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South Sudan Annual Report 2012

 International Federation
of Red Cross and Red Crescent Societies

SP164SS

30/04/2013

**This report covers the
period 1 January to 31
December 2012.**

*Some of the volunteers
mobilized to provide
emergency First Aid services
during South Sudan's
Independence Day
celebrations. Photo: SSRC*



Overview

Since the independence of the Republic of South Sudan on July 9, 2011, the process towards recognition of the South Sudan Red Cross (SSRC) has seen remarkable progress with the adoption of the "Red Cross Act" by the National Assembly in January and the formal signature into law by President Salva Kiir in April 2012. A membership drive launched in January brought the remarkable recruitment of over 2,000 persons of all ages, origins and walks of life and the organization of assemblies by July in all ten branches to elect governing bodies. A very first national General Assembly in October elected its first President and Governing Council as well as an Executive Committee to oversee SSRC's progress meeting every three months. At the same time, the recruitment for key positions to strengthen the headquarter structure progressed as well albeit slowly due to the difficulties to identify suitable and competent candidates among the many applications. Towards the end of the year, serious flaws in the financial management of SSRC became manifest mainly through the lack of accountabilities for working advances transferred through the various pledges. Main concerns are the lack of implementation in CBHFA and to a certain extent in the Emergency Appeal for Returnees and Host Communities (MDRSS001) as for WASH activities in favour of affected communities in the main cities in seven out of ten States.

The decision by South Sudan in January to halt all oil production and export through Sudan due to an unbridgeable gap in the positions on transit fees for the use of Sudan's pipelines and Port Sudan brought a significant cut in estimated around 90% of government income in an already very dire economic situation. The consequences were increasingly felt in the second half of the year. Other remaining contentious issues such as border demarcation, Abyei, the conflict in Jonglei and the

status of southerners in the North contributed further to an uncertain and generally tense environment. Albeit slower than initially feared, the arrival of tens of thousands of people originating from the South from Sudan brought additional pressure on already vulnerable communities in the bigger urban agglomerations. IFRC decided in May to launch an Emergency Appeal for “Returnee and Host Communities” (MDRSS001) and as a result shifted much of the activities and resources planned in the LTPF to the Appeal.

Working in partnership

The tripartite Memorandum of Understanding on Movement Cooperation signed at the end of August 2011 lays the frame for functioning coordination mechanisms at the strategic, operational and technical levels between SSRC and its partners. As the eight PNS present in the country are integrated with the National Society and not with the Federation, there are no direct agreements between them and the IFRC Country Representation which, on the other hand, provides a number of welcome and administrative services charged with a service fee since the beginning of 2012. These informal accords need to be consolidated, if possible in formal service agreements and a CAS process in line with the development of a national Strategic Plan of SSRC. While 2012 was a year of “exploring the terrain” for mutual cooperation, 2013 should lead to a consolidated and confirmed Movement Cooperation framework in the country.

In the first half of 2012, a clear trend towards rallying the partners behind a more programmatic than purely project approach has emerged. This can be clearly said for DM/DRR with a lead initiative from the Danish and Netherlands RC as well as for CBHFA with the Finnish and Norwegian RC. A similar tendency can be seen in relation to general and financial management issues. The role of IFRC in facilitating and promoting these processes according to its traditional coordination role is widely accepted but the realisation has not yet worked in South Sudan. The more SSRC is progressing to develop its full Strategic Plan (likely in the course of 2013), the better it will be possible to formalize this constructive cooperation and partnership into overall programme agreements.

Breakdown of Current Partners (December 2012)

Partners	Disaster response	DM / DRR	Health & Care	OD	Principles & Values
IFRC (Finnish RC)	✓		✓		
IFRC (Swedish RC)			✓	✓	
IFRC (others)			✓		
IFRC Emergency Appeal	✓	✓	✓		
Austrian RC		✓	✓		
British RC				✓	
Canadian RC		✓	✓		
Danish RC	✓	✓	✓	✓	
German RC			✓		
Netherlands RC		✓	✓	✓	
Norwegian RC		✓	✓	✓	
Swedish RC		✓	✓	✓	
Swiss RC		✓	✓		
ICRC	✓	✓	✓	✓	✓

The Swedish RC is newly present in Juba as of mid-September with a Country Representation cum PMER Delegate. While bilateral with SSRC, financial arrangements for in-country and work budget as well as some administrative services were handled through the Federation Country Office during 2012. This may have to be changed in order to align with a common approach to service provision by Federation to all PNS in country. This idea was however kept on hold after a visit by the Head of Regional Delegation.

