

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

SUDAN

04 August 2003

Appeal no. 01.10/2003; Appeal target: CHF 2,268,676 (USD 1.56M or EUR 1.54M)

Programme Update No. 1; Period Covered: 01 January to 30 June 2003

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 180 countries.

For more information: www.ifrc.org

In Brief

Appeal coverage: 37%. See the attached Contributions List or see the Federation's website at:
http://www.ifrc.org/cgi/pdf_appeals.pl?annual03/1-2-3%20-%20ap011003.pdf

Outstanding needs: CHF 1,419,863

Related Emergency or Annual Appeals: Sudan Drought Emergency Appeal no. 17/03 launched 01 July 2003

Programme Summary: Poor donor response combined with limited capacity within the Sudanese Red Crescent Society (SRCS) significantly impeded programme implementation. The severe funding constraints also necessitated extensive revision of programme activities and expected results, causing further delay in implementations.

Operational developments

The SRCS continues to suffer from limited capacity, particularly at headquarter level, which hampers programme development and effective programme delivery and accountability. The weakness is especially evident within management, where there is a notable lack of efficiency due to limited staffing and support capacity. This weakness is reflected in delayed programme design, reporting, inadequate follow-through, and unsatisfactory accounting practice.

The SRCS is also facing serious financial constraints that limit its operational capacity and negatively impact the morale and motivation of staff. Efforts to raise funds locally have been constrained by the national society's weak image in the international humanitarian community; this is due to limited visibility and lack of credibility as a direct result of their limited operational capacity.

Notwithstanding these serious constraints, SRCS continues to provide a wide range of services through its extensive branch and volunteer network with support from a number of participating national societies (PNS's), the ICRC, and other international and national organizations and institutions.

Presently, a continuing drought in Red Sea State affecting some 256,000 people is a major focus of concern and attention for the SRCS, and an appeal to assist the victims (17/02) has been launched on 01 July 2003.

The current cessation of hostilities has changed the humanitarian landscape in Sudan. The SRCS is under increasing pressure to meet humanitarian needs in newly accessible areas, as well as to prepare for post conflict emergency, recovery and development needs following the signing of a peace agreement.

1. Health and Care

Goal

The health of and care for vulnerable households and communities - including those affected by conflict, epidemics (inclusive of HIV), and disasters - is improved.

Objective

The Federation facilitates the development of the national society's capacity in community-based health and care programming, through HIV/AIDS/STDs activities.

Progress

With support from the Regional HIV/AIDS programme, SRCS has initiated the process of developing a 5-year HIV/AIDS Strategic Plan in consultation with and under the auspices of the Federal Ministry of Health and the National Aids Programme. The Federation Representative in Sudan has begun discussions with UNFPA office in Sudan towards developing a collaborative approach in implementing the Strategic Plan upon its finalisation.

The Federation Representative has also held discussions with the UNFPA Representative towards the formation of a country level partnership between UNFPA, the Federation and the SRCS in the implementation of a UNFPA supported Reproductive Health programme.

SRCS is also implementing an HIV/AIDS pilot project for internally displaced persons (IDPs) in Kosti in the White Nile State, with the support and assistance of the Federation Regional HIV/AIDS programme. The project implementation and monitoring is being done by the Federation Representative.

Impact

Contacts have been established with new partners, especially the UN family which holds very good potentials for strong partnerships in Sudan.

Constraints

Limited support and capacity of health department of the SRCS to develop, implement and support the programme.

2. Disaster Management

Goal

Implementation of characteristics of a well-prepared national society has improved the SRCS in three key areas: know-how, capacity and performance.

Objective

Federation assistance to the SRCS has increased the national society's disaster response capacity to meet the humanitarian needs in the country.

Progress

The Federation Representative is actively advocating for the development of a National Disaster Preparedness strategy that encourages collaboration and the formation of strategic partnerships and alliances with Red Cross/Red Crescent Movement partners and key support agencies. Envisaged within this is a flexible operational structure that vertically and horizontally links different institutional interests and capacities with essential and integral SRCS programme and organizational components to enhance programme effectiveness and efficiency.

Given the comparative advantage of SRCS in the area of risk reduction, the proposed implementation strategy adds value to their efforts through the integration and coordination of the different institutional components within the Movement (Federation, ICRC, PNS), and with external supporting UN structures and NGOs (e.g. Oxfam/GB, Save the Children UK).

