

HUMAN APPEAL DEVELOPMENT ORGANIZATION (HADO)



ANNUAL REPORT 2023



Acknowledgements

Human Appeal Development Organization (HADO) extends its sincere appreciation to all partners, stakeholders, and communities whose collaboration and commitment made the successful implementation of its 2023 programmes possible. The achievements presented in this report reflect a shared vision and collective effort to improve the lives of vulnerable populations across South Sudan.

HADO expresses particular gratitude to the Ministry of Health (MoH), IOM, UNICEF, IRC, and other partners for their technical, material, and logistical support across health, WASH, and protection programming. Their contributions significantly strengthened service delivery and ensured that interventions reached the most vulnerable populations.

The organization also acknowledges the critical role of local authorities, traditional leaders, women's groups, youth networks, and community structures across Juba, Lainya, Yei, and surrounding payams. Their support in mobilization, coordination, and implementation enabled effective, inclusive, and sustainable programme delivery.

Finally, HADO recognizes the dedication of its staff and volunteers, as well as the resilience of the communities it serves. Their commitment continues to drive meaningful change and reinforces HADO's mission to build resilient, self-reliant, and peaceful communities.

Published by

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Executive Summary

In 2023, Human Appeal Development Organization (HADO) implemented a wide range of integrated humanitarian and development interventions across Juba County, Lainya, Yei, and surrounding areas. The organization focused on Health, WASH, Food Security and Livelihoods (FSL), Protection, Education, Women’s Empowerment, and Peacebuilding.

Through its health programming, HADO delivered emergency primary healthcare services to over 50,000 people in hard-to-reach areas of Wonduruba Payam through mobile clinics. Services included maternal and child health, treatment of acute malnutrition, vaccination campaigns, SRHR services, and mental health support, significantly improving access to essential healthcare.

In the WASH sector, HADO improved access to safe water and sanitation by installing and rehabilitating 30 boreholes, installed solar powered water supply system, constructing 500 household latrines, and maintaining 50 public sanitation facilities, reaching over 80,000 people. Emergency water interventions also supported displaced populations through water supply systems and distribution of essential items.

Under Food Security and Livelihoods, HADO supported vulnerable households with agricultural inputs, mechanized farming services, and cash transfers to 8,000 households, while also providing emergency food assistance and non-food items to displaced communities.

The organization also strengthened protection systems by delivering GBV and child protection services, including legal aid, awareness, family reunification, and distribution of 4,100 dignity kits. Additional interventions included women’s economic empowerment, education support, peacebuilding initiatives, and environmental awareness programmes. Across all sectors, HADO mainstreamed gender equality, community participation, and resilience-building approaches.

Overall, in 2023 HADO reached over 130,000 people, contributing significantly to improved health outcomes, food security, access to basic services, and social cohesion.

1. Background

In 2023, South Sudan continued to face a protracted humanitarian and development crisis driven by conflict, climate shocks, economic instability, and weak service delivery systems. A significant proportion of the population required humanitarian assistance, with the highest levels of vulnerability observed among internally displaced persons (IDPs), returnees, women, children, and youth.

In Central Equatoria State—particularly in Juba County, Lainya, and Yei, where Human Appeal Development Organization (HADO) operates—these challenges were experienced in acute and interconnected ways. Localized conflict, including cattle-related violence and intercommunal tensions, led to repeated displacement, loss of livelihoods, and disruption of basic services. Many households relocated to peri-urban areas such as Nesitu with limited access to shelter, food, water, and protection services, increasing exposure to risks such as gender-based violence and family separation.

Food insecurity remained widespread, driven by displacement, limited agricultural inputs, and climate variability. Rural communities faced reduced agricultural productivity due to flooding, dry spells, and lack of mechanization, while urban populations struggled with high food prices, inflation, and limited income opportunities. At the same time, access to healthcare and nutrition services remained critically constrained, particularly in hard-to-reach areas, contributing to poor maternal and child health outcomes and high levels of malnutrition.

