

DREF operation update



International Federation
of Red Cross and Red Crescent Societies

Sudan: Complex Emergency

DREF n° MDRSD006

Update n° 01

22 July 2009

The International Federation's Disaster Relief Emergency Fund (DREF) is a source of un-earmarked money created by the Federation in 1985 to ensure that immediate financial support is available for Red Cross and Red Crescent response to emergencies. The DREF is a vital part of the International Federation's disaster response system and increases the ability of national societies to respond to disasters.

Period covered by this update: 30 March to 31 May 2009.

Summary: CHF 107,354 (USD 94,027 or EUR 70,780) has been allocated from the Federation's Disaster Relief Emergency Fund to support the deployment of a technical support Field Assessment and Coordination Team (FACT) to Sudan.

Responding to the SRCS request, the Federation deployed a Field Assessment and Coordination Team to assist the SRCS to analyze the evolving situation, coordinate with all key stakeholders and develop a response strategy based on their mandate and capacity, and to eventually provide further technical support requested by the National Society. The FACT was deployed on 30 March 2009 and mission continued through April to May 2009 providing a total of three reports followed by a follow up mission producing a fourth report summarising actual situation and providing recommendations.

This operation was implemented over 2 months, and completed by 31 May 2009. In line with Federation reporting standards, the Final Report will be made available 90 days after the end of the operation (by 30 August 2009).

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The situation

Following the Government of Sudan's decision on 4 March 2009 to dissolve three national non-governmental organizations (NGO's) and to revoke the registration and order the departure from the country of thirteen international NGOs, the SRCS, as an auxiliary to the public authorities, was approached by the authorities to explore filling the resulting humanitarian gaps in Darfur state and beyond. In response, the SRCS started mobilizing its available resources, including organizing its volunteer base and working with partners and other operational agencies to support efforts to maintain its vital relief assistance projects.

Responding to the SRCS request, the Federation deployed a Field Assessment and Coordination Team (FACT) to assist the SRCS to analyze the evolving situation, coordinate with all key stakeholders and develop a strategy based on their mandate and capacity, and to eventually provide further technical support as may be required by the National Society.

The United Nations and the Government of Sudan (GoS) joint assessment mission produced more reliable data on the actual consequences of the departure of the 13 international non-governmental organizations (INGOs) and three local NGOs.

The various emergency interventions and measures taken by the remaining agencies in the field, the concerned UN agencies, with the help of SRCS scaled up its caseload of people to benefit from food distributions, and GoS have managed to deal *so far* with the *immediate* gap that was left by the departure of the expelled organizations. In some cases National authorities such as Ministry of Health covered the salaries of the former local staff of expelled INGOs. Additional management capacity was brought in from Khartoum and it is not clear how long that too can be sustained. A reason for serious concern remains as to the *sustainability* of the actual setup of the response which remains in essence a *temporary* solution until the return of the original partners or their replacement on a more permanent basis¹.

Coordination and partnerships

The FACT and the follow-up mission met several of internal and external stakeholders coordinating closely with all concerned partners. Recommendations indicated in produced reports were based on and reflect inputs from SRCS governance and management, field staff in Khartoum and Juba, Red Cross Red Crescent Movement partners working in Sudan, the Government of Sudan, donor agencies and UN agencies such as United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), United Nations Joint Logistics Centre (UNJLC), World Food Programme (WFP).

The SRCS has proven itself willing to partner with organisations within and outside the Movement. Beyond working with the International Committee of the Red Cross (ICRC), the International Federation and Partner National Societies (PNSs), the SRCS has collaborated with UN agencies and closely worked with the Government of Sudan as auxiliary to authorities in addressing humanitarian needs. Through these partnerships, it has been able to learn and grow. The SRCS good work has been recognised, and there was clear willingness to extend the partnerships further.

The FACT reports has been shared with Red Cross Red Crescent Movement partners and discussed bilaterally or through the Movement Task Force meetings.