The proposal has been endorsed by the ICRC who committed to harmonise their Conflict Preparedness programme within the disaster preparedness programme of SRCS; ICRC also committed to offer financial assistance in assessing the disaster preparedness capacity of identified disaster prone states. The Spanish RC also accepted to integrate their disaster preparedness programmes within the National Disaster Preparedness Plan of the SRCS. The proposal has been discussed with OCHA, ECHO and USAID; they endorsed the concept and encouraged its development.

The Pro Ventin Consortium has also endorsed the idea in line with a planned Provention/UNEP/Federation disaster preparedness programme. Pro Ventin is a global coalition of governments, international organizations, academic institutions, the private sector, and civil society organizations aimed at reducing disaster impacts in developing countries. The Pro Ventin/UNEP interest in Sudan is a direct outcome of active lobbying by the Federation Regional Disaster Preparedness (DP) delegate in promoting and developing the partnership.

The Federation Representative has held talks with UNICEF and WHO toward developing formal relations/partnership in supporting the Emergency Health Disaster Preparedness programme of the SRCS. Extensive discussions were also held with the ECHO Representative which resulted into greater support for disaster preparedness programming in Sudan. The Spanish RC has directly benefited from this advocacy effort through an ECHO-supported DP programme currently being implemented with the SRCS in Blue Nile State.

With the assistance of the Federation Regional DP delegate, the Federation Representative supported SRCS in preparing a drought appeal to respond to an ongoing drought in the Red Sea State that is affecting some 256,000 people. The appeal which seeks to assist 106,500 people for 12 months was prepared on the basis of a two-week mission supported by the British, Danish and American Red Cross Societies to confirm the extent of the humanitarian crisis. It proposes interventions in water/sanitation and health, and also includes disaster preparedness activities to strengthen the capacity of SRCS to address the problem of chronic food insecurity in Red Sea State. Please note that Emergency Appeal 17/2003: Sudan Drought was launched on 01 July 2003; refer to the Federation's website at: http://www.ifrc.org/cgi/pdf_appeals.pl?03/1703.pdf.

The Federation also assisted the SRCS in discussions with the Government of Sudan, UN agencies and donors over the drought; the World Food Programme (WFP) agreed to provide 10,000 MT of food in a separate agreement with the SRCS. Discussions have also been held with Oxfam GB and Action Against Hunger (ACF/AAH) to enhance collaboration and coordination among implementing agencies in the drought operation.

A water project in Khartoum branch that is assisting 160,000 IDP's - a joint initiative by the SRCS/ Federation, CARE International and USAID - has been suffering a serious lack of funding that led to a stoppage in the services earlier this year. However, through active lobbying by the Federation Representative on behalf of the SRCS, emergency funding has been secured to support of the project.

The Federation has been assisting some 12,000 IDPs in Kassala State as a result of renewed conflict on the Eritrean/Sudan border. The Federation also played a significant role in mobilising the international humanitarian community to address the immediate needs of this population; however, efforts towards achieving a Movement approach have largely been unsuccessful. Despite this, the Federation was able to support SRCS in obtaining further assistance from the ICRC.

Impact

There is open dialogue with the SRCS leadership on all issues, and the strong support from the Regional Delegation has attracted the interest of new partners (UNEP, Pro Ventin, ECHO, OCHA etc).

Constraints

The national society lacks capacity to seize opportunities that present themselves. The society also needs stronger management.

3. Organisational Development

Goal

The capacity of the SRCS to adequately function and manage its programmes that assist the most vulnerable people is increased.

Objective

Support from the Federation has enhanced the national society's institutional capacity and its progress towards operating as a well-functioning national society.

Progress

The SRCS has initiated a novel branch-to-branch capacity building project, with funding from the Federation's Capacity Building Fund and from the Norwegian Red Cross Society. The project is supported technically by the Africa Volunteering Delegate. Through the project, members of different branches with competence in particular aspects of branch management assist in facilitating at workshops held to build the capacity of weaker branches.

Impact

Branches are still the stronger assets of the SRCS with good capacity and trained volunteers on the ground.

Constraints

Lack of proactive approach from the SRCS headquarters, limited financial resources and a weak leadership.

4. Federation Coordination

Goal

To build capacity and empower the SRCS to achieve its mandate through better partnerships.

Objective

The SRCS's integrated capacity building planning and implementation skills are ensured by the Federation through participatory facilitation.

Progress

A conscious effort was made to re-establish dialogue and confidence in the Federation as a meaningful and supportive institution that is interested in working with and not against the national society.