Significant gaps in water, sanitation, and hygiene (WASH) services further compounded public health risks. Many communities relied on unsafe water sources, while low sanitation coverage and poor hygiene practices contributed to the spread of waterborne diseases. Displaced populations in informal settlements faced particularly severe WASH challenges.

The education sector also faced major disruptions, with limited infrastructure, inadequate teaching resources, and barriers to access for vulnerable children, especially girls. Gender inequality and economic vulnerability further limited women’s participation in livelihoods, while weak social cohesion and limited dialogue mechanisms contributed to ongoing tensions within communities.

Emerging environmental health risks, including indoor air pollution from traditional cooking methods, added another layer of vulnerability, particularly affecting women and children.

In response to this complex context, HADO adopted an integrated, multi-sectoral approach in 2023, delivering interventions across health, nutrition, WASH, food security and livelihoods, protection, education, and peacebuilding. This approach aimed to address both immediate humanitarian needs and the underlying drivers of vulnerability, while strengthening community resilience and promoting sustainable recovery.

This report presents the results and achievements of these interventions, demonstrating HADO’s commitment to delivering coordinated, inclusive, and impactful programmes in one of the most challenging operating environments.

2. Programme Achievements

2.1 Health and Nutrition

In 2023, HADO implemented an Emergency Health Response Project in Wonduruba Payam, delivering essential healthcare services to hard-to-reach populations.

Mobile clinics provided primary healthcare services to over 50,000 people, with a strong focus on maternal and child health. The programme included treatment of acute malnutrition, nutritional support for pregnant and lactating women, vaccination campaigns, SRHR services, and mental health support. HADO also strengthened health systems through capacity building of healthcare workers, establishment of referral pathways, and support to specialized SRHR services.

2.2 Food Security & Livelihoods

HADO implemented an Integrated Emergency Food Security and Livelihoods Response across multiple payams in Juba County and surrounding areas.

The programme supported farming households with seeds, tools, and mechanized agriculture services, improving agricultural productivity. Cash assistance was provided to 8,000 households, while emergency food support reached vulnerable and displaced communities.

Farmer groups were established and trained, strengthening community resilience and promoting sustainable livelihoods. Additional support included non-food items, WASH supplies, menstrual hygiene kits, and temporary shelter assistance.

These interventions contributed to improved food security, increased household income, and reduced vulnerability.

2.3 WASH Program

In 2023, HADO delivered large-scale WASH interventions across Juba County.

The organization installed and rehabilitated 30 boreholes, constructed 500 household latrines, and maintained 50 public sanitation facilities, benefiting over 80,000 people.

HADO also conducted hygiene promotion campaigns, water quality testing, and installation of handwashing facilities. Capacity building efforts included training of pump mechanics, water user committees, hygiene promoters, and community leaders. Emergency WASH support was also provided to displaced populations through water tank installation, regular water supply, and distribution of jerry cans.

2.4 Protection and GBV

HADO strengthened protection and GBV response services across Luri, Rokon, Liria, and Ganji Payams.

Interventions included protection monitoring, legal aid, referral services, birth registration support, and family tracing and reunification for children.

The programme also established confidential reporting mechanisms and conducted community awareness on protection issues. A total of 4,100 dignity kits were distributed to vulnerable women and girls.

These efforts improved access to protection services and enhanced community awareness and safety.

2.5 Peacebuilding and Social Cohesion

HADO implemented a peacebuilding initiative in Lainya and Juba Counties to promote peaceful coexistence.

A total of 80 stakeholders were trained in conflict prevention, mediation, and dialogue, including government officials, community leaders, youth, and women's groups.

The initiative strengthened local capacity for conflict resolution and improved coordination and trust among community actors.

2.6 Education

HADO implemented an education support project in Yei and Lainya Counties.

The programme improved education quality through teacher training on child-centered methodologies, provision of scholastic materials, and support for examination processes.