The Finnish and Norwegian RC, among others, have expressed their willingness to channel their programme support funds through the Federation Country Office, albeit giving IFRC more of a financial policing than a real programme supervisory role. Demands are high for the IFRC to take a more proactive role but lack the commitment to give it the necessary resources to do so. Towards the end of the year, the leadership of SSRC has also expressed its unwillingness by demanding a drastic reduction of the presence of IFRC in the country, e.g. by questioning the need for a FAD and Logistics Delegate in the country.

Progress towards outcomes

Business Line 1: To Raise Humanitarian Standards

Outcome 1.1: A Zone regional trend report on key humanitarian and development issues is developed and kept updated

Outcome 1.2: A databank of objectively-analyzed National Society capacities is established that creates greater self-awareness of their profile at all levels, services, strengths, gaps, and their future potential for boosting their own development

Measurement			
Indicators/Outputs	BL	Annual Target	Year Actual
<p>1.1 South Sudan Red Cross contributes and utilizes information on regional humanitarian trends, and good practices</p> <p>1.2 South Sudan Red Cross contributes information annually to the databank with support of the IFRC country office.</p> <p>I.3 and I.4 skipped (outcomes of Zone/Region)</p>	New National Society, no baseline existing	SSRC contributes information on trends and databank	No progress made yet due to absorption by consolidation HQ and recognition process.

Comment on progress towards outcomes

- The year 2012 was very much focused on the recruitment of members for the elections at state and national levels as SSRC did not have membership before. At the same time, a volunteer management manual has not been developed as SSRC was only availed of a Volunteer Officer as of July.
- Priority being on a membership register, the work on a volunteer database could not yet be initiated.

Business Line 2: To grow Red Cross Red Crescent Services for Vulnerable People

Outcome 2.1: Timely quality disaster relief assistance is delivered to people affected and to National Societies, mobilizing fully operational regional disaster response teams where required

Outcome 2.2: Comprehensive technical assistance is provided to National Societies on community level disaster management programming, incorporating disaster risk reduction

Measurement			
Indicators/Outputs	BL	Annual Target	Year Actual
<p>2.1</p> <ul style="list-style-type: none"> South Sudan Red Cross continues to develop its Emergency Action Teams with the support of ICRC. South Sudan Red Cross is prepared to mobilize volunteers to be trained for RDRT assignments. Sufficient NFI stocks are available to headquarters and all branches sufficient to immediately accommodate needs of 20,000 households in response to small scale disasters. <i>With the launch of the EA in May, all disaster response was shifted from LTPF to the Appeal to cover up to 14,000 additional households (hh) to the 5,000 received in Dec (see MDRSS001)</i> 	<p>EAT in 8 Branches</p> <p>Not mature yet</p> <p>Finnish RC supports 5'000 hh, ETA DEC11</p>	<p>EATs in 10 Branches</p> <p>2013 based on exp. With EA</p> <p>Positioning of up to 19'000 NFI hh in 7 branches</p>	<p>2 trained, 2 refresher training</p> <p>None</p> <p>5,000 hh NFIs distributed by June in five branches. Reporting tedious to obtain. 14,000 hh under PEA partly arrived and forwarded to branches or in pipeline at the end of the year</p>
<p>2.2</p> <ul style="list-style-type: none"> South Sudan Red Cross aims to be the main community-based organisation, enabling communities to be more resilient. South Sudan Red Cross is currently training VCA teams to be able to work with the community members to assess their priority risks and coping capacities 	<p>CBHFA program in several branches as base</p>		<p>Over 7,500 individuals reached by December.</p>

Comment on progress towards outcomes

- While drafting the LTPF, the dimension of the return of people of southern origin from Sudan was not that clear. We therefore eventually thought about integrating the response into the regular planning. With the cancellation of the residence status of southerners in the North and the deteriorating economic situation in both countries, however, it became obvious that returnees would mainly flock into already vulnerable urban or semi-urban agglomerations with little or no basic facilities. As a consequence, it was decided in May to launch an Emergency Appeal (MDRSS001) and to shift most of the budget on the LTPF under DM to the EA.
- With the significant funding from the Finnish RC and the support of an Ops-Mgr and an RDRT assessment team, it was possible to receive and forward to the main priority destinations of Aweil, Wau, Bentiu and Malakal the first NFI items for 6,000 hh by late 2012. There was delay resulting from logistics and customs issues which meant that the delivery of the remaining NFI items for 8,000 hh will spill into

2013. Preparations in WASH for the next rainy season is likely to start in June. This make it very sensible to extend the MDRSS001 Appeal as of May for another six months until end of October. The “soft” components in hygiene promotion, however, were delayed considerably due to the lack of capacities at the SSRC Health Department and slow training and volunteer deployment in the branches.