The SRCS has succeeded in its efforts to bring together members of the Movement working in Sudan; regular monthly meetings are now held and chaired by the Secretary General of the SRCS. Ad hoc working group meetings are also held to follow up on specific areas of interest or need. A matrix has been prepared, detailing members' activities by type, location, timeframe, budget, main donors and partners. This matrix will form the basis for assessing SRCS programme impact in Sudan from a Movement perspective; help in planning and coordinating the activities of the Movement partners to the Strategic Work plan of SRCS; and help in the elaboration of a Cooperation Agreement Strategy (CAS).

In lieu of a formal partnership meeting, and related as well to the CAS process, the SRCS is preparing to hold a mid-term review of its strategic work plan 2003-2004. A workshop format is proposed to include key staff from the SRCS headquarters, representatives from the Central Committee, State branch's directors', and SRCS partners who include the Federation, the ICRC, the Spanish, German, Danish, Norwegian, and Netherlands Red Cross Societies, and other interested parties.

The objectives of the review are:

- to critically analyze the performance of SRCS in relation to its strategic work plan 2000-2004, and in relation to the Federation's Strategy 2010, ARCHI 2010 and Ouagadougou Declaration;
- to identify and closely examine the commitment of its partners towards supporting the national society's goals, programmes and activities;

- to identify and closely examine the national society's systems and structures towards meeting its goals, programmes, and activities;
- to explore opportunities and avenues of mobilizing in country resources for funding the SRCS strategic work plan 2000-2004;
- to formulate and specify areas of positive interest and relevance to the CAS towards realizing a Movement approach in effecting the strategic work plan; and
- to suggest relevant recommendations leading to attainment of the work plan 2000-2004.

It is expected that the outcome of this workshop will significantly influence the future direction of the national society in the near- to mid-term; form the basis of a constructive and proactive partnership between the SRCS and its key collaborators; and assist in the formulation and elaboration of a Cooperation Agreement Strategy.

The integration process is proceeding, but now more slowly and in a less determined process of change. On the basis of discussions held within the Africa Department, the Regional Delegation, and with the SRCS, the fixed timetable for integration was suspended and a more derivative approach has been undertaken. The decision to suspend the timetable was also taken in light of the constraints on funding the process, the limited capacity of the Society to absorb the planned activities, and on the understanding that the process should proceed on a more interactive basis, as part of the organic development of the national society, as opposed to an externally directed initiative.

Impact

The SRCS had lost faith in the Federation; some in the SRCS senior management actually saw it as working against the interests of the national society. The Federation has also been frustrated by the lack of concrete action and decisions from SRCS leadership in taking ownership and responsibility in the process towards being a well-functioning national society. However, despite reservations about past relations, there is now a growing belief that the Federation can make a positive contribution toward the development of the Society.

The SRCS is embracing a more global perspective on programme planning and delivery which incorporates the interests and involvement of Movement members in a more coherent and strategic way. Toward this end, the management of the SRCS is taking a greater leadership role.

Constraints

There are still mixed feelings about the way the Federation is currently working, i.e. the Change Strategy, and how the SRCS can benefit from this development. There appears to be reluctant acceptance or possibly misunderstanding of what the Change Strategy conceptually entails and how this translates in terms of the Federation's new methods and practices. In other words, the new role of the Federation as principally an enabler/facilitator as opposed to operator/implementer may not be fully comprehended or well appreciated.

A CAS process was begun some two years ago with the preparation of a draft document framing the country and humanitarian context within which the SRCS Strategic Work plan was located. The wider context has to some extent shifted with the importance now given to the prospect for peace and the implications this has for the SRCS as an organisation and in terms of programme priorities. The constraints on capacity and funding and the implications these have on programme and organizational development also hold implications for the preparation of a CAS. This document was shelved and a less didactic approach introduced based on the national society's assessment of its own needs and management of the CAS development process.

5. International Representation

Goal

The Federation has a high profile as a key humanitarian actor and advocate in the region with added advantage of a network of national societies able to deliver services at community level.

Objective

The Federation is an effective and reliable partner in support of the Sudanese Red Crescent Society and in addressing the needs of the most vulnerable.