These interventions contributed to improved teaching practices and learning environments.

2.7 Women's Economic Empowerment

HADO supported women's entrepreneurship in Luri Payam by training 60 women in business management, financial literacy, and communication skills.

Each participant received a cash grant of USD 200 to start or expand small businesses, improving income generation and financial independence.

2.8 Cross-Cutting Approaches

Across all programmes, HADO integrated key cross-cutting approaches:

- **Gender Equality:** Promoting women's participation and access to resources
- **Youth Inclusion:** Engaging youth as active participants in development
- **Community Engagement:** Strengthening local ownership and participation
- **Resilience Building:** Supporting long-term sustainability and self-reliance

3. Partnerships and Collaboration

In 2023, Human Appeal Development Organization (HADO) strengthened its partnerships and collaboration framework, recognizing that effective humanitarian and development programming depends on coordinated efforts with government institutions, international agencies, non-governmental organizations, and community structures. These partnerships played a critical role in enhancing programme quality, expanding reach, and ensuring the sustainability of interventions across HADO's areas of operation in Central Equatoria State.

HADO worked closely with key government counterparts, particularly the Ministry of Health (MoH), to ensure alignment with national policies, technical standards, and service delivery frameworks. This collaboration was instrumental in supporting health system strengthening, including the implementation of mobile health services, vaccination campaigns, nutrition interventions, and Infection Prevention and Control (IPC) measures. Engagement with government authorities at state and county levels also facilitated coordination, access to target communities, and integration of services within existing public systems.

The organization also partnered with international agencies, including IOM, UNICEF, and IRC, which provided critical technical expertise, material support, and operational guidance across multiple sectors. These partnerships enabled HADO to deliver high-quality interventions in WASH, health, nutrition, and protection. Support from these agencies included provision of essential supplies such as medical commodities, WASH materials, and hygiene kits, as well as capacity-building support to strengthen programme implementation and monitoring.

Collaboration with NGOs and humanitarian actors further enhanced coordination and information sharing, reducing duplication of efforts and improving the overall effectiveness of service delivery. Participation in coordination forums and sectoral working groups allowed HADO to align its interventions with broader humanitarian priorities and contribute to collective response efforts.

At the community level, HADO worked closely with local authorities, traditional leaders, women's groups, youth networks, and community-based structures. These stakeholders played a vital role in community mobilization, beneficiary identification, conflict resolution, and monitoring of activities. Their involvement strengthened trust, promoted accountability, and ensured that interventions were culturally appropriate and responsive to local needs.

Overall, HADO's partnerships in 2023 significantly contributed to improved programme delivery, strengthened local ownership, and enhanced sustainability of interventions. By leveraging the strengths of diverse stakeholders, the organization was able to deliver integrated, community-driven programmes that effectively addressed the complex needs of vulnerable populations across South Sudan

4. Organizational Capacity and Growth

In 2023, Human Appeal Development Organization (HADO) made significant progress in strengthening its institutional capacity to deliver high-quality, accountable, and impactful programmes across its areas of operation. These efforts were driven by a commitment to improving operational efficiency, enhancing programme performance, and aligning with humanitarian standards and donor expectations.

HADO strengthened its operational systems and internal processes, including financial management, procurement, logistics, and human resource management. The organization refined its policies and procedures to improve transparency, accountability, and compliance, while also introducing more structured planning and reporting systems. These improvements enhanced efficiency in resource utilization and ensured timely and effective programme implementation, particularly in complex and hard-to-reach environments.

In the area of programme management, HADO improved its ability to design, implement, and monitor multi-sectoral interventions. The organization strengthened the use of results-based frameworks, including logical frameworks and activity tracking tools, to better measure outputs and outcomes. Coordination between field teams and management was enhanced, leading to improved planning, real-time problem-solving, and adaptive programming in response to evolving community needs.