Red Cross and Red Crescent action

Progress towards objectives

The Proposed Operation
<p>Overall Objective: Conduct an assessment of SRCS capacity and humanitarian assistance gap analysis to serve as a basis for strategic planning.</p>
<p>Objectives</p> <ul style="list-style-type: none"> • Support the SRCS in the analysis of assessments, planning and coordination with other humanitarian actors and the Government. • Assist the National Society with the formulation of a strategy to build SRCS capacity based on assessment information, relating to both the SRCS and other organizations involved. • Coordinate with all key stakeholders within and outside the Movement. • Identify priorities and help SRCS develop (or update) feasible plans in each sector based on the SRCS mandate and capacity. • Support the SRCS to explore new partnership opportunities. • Identify where and how the SRCS can upgrade its immediate operational capacity so that they are in a position to maximize operational partnerships in a sustainable manner. • Provide support in the elaboration and/or revision of a plan or appeal based on SRCS identified priorities.
<p>Activities planned</p> <ul style="list-style-type: none"> • Review available documents from the SRCS, Movement and external sources, including NGOs, United Nations agencies, Governments and Inter-governmental organizations. • Meet key organizations (NGOs, United Nations agencies, Government and Intergovernmental) working in Sudan to identify existing humanitarian gaps. • Meet with and develop a plan to provide support to key SRCS staff and partners working in Sudan. • Draft and deliver a report elaborating on the results.

¹ Follow-up mission report on Sudan

Progress

Following meetings between the SRCS, the International Federation Under-secretary General and the Federation Head of East Africa Zone a request was formally submitted for the deployment of a FACT team. On 30 March 2009, a FACT Team was deployed to provide technical support to the SRCS by developing “a plan of action to enhance the capacity of the SRCS in the likelihood of a scale up, including by i) improving the SRCS’s reporting capacity, ii) advising on finance management procedures, and iii) advising on organizational development as well as the immediate restructuring.” The FACT Team was also requested to recommend how the SRCS could be best assisted in scaling up its operations² to fill the humanitarian gaps, and a plan of action is contained, to this end, in a separate report.

The FACT Team has provided three reports: one recommending a series of capacity building efforts and technical measures, the second describing the humanitarian needs and suggesting a plan of action in response to identified gaps in service delivery in Darfur and more recently, the third a ‘Health Technical Report’.

The team was composed of a team leader and professionals in organizational development, finances and reporting. The team produced the first report with recommendations putting emphasis on strengthening existing and developing new capacities to respond to emerging needs in the country. The team met with several internal and external stakeholders including RC/RC Movement partners such as the SRCS, ICRC, PNS and the International Federation present in Sudan, the Government of Sudan, UN agencies such as UNICEF, UNDP, UNOCHA, UNJLC and WFP. Recommendations in the report were considering needs of strengthening the National Society as requirement for successfully addressing humanitarian needs in the short and long-term. The recommendations contained in the report were based on number of “guiding principles” and four key areas identified by the SRCS, particularly i) organisational development and capacity building; ii) partnership development; iii) financial management systems; iv) quality reporting.

The second report looked at humanitarian needs and responses by other partners and developed plan of action taking into account an analysis of the SRCS’s strengths and weaknesses, and the opportunities and treats presented by the situation. The third report covered health issues in the country, gaps and identifying priority areas where possible interventions could be planned. The FACT deployment process including producing reports lasted from 30 March 2009 to 08 May 2009.

The first two reports³ were sent to all key Movement partners involved or with an interest in Sudan on April 28 and a meeting was conducted between the senior management of the SRCS and the Federation Secretariat on 4 May 2009. The outcome of the meeting was to organize a high-level follow-up mission to Sudan to assist the SRCS in refining the Plan of Action and in determining how best to manage its possible implementation. Changing and rapidly evolving situation has been taken into the consideration as well. The mission comprised of the Secretary General, Swedish Red Cross and Head of Horn of Africa Emergency Operations who arrived in Sudan in the second half of May 2009 and continued working until end of May 2009. The report, highlighting need for the Movement partners to scale up response to humanitarian needs in Sudan including South, protocol areas and eastern Sudan and also emphasising an *equally important* need for a large-scale, comprehensive and sustained capacity building effort in order to strengthen the SRCS in view of the 2011 Referendum in South Sudan. The report was presented to PNSs in Geneva on 4 June 2009 during the meeting on Sudan.