Progress

The Federation Representative in Sudan maintains an on-going dialogue with relevant UN agency and donor representatives on programme areas of specific concern to both the SRCS and Federation. More particularly, discussions have been held with UNFPA, UNICEF and WHO to promote the priority programme areas of Emergency Health Preparedness, HIV/AIDS and Reproductive Health. Positive discussions have also been held with USAID, DFID, ECHO and UN-OCHA in promotion of and support for Disaster Preparedness in Sudan. Refer to the Health and Care and Disaster Preparedness sections of this update for more details.

The Federation Representative participates at numerous fora pertaining to in-country humanitarian issues and activities and attends special briefings for visiting representatives of governmental and non-governmental organisations.

Impact

The changed role of the Federation – more as an enabler for the SRCS and less as an operator of programmes - is better known and appreciated among international and national organizations. The principal role of the SRCS as the implementing agency is also better understood.

The role of the Federation as a provider of technical support to the SRCS through the regional and global support mechanisms, and as the principal coordinating agency among Movement partners within Sudan has become more widely recognized and accepted. The SRCS is better appreciated as a national organization within an international support network that gives it operational depth and breadth, particularly in respect of disaster preparedness programming. The added value of a Movement approach within Sudan has resonated in the international community in connection with contingency planning for peace. The combined value of a broad-based national network and integrated and coherent international support structure in meeting both humanitarian and post-conflict recovery needs is obvious and acknowledged.

Constraints

The principal constraint has been the lack of time to actively engage in meaningful dialogue with the international community both at scheduled meetings and on a regularly proactive basis. This is directly related to the SRCS lack of capacity to meet ongoing and developmental needs and responsibilities that consequently take up the time and energy of the Federation Representative. Addressing this situation requires a fundamental review of the Federation's policy and practice with regard to the national society in light of the on-going integration process, the Society's current capacity, and the Federation's strategic change objectives; this review has not taken place.

There are serious limitations in what the Federation Representative can say and do to promote the interests of the SRCS vis-à-vis the national society's capacity to effectively deliver the requisite services. Neither the Federation nor the SRCS is interested to make promises that cannot be met, with the inherent risk this holds to the reputation of both the institutions as well as the individual Representative. The current capacity of the Society must be the determining factor influencing how the Representative presents the Society to the wider community.

The Federation's reputation with respect to meeting humanitarian needs in-country is largely dependent upon the ability of the national society to deliver humanitarian programmes and services, particularly those benefiting directly from Federation assistance. The credibility of the national society is critical to the credibility of the Federation. Conversely, the opportunity for the Federation to increase its voice and influence is directly linked to the SRCS success in fulfilling its humanitarian mandate.

For further information please contact:

- Omer Osman, Secretary General, Sudanese Red Crescent Society in Khartoum ; Phone 249 11 77 20 11; Fax 249 11 77 28 77; Mobile phone 249 12 307 41; email srcs@sudanmail.net
- Erja Reinikainen, Regional Delegation Programme Coordinator, Phone 254 20 271 425; Fax 254 20 271 8415; email ifrc69@ifrc.org
- Josse Gillijns, Federation Desk Officer; Phone 41 22 730 4224; Fax 41 22 733 0395; email josse.gillijns@ifrc.org

All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation website at <http://www.ifrc.org>

APPEAL No. 01.10/2003

PLEDGES RECEIVED

29/07/03

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
-------	----------	----------	------	-----------	------	---------

CASH

REQUESTED IN APPEAL CHF ----->				2,268,676		TOTAL COVERAGE 37.0%
CASH CARRIED FORWARD				378,813		
BRITISH - GOVT/DFID (04)				25,000	24.02.03	HEALTH
BRITISH - GOVT/DFID (04)				38,000	24.02.03	ORGANISATIONAL DEVELOPMENT
BRITISH - GOVT/DFID (04)				68,000	24.02.03	DISASTER MANAGEMENT
CYPRUS - RC				344	24/01/03	
GERMAN - RC		2,000	EUR	2,911	22/01/03	GENERAL ASSEMBLY
JAPANESE - RC		41,590	USD	53,547	18.06.03	IDP
NORWEGIAN - RC		20,000	NOK	4,009	08/01/03	SRC GENERAL ASSEMBLY 2003
CAPACITY BUILDING FUND ALLOCATION				40,230	07/04/03	PSD001
SWEDISH - GOVT		1,000,000	SEK	168,000	08.04.03	
SUB/TOTAL RECEIVED IN CASH				778,854	CHF	34.3%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CANADA	DELEGATE(S)			59,959		
SUB/TOTAL RECEIVED IN KIND/SERVICES				59,959	CHF	2.6%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	