access to humanitarian aid, open space for civil society and media, and return of IDPs and refugees	In this scenario, the peace agreement will be selectively implemented by the parties. Some cases of armed confrontation will persist while the economic will not stabilize. This scenario will also witness rivalry between political parties in the run-up to elections or end of the transition. Some of the indicators of this scenario can include; continued appointment of incompetent government officials to key institutions, inadequate policy and institutional reforms, persistent sporadic violence and lack of peace dividends for the communities.	This means, the agreement fails to deliver. Fresh fighting escalates across the country by existing armed groups or new ones. The government will continue to prioritize financing the civil society and regional and international community remains reluctant to find a lasting solution to the conflict. This scenario will be characterized by the following indicators; the peace agreement is not implemented and collapse. No reforms, fresh violence across the country and deeper economic decline.
Advocacy strategy	In the case of the **Rosy scenario**, CSCNR will strengthen policy research, capacity of civil society to better support policy and institutional development, increase access to information and create linkages with regional and international partners.	In the case of this **tight circumstance scenario**, CSCNR will, amplify advocacy for transparent appointment of public officials through strong parliamentary vetting process, organize citizens platforms with leaders, monitor peace agreement implementation and increase advocacy for full implementation of the peace deal.	In the case of **Status Quo scenario**, CSCNR will intensify engagement with all actors of the peace agreement. Increase advocacy with regional and international partners to prioritize ending the conflict.

Appendix 7: Projected Strategic Plan Budget

Activities	Year 1		Year 2		Year 3	
	Target	Cost (USD)	Target	Cost (USD)	Target	Cost (USD)
Improved capacity of the Coalition Members to effectively influence policy decisions at the national and subnational levels						
Establish the Coalition institutional structure from national to regional levels to improve coordination and implementation of programs	3	3,000	4	4,000	3	3,000
Develop the Coalition Charter stipulating clear vision, mission, objectives and values and encourage members to sign up	1	0	0	0	0	0
Develop the Coalition short term and long term strategic plan to guide its advocacy work	1	9,000	0	0	0	0
Establishment of regional and international networking plan	1	1,500	0	0	0	0
Provide trainings to Coalition members in governance, leadership and project management	3	15,000	4	20,000	3	20,000
Develop human resource policy to be adapted by Coalition Members	1	3,500	0	0	0	0
Establish fiscal management policy for the Coalition	1	3,500	0	0	0	0

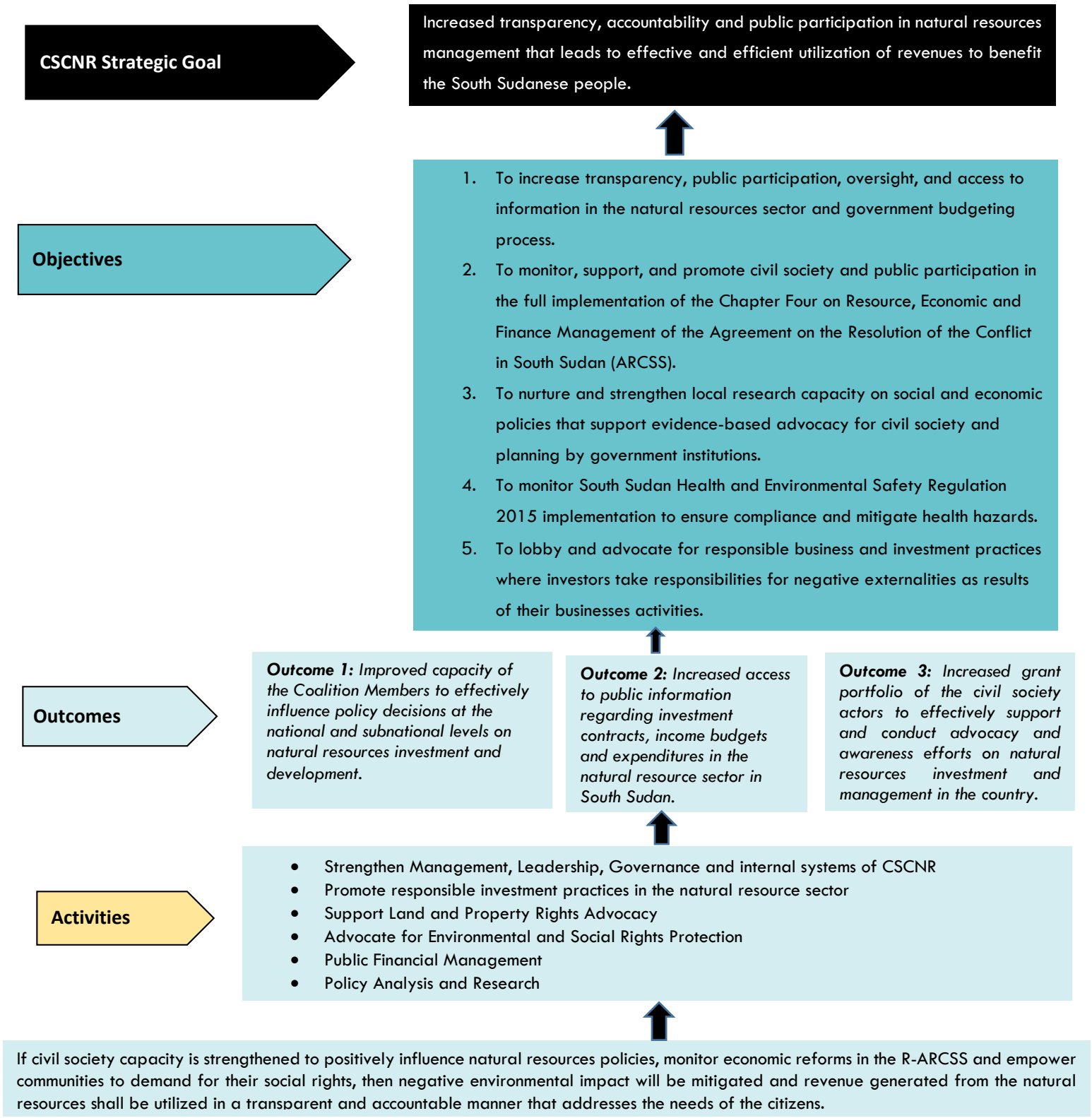
Develop partnership and fundraising strategy	1	3,500	0	0	0	0
Develop procurement policy	1	3,500	0	0	0	0
Develop anti-fraud and corruption policy	1	3,500	0	0	0	0
CSCNR Operation support costs	1	40,000	1	40,000	1	40,000
Sub-total		**46,500**		**24,500**		**23,500**
Increased participation of civil society, communities and other non-state actors in effectively monitoring the exploration, utilization of revenues generated from natural resources, and to hold government accountable to deliver dividends to the citizens.						
Petroleum and Mining Program						
Develop stakeholders engagement and communication policy	1	3,500	0	0	0	0
Establish National Technical Working Group on Natural Resources	1	0	0	0	0	0
Conduct monthly TWG meeting with relevant government entities and stakeholders	1	12,000	1	12,000	1	12,000
Disseminate relevant document and information on the natural resource investments and legal instrument to civil society organizations	1	5,000	1	5,000	1	5,000
Conduct annual public opinion poll on access to information and knowledge on government	1	20,000	1	20,000	1	20,000