A key area of progress in 2023 was the strengthening of Monitoring, Evaluation, Accountability, and Learning (MEAL) systems. HADO improved data collection, analysis, and reporting mechanisms to ensure evidence-based decision-making and improved programme accountability. The organization also enhanced feedback and complaint response mechanisms, enabling communities to actively participate in programme improvement and ensuring that interventions remained responsive and inclusive.

Staff capacity development remained a central priority throughout the year. HADO invested in targeted training and on-the-job learning for its staff across technical and operational areas, including health programming, WASH, protection, project cycle management, safeguarding, financial accountability, and MEAL. These capacity-building initiatives strengthened staff competencies, improved programme quality, and enhanced the organization's ability to deliver integrated interventions effectively.

In addition, HADO fostered a culture of continuous learning and knowledge sharing, encouraging collaboration across teams and promoting the use of lessons learned to inform programme design and implementation. Regular internal coordination meetings and technical discussions improved communication, teamwork, and overall organizational performance.

Through these efforts, HADO continued to build a more resilient, professional, and results-oriented organization, better positioned to respond to humanitarian needs and deliver sustainable development outcomes. The progress achieved in 2023 provides a strong foundation for future growth, expanded programming, and deeper impact across South Sudan.

5. Challenges and Lessons Learned

5.1 Challenges

In 2023, HADO operated within a complex and evolving humanitarian context where multiple external and internal constraints affected programme delivery and scale.

Limited funding and resource constraints

Demand for services significantly exceeded available resources. While needs across health, WASH, food security, protection, and education continued to rise, funding remained limited and often short-term. This constrained HADO's ability to scale interventions, sustain activities over longer periods, and expand coverage to additional high-need locations. Resource gaps also required prioritization of the most critical activities, sometimes limiting the depth of support provided to beneficiaries.

Access challenges to hard-to-reach areas

Many of HADO's operational locations, particularly in rural payams such as Wonduruba, Lainya, and surrounding areas, were difficult to access due to poor road infrastructure and seasonal conditions. During the rainy season, roads often became impassable, delaying delivery of supplies and restricting staff movement. These access constraints affected the frequency of field visits, supervision, and timely implementation of planned activities.

Displacement and insecurity

Localized conflict, including cattle-related violence and intercommunal tensions, led to repeated population displacement and instability in several areas of operation. Displacement disrupted livelihoods, increased humanitarian needs, and complicated beneficiary targeting and follow-up. Insecurity also posed risks to staff and occasionally limited access to certain communities, affecting continuity of services.

High operational costs and inflation

The economic environment in 2023 was characterized by high inflation, currency depreciation, and rising fuel and transportation costs. These factors significantly increased the cost of programme implementation, including procurement of materials, logistics, and field operations. As a result, HADO had to adapt budgets and optimize resource use to maintain programme delivery within constrained financial conditions.

5.2 Lessons Learned

Despite these challenges, HADO generated valuable lessons that have strengthened its programming approach and will inform future interventions.

Integrated programming increases impact and efficiency.

HADO observed that multi-sectoral interventions—linking health, WASH, livelihoods, and protection—produced more comprehensive and sustainable outcomes compared to standalone projects. Addressing interconnected needs simultaneously improved efficiency in resource use and resulted in stronger overall impact at household and community levels.

Community engagement enhances sustainability

Active involvement of community members, local leaders, and beneficiary groups throughout the project cycle significantly improved ownership and sustainability of interventions. Communities that participated in planning, implementation, and monitoring were more likely to maintain infrastructure, adopt improved practices, and continue activities beyond project timelines.

Capacity building strengthens resilience

Investing in the skills and knowledge of local actors—including health workers, water user committees, community leaders, and volunteers—proved essential for strengthening local systems. Capacity building enhanced the ability of communities to manage services, respond to shocks, and sustain programme benefits independently over time.