As an outcome of the meeting, immediate priorities were identified those to be followed up at country level, particularly finalising the Memorandum of Understanding between the Movement partners in Sudan, ensuring the Federation core country presence in Sudan before new management takes over, continue with Movement Cooperation Task Force and technical committees and supporting SRCS to take forward implementation of the South Sudan Development Plan. For this purpose the Federation Country Representative for Ethiopia was deployed temporarily in Sudan to fill the management gap and work with SRCS to follow up urgent issues to be addressed.

Challenges

The FACT deployment and assessment process initially was planned for a period of one month. Initial challenge was deployment of technical people on time due to protocol related issues and the personnel (health specialist) was able to arrive in the country only mid April 2009. Situation had been changing rapidly on a daily basis as a result of the exceptional efforts that were delivered by the United Nations system and

² Quoting the ToRs: “identifying gaps in the provision of humanitarian aid, in assessing the possibility for the SRCS to scale up its activities, and in recommending how the SRC could best be assisted in scaling up its operations.

³ The third report was finalised well after the first two had been distributed.

the various State and Federal Ministries in order to keep the situation under control. As per agreement between SRCS and the Federation a follow-up mission was deployed to assist the SRCS in verifying feasibility and refining Plan of Action and Budget considering FACT reports and other background documents. A coherent and coordinated Movement approach is needed to scale up SRCS capacity building activities and ensure that the National Society priorities are well respected and further adjusted to evolving situation. The Federation new management team will, indeed, have important role to play in terms of coordination, representation and advocacy.

How we work

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

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

For further information specifically related to this operation please contact:

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International Federation of Red Cross and Red Crescent Societies

MDRSD006 - Sudan - Capacity Assessment & Gap Analysis

Interim Financial Report

Selected Parameters	
Reporting Timeframe	2009/3-2009/5
Budget Timeframe	2009/3-2009/5
Appeal	MDRSD006
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	TOTAL
A. Budget	107,354					107,354
B. Opening Balance	0					0
Income						
<u>Other Income</u>						
<i>Voluntary Income</i>	107,354					107,354
C5. Other Income	107,354					107,354
C. Total Income = SUM(C1..C5)	107,354					107,354
D. Total Funding = B + C	107,354					107,354
Appeal Coverage	100%					100%

II. Balance of Funds

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	TOTAL
B. Opening Balance	0					0
C. Income	107,354					107,354
E. Expenditure	-56,845					-56,845
F. Closing Balance = (B + C + E)	50,509					50,509

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III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination		
A							B	A - B
BUDGET (C)		107,354					107,354	
Transport & Storage								
Storage		2,349				2,349	-2,349	
Transport & Vehicle Costs	9,050	1,576				1,576	7,474	
Total Transport & Storage	9,050	3,925				3,925	5,125	
Personnel								
International Staff		346				346	-346	
National Staff	19,000	6,896				6,896	12,104	
National Society Staff		741				741	-741	
Total Personnel	19,000	7,983				7,983	11,017	
General Expenditure								
Travel	52,801	16,642				16,642	36,159	
Information & Public Relation		181				181	-181	
Office Costs	2,000	2,790				2,790	-790	
Communications	7,500	346				346	7,154	
Financial Charges	200	1				1	200	
Other General Expenses	9,825	3,706				3,706	6,119	
Total General Expenditure	72,326	23,666				23,666	48,660	
Programme Support								
Program Support	6,978	3,695				3,695	3,283	
Total Programme Support	6,978	3,695				3,695	3,283	
Operational Provisions								
Operational Provisions		17,576				17,576	-17,576	
Total Operational Provisions		17,576				17,576	-17,576	
TOTAL EXPENDITURE (D)	107,354	56,845				56,845	50,508	
VARIANCE (C - D)		50,508				50,508		