- The DM Department of SSRC at HQ was only established in December, availing of a Coordinator, a DRR and an Emergency Preparedness and Response Officer. The Department was therefore only gradually able to establish links with the branches and organize e.g. trainings in assessment, beneficiary selection and distribution. The significant capacity building components in the EA, however, are boosting the capacities of SSRC in a broader comprehensive approach between relief, hygiene, sanitation and clean water.
- The comprehensive DM programme supported by the Danish RC was somehow interrupted due to the absence of a specialized Delegate for several months (new Delegate arrived end September). Netherlands, British and Norwegian RC have expressed their commitment to rally their support behind this overall approach and by the second half of the year, a tendency to converge behind programme approaches rather than projects became tangible both for DM/DRR and Health including WASH. The partners and SSRC express their wish for the IFRC to assume a facilitation and coordination role particularly as several intend to channel their programme support multilaterally through the Federation. Key will be, however, the development of an overall Strategic Plan 2014-2016 combined with a “CAS” process during the first half of 2013.

Business Line 3: To Strengthen the Specific Red Cross Red Crescent Contribution to Development

Outcome 3.1:

Strategy 2020 is rolled out throughout Africa, with support provided to National Societies for strategic planning based on S2010.

Outcome 3.2: Programmes and support mechanisms addressing health and care priorities are developed and improved, enhancing social mobilisation and encouraging volunteering and engagement of youth in RC/RC activities.

Outcome 3.3: Social cohesion is promoted and situations of discrimination and exclusion are addressed

Outcome 3.4: NS capacities and internal development are strengthened by alignment of assistance to their self-determined needs

Outcome 3.5: The Federation Secretariat’s role as a lead in coordination of Movement support to South Sudan Red Cross is widely accepted and appreciated.

Measurement			
Indicators/Outputs	BL	Annual Target	Year to Date Actual
3.1 <ul style="list-style-type: none"> • South Sudan Red Cross contributes to achieving the aims of Strategy 2020 by developing and implementing a new strategic plan within the first six months of its existence. 	Strategic Plan not yet in initial phase	Target shifted to 2013.	No progress so far (premature before GA and structural

<p>The strategic planning will be done in a participatory way, involving all ten state branches.</p>			consolidation)
<p>3.2</p> <ul style="list-style-type: none"> South Sudan Red Cross will revise the objectives of the current National Community Health Volunteer programme, renaming it to Community-based Health and First Aid (CBHFA) programme, increase coordination with bilateral health projects and expanding the programme coverage from four to all ten branches. South Sudan Red Cross expands its youth volunteer base by 10% per year 	Baseline conducted in March/April	Conclusions of baseline study for the revision of the programme by mid 2013	Up to December no conclusions yet available from baseline study
<p>3.3</p> <ul style="list-style-type: none"> South Sudan Red Cross is effectively running an integration initiative programme advocating for greater understanding of the Humanitarian Principles and Values amongst the returnees and the host communities. 	Dissemination activities supported by ICRC in all branches	n/a	Regular ongoing dissemination and trainings
<p>3.4</p> <ul style="list-style-type: none"> South Sudan Red Cross is building up proper and effective financial procedures and guidelines and aims to have annually audited accounts. 	Largely weak and oriented towards accounting for individual projects, pledges and working advances	SSRC has agreed to a concerted support by the partners to make a professional external expertise available.	No real progress despite regular discussions in Movement coordination mechanisms.
<ul style="list-style-type: none"> South Sudan Red Cross will summon its 1st General Assembly before end of the first quarter 2012, electing a fully constituted board with fair representation of youth and women 	Branch assemblies in all 10 locations	GA shifted to Oct 2012	General Assembly held successfully in early October with the election of a President, Governing Council and Executive Committee. Joint Assessment Mission of the JSC conducted in December.

Comment on progress towards outcomes

- Even though a new Finance Manager has been recruited, 2012 showed significant flaws in terms of procedures, guidelines, checks and balance mechanisms. SSRC is simply overwhelmed by the hugely increased financial flow compared to pre-independence. It is therefore crucial that all partners rally behind a concerted and systematic effort to build solid structures which will allow annual audited financial reports to the Governing Council and the partners as of 2013. IFRC should play an active "convenor" role in this.
- The success of the inclusive and geographically diversified membership drive launched in January with over 2'000 members recruited in a short while (all paying their membership fee of 10 SSP) surprised everybody positively. The branch assemblies were organized in all branches by July and followed immediately by Governance trainings on roles and responsibilities, Fundamental Principles, the

Movement, etc., conducted by the SSRC OD Coordinator and the IFRC NSD Delegate.

- The General Assembly in early October was held successfully and in an enthusiastic atmosphere, electing its first President from Unity State and a broad Governing Council and Executive Committee. The mood was dampened, however, by a decision of the Executive Committee to delegate the appointment of the Secretary General to the President who immediately appointed SG (ad interim) for another four years term, a move criticized strongly by some of the branch governances and management.

Business Line 4: To Heighten Red Cross Red Crescent Influence for Our Work

Outcome 4.1: National Societies are supported to adopt or amend NS legislation and further develop their auxiliary role, as well as promote and advocate for IDRL and risk reduction law

Outcome 4.2: Resource mobilisation capacities of NS are scaled up, diversifying income sources and expanding partnerships

Measurement			
Indicators/Outputs	BL	Annual Target	Year Actual
<p>4.1</p> <ul style="list-style-type: none"> • South Sudan Red Cross' auxiliary role is promoted through the adoption of the Red Cross law by the Government of the Republic of South Sudan <p>IDRL guidelines are incorporated into country disaster preparedness and disaster risk reduction policies.</p>	<p>Red Cross Act signed by President in March</p> <p>Participation of SSRC, Government reps and members of Parliament in Mombasa workshop</p>	<p>Regular dialogue with the Min. of Hum. Affairs and the Relief and Rehabilitation Commission</p> <p>Follow-up workshop with broad participation in Juba in fourth quarter</p>	<p>SSRC has gained significant acceptance by Government and humanitarian actors and is in the process of confirming the privileges stipulated in the law with various concerned line ministries and authorities</p> <p>Follow Up workshop was successfully held in Juba in November, unfortunately without participation of customs, justice, finance and health authorities. F-U planned with group of peer personalities in 2013</p>
4.2			

<ul style="list-style-type: none"> • Complete funding of the core cost and basic infrastructure programme (CBP) with own resources. • Ensure a strong positive projection of South Sudan Red Cross image, brand, and messaging that enables external partners to know the National Society better and allows an expansion of access, space, and market share for Red Cross Red Crescent actions in South Sudan through a concerted effort in coordination and networking with all key stakeholders. • Gain greater access and resources from the national government through further development of the auxiliary partnership role of the National Society 	100% dependency on support from partners	Premature for 2012 Premature for 2012 due to economic situation	Probably still premature for 2013 but has to be kept very high on agenda throughout Stronger readiness of partners to invest in core beyond projects.
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Comment on progress towards outcomes

- Interest shown IDRL by Government representatives and one member of the Legislative Commission of Parliament give positive prospects and need to be followed up soon.

Business Line 5: To Deepen Our Togetherness through Joint Working and Accountability

Outcome 5.1:

Assistance is aligned among Movement components: National Societies (including PNS), ICRC and the Federation, to optimise the Movement's work and impact at country level

Outcome 5.2:

International cooperation and coordination dialogue is enhanced through regular Africa Zone National Society leadership meetings, dialogue platform meetings and other National Society groupings and regional networks

Outcome 5.4:

National Societies increase the quality and impact of their programs through sound program management, including timely and quality planning, monitoring and reporting

Measurement			
Indicators/Outputs	BL	Annual Target	Year to Date Actual
<p>5.1</p> <ul style="list-style-type: none"> • A memorandum of understanding and National Society-led coordination platform between South Sudan Red Cross and Movement partners exists 	Tripartite MoU signed August 2011		Even though few PNS have signed the Annexe, the Mvt coordination mechanisms function generally well but need improvement in 2013

<p>5.2</p> <ul style="list-style-type: none"> • South Sudan Red Cross actively participate in various regional networks with support from the IFRC East Africa regional office (5.3 Zone outcome) <p>5.4</p> <ul style="list-style-type: none"> • Provide quality reports, on time, to all major donors. As part of the CBP Programme, South Sudan Red Cross is seeking support for a PMER officer. 		<p>Swedish RC supported PMER Delegate and Officer in place by end September</p>	<p>SSRC participates actively in RC-NET, etc. and hopefully will be a full member early 2013</p> <p>Swedish RC Delegate in place by end and planning in place for 2013</p>
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Comment on progress towards outcomes

- Roles and Responsibilities among RC Partners need to be clarified in order to more effectively support the development of S. Sudan RC and its activities

Stakeholder participation and feedback

- The SSRC has generally good relations with various authorities and in particular the Ministry of Humanitarian Affairs and the Relief and Rehabilitation Commission (SSRRC). A number of high/ranking government officials know the Red Cross and ICRC activities since the war. They also express their satisfaction about the change in Emblem. At the State level, SSRC Branch Directors and Officers coordinate well with RRC and participate actively in the clusters. Expectations are, however, sometimes high and beyond the means of this new National Society. While SSRC Coordinators participate in the various concerned UN clusters, IFRC represents the Movement at the level of the Humanitarian Country Team and shares all information with SSRC and the partners. The same goes for the daily security updates and advisories reaching through the NGO Forum.
- The anchoring in and feedback from the communities can still be improved, particularly through focusing the CBHFA and Hygiene/Sanitation more strongly on the beneficiaries. Efforts are also underway to strengthen the community-based assessment and beneficiary selection in the distribution of relief items. In 2013, a “beneficiary communication” component as successfully implemented in other countries has to be included

Key Risks or Positive Factors

Security

South Sudan continues to experience a wide range of security incidences in almost all states including the so called protocol areas (Abyei) and the northern half of Jonglei State. These incidences range from inter-tribal conflicts, intra-tribal conflicts and security forces /civilian clashes. Continuing conflict will limit access for expatriate staff. To overcome this, flexibility clauses in partnership agreements will ensure alternative approaches to program support as well as possibility for funding reallocations to support emergency response activities. Furthermore the South Sudan country office is putting more emphasis in lobbying and advocating for support in developing the communication infrastructure of the National Society, particularly at the branch and unit levels.

<p>the rainy season when many roads are closed for months, rendering the positioning of relief items hazardous and tedious.</p>	H	
<ul style="list-style-type: none"> • Infrastructure of the IFRC • The South Sudan country office has built up and involves at present 4 expatriate and 4 National staff. Still the role of the country office is presently focused on sharing resources and supporting planning and coordination, leaving the operational role to the SSRC in cooperation with partner national societies and external actors. 	M	<ul style="list-style-type: none"> • The assumption is, however, that support for the country office is indispensable and an essential part of the Movement in South Sudan. Binding commitments of funding must be available in time to avoid interruptions in support delivery
<ul style="list-style-type: none"> • The Movement Agreement is not signed and supported by most of the PNS active in South Sudan 	H	<ul style="list-style-type: none"> • Roles and Responsibilities among RC Partners need to be clarified
<ul style="list-style-type: none"> • Infrastructure of the National Society • The SSRC is currently in a build-up process which is challenging in many ways. It is time consuming, costly and requires an efficient staff induction and training programme. This may lead to less time to engage in strategic discussions with its various partners. 	H	<ul style="list-style-type: none"> • To minimize any negative effect, the South Sudan country office will use its strategic presence to facilitate SSRC engagement both with Movement and external partners towards a realistic Strategic Plan and “CAS”-like process to consolidate the support by all partners.

- Even though the recognition process of SSRC appears to move ahead very fast, it is crucial that inclusive and geographically diversified steps are not by-passed or cut short in the building of a true broad-based State and National Governance structure. These processes are new not only for SSRC but generally in a socio-cultural environment which is anchored rather in tribal affiliations than in a national “democratic” understanding. We can expect that SSRC will have to go through a number of phases in this.
- The process of membership, assemblies, general assembly absorbed huge human and financial resources drawing the attention somewhat away from the development of sound management and financial structures.
- A significant discrepancy between the capacities of this very young National Society SSRC both in terms of management and programme implementation on one side and the influx of financial and programme support from PNS as well as being solicited by UN and other humanitarian actors on the other hand remains as a major concern. SSRC is trying hard to cope to absorb the financial resources it receives and needs partners to seriously rally around a reasonable and realistic Strategic Plan and plan of action for the coming years.

Financial situation

[Click here to go directly to the financial report](#)

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGOs) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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