Flexible approaches are essential in dynamic contexts

The rapidly changing operational environment highlighted the importance of adaptability in programme design and implementation. Flexible planning, responsive budgeting, and adaptive management enabled HADO to adjust to emerging needs, access constraints, and contextual changes, ensuring continuity and relevance of interventions.

Overall, the challenges and lessons from 2023 reinforced the importance of integrated, community-driven, and flexible approaches in delivering effective humanitarian and development programming in South Sudan's complex context.

6. Future Outlook

Building on the achievements and lessons of 2023, Human Appeal Development Organization (HADO) is strategically positioned to deepen its impact and broaden its reach in the years ahead. The organization will prioritize the expansion of integrated, multi-sectoral programming that addresses the interconnected needs of vulnerable populations. By strengthening the synergy between health, nutrition, livelihoods, WASH, education, and peacebuilding interventions, HADO aims to deliver more holistic and sustainable outcomes at community level.

A key focus moving forward will be the consolidation and diversification of partnerships with government institutions, local and international NGOs, donors, and community-based organizations. Strengthened collaboration will not only enhance resource mobilization but also improve coordination, knowledge sharing, and scalability of successful models.

HADO is committed to scaling up interventions in underserved and hard-to-reach areas, ensuring that no community is left behind. In particular, the organization will intensify efforts in:

- **Health and Nutrition:** Expanding access to quality primary healthcare and addressing malnutrition through integrated approaches.
- **Livelihoods and Economic Empowerment:** Promoting sustainable income-generating activities, vocational skills development, and market linkages.
- **WASH:** Increasing access to safe water, sanitation, and hygiene services while promoting behavior change.
- **Education:** Supporting both formal and non-formal education systems, including teacher capacity building and youth-focused skills development.
- **Peacebuilding and Governance:** Strengthening social cohesion, conflict resolution mechanisms, and inclusive governance structures.

In response to growing environmental challenges, HADO will increasingly adopt climate-smart and environmentally sustainable approaches across all sectors. This includes promoting climate-resilient agriculture, sustainable natural resource management, and disaster risk reduction strategies.

Furthermore, the organization will continue to place strong emphasis on inclusion and equity, ensuring that women, youth, persons with disabilities, and other marginalized groups are meaningfully engaged and benefit from all interventions. Gender-transformative programming and youth empowerment will remain central pillars of HADO's strategy.

Through innovation, evidence-based programming, and adaptive management, HADO aims to strengthen community resilience, reduce dependency on humanitarian assistance, and contribute to long-term development outcomes across South Sudan.

7. Conclusion

The 2023 performance of Human Appeal Development Organization (HADO) demonstrates a strong and unwavering commitment to delivering impactful humanitarian and development assistance in a highly complex and challenging operating environment. Despite constraints such as limited resources, access challenges, and economic pressures, the organization successfully implemented a wide range of interventions that addressed critical needs and improved the well-being of vulnerable communities.

Through its integrated programming approach, HADO was able to maximize efficiency and impact by linking interventions across sectors. This holistic model ensured that communities not only received immediate support but also gained the tools and capacities needed to build resilience and improve their livelihoods over time.

The organization's success was further strengthened by robust partnerships with stakeholders at all levels, including local communities, government authorities, and development partners. These collaborations enhanced coordination, promoted ownership, and ensured that interventions were contextually relevant and sustainable.

Importantly, HADO's community-driven approach remained at the core of its operations. By actively engaging beneficiaries in the design, implementation, and monitoring of programs, the organization fostered trust, accountability, and long-term sustainability of its initiatives.

As HADO looks to the future, it remains steadfast in its mission to support vulnerable populations in achieving improved living conditions, resilience, and self-reliance. The organization is committed to scaling up its interventions, embracing innovation, and continuously learning and adapting to the evolving needs of communities.

With a clear strategic direction and a strong foundation built in 2023, HADO is well-positioned to contribute meaningfully to sustainable development, social cohesion, and peaceful coexistence across South Sudan.