transparency on revenues and contracts in the sector						
Develop national transparency score for government entities involved in the sector to assess transparency	1	10,000	1	10,000	1	10,000
Land and Property Rights Program						
Conduct community awareness events on land and property rights laws	12	18,000	12	18,000	12	18,000
Train civil society organizations on the relevant land and property laws and policies	2	10,000	3	30,000	`3	30,000
Conduct dialogues between government, private sector and communities on issues of land and properties.	10	7,000	10	7,000	10	7,000
Environmental and Social Rights Program						
Conduct awareness of communities on social and environmental rights	15	10,500	15	10,500	15	10,500
Train civil society organizations on national and international policy standards on social and environmental rights	1	5,000	1	5,000	1	5,000
Conduct field monitoring trips to private companies social projects	5	3,500	5	3,500	5	3,500
Conduct annual assessment of social and environmental hazards	1	45,000	1	45,000	1	45,000

Document social and environmental violations by private companies in the sector	1	500	1	500	1	500
Conduct public events that brings private sector and public to engage on their performance and adherence to standards.	3	4,500	3	4,500	3	4,500
Conduct annual awards for best performing private sector investors who upload social and environmental standards and mitigate risks	1	10,000	1	10,000	1	10,000
Public Financial Management Program						
Conduct annual public consultations on citizens priorities for government planning and budgeting	1	34,000	1	34,000	1	34,000
Conduct annual budget review for government performance in delivering social services	1	6,500	1	6,500	1	6,500
Conduct public hearings on draft government budgets priorities	3	4,500	3	4,500	3	4,500
Policy Analysis and Research Program						
Produce at least policy papers various topics on the natural resources and PFM sector	4	20,000	4	20,000	4	20,000
Conduct public events to discuss policy evaluations and options for the government attention	4	6,000	4	6,000	4	6,000
Introduce local fellowship program for national scholars	2	20,000	3	30,000	2	20,000
Sub-total		**$255,500**		**$282,000**		**$272,00**

Increase the grant portfolio of the Coalition to effectively support civil society organizations to conduct advocacy and awareness efforts in the country						
Train Coalition members in grant management	1	7,000	1	7,000	1	7,000
Develop fundraising strategy	1	3,500	0	0	0	0
Engage potential donors especially the private sector and diplomatic community	1	8,000	1	8,000	1	8,000
Conduct local fundraising events	2	3,500	2	3,500	2	3,500
Sub-total		**$22,000**		**$18,500**		**$18,500**
Grant total		**324,000**		**325,000**		**314,000**

Appendix 8: CSCNR Illustration of Theory of Change





CIVIL SOCIETY COALITION ON NATURAL RESOURCES

Coalition of Civil Society on Natural Resources

National Secretariat Office:

C/O UNYDA Head Office

Nimra Talata Residential Area

Plot No. (14) Block No